

A Study on Internal Branding: Developing A Predictive Model for The Indian Service Sector with Reference to Bharti Airtel

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Abstract

In recent times, internal branding has gained importance in the marketing literature because researchers identify that corporate brand management not only associates external actions but also an internal approach that involves employees. Although the growing interest, there is no agreement among authors about experiences, measurements, and outcomes of internal branding. Currently, this paper aims to explore the conceptualization of internal branding and to offer opportunities for future research. The study is an organized literature review that uses a specific database. The contributions of each article were extracted, organized, and processed following systematic procedures. This review defines internal branding as a cross-functional process that involves both marketing and human resource departments. It focuses on managing the brand internally through brand-centered human resource management, internal brand communications, and brand leadership, with the aim of achieving brand outcomes among employees (brand understanding, brand identification, brand commitment, brand loyalty, brand citizenship behaviors) so they can build brand equity in front of external stakeholders. Although a lack of consensus had been established, the literature evidenced similarities that gave rise to the conceptualization proposed in this study. Nevertheless, the discussion about internal branding is still open because there are several issues to investigate in this field.

Keywords: brand understanding, brand identification, brand commitment, brand loyalty, brand citizenship behaviors.

1. Introduction:

In today's competitive landscape, where products and services are increasingly commoditized, creating a distinct identity and fostering customer loyalty has become paramount for businesses. While external branding efforts are widely recognized, internal branding is emerging as a critical aspect of organizational success, particularly in the service sector. Internal branding focuses on aligning employees with the brand values, culture, and promises, ultimately influencing their behavior and interactions with customers. This paper delves into the concept of internal branding and its significance within the Indian service sector. With India's burgeoning service industry playing a pivotal role in the country's economy, understanding and implementing effective internal branding strategies can offer a competitive edge to service-oriented organizations. The primary objective of this research is to develop a predictive model tailored to the nuances of the Indian service sector, which can forecast the impact of internal branding initiatives on

various organizational outcomes, such as employee engagement, customer satisfaction, and financial performance.

Internal branding refers to the process of aligning and fostering a company's culture, values, and identity among its employees. It involves creating a sense of belonging and pride among employees by communicating and reinforcing the organization's mission, vision, and core principles. In the Indian service sector, internal branding plays a crucial role in shaping employee attitudes, behaviors, and ultimately, customer experiences. By developing a predictive model for internal branding in the Indian service sector, organizations can anticipate employee engagement, satisfaction, and their impact on customer satisfaction and business outcomes. This predictive model would likely incorporate factors such as leadership effectiveness, communication strategies, training programs, employee recognition, and organizational climate to forecast the strength and effectiveness of internal branding initiatives within service-oriented companies in India.

Internal branding is a key strategy that connects employees with a company's core values, goals, and identity. In India's diverse service industry, encompassing IT, finance, hospitality, healthcare, and more, internal branding plays a vital role in engaging employees, ensuring a consistent customer experience, and establishing a positive reputation. Given the direct link between service quality, customer satisfaction, and loyalty, it is imperative that employees embody the brand effectively to drive success. The service industry in India is expanding quickly and changing constantly, which brings about various opportunities and obstacles for businesses. In order to keep up with customer needs and stand out in a crowded market, it is crucial for companies to have a unified internal branding approach. When employees grasp and reflect the brand's principles, they can deliver exceptional service, positively influencing how customers view and interact with the company. This, in return, boosts customer loyalty and enhances the overall reputation of the brand.

Aids of Internal Branding:

Internal branding refers to the process of aligning and engaging employees with the brand values, mission, and vision of the organization. In the Indian service sector, developing a predictive model for internal branding can yield numerous benefits: Includes

- Enhanced Employee Engagement
- Improved Customer Experience
- Increased Employee Retention
- Boosted Productivity
- Innovation and Creativity
- Consistent Brand Representation

2. Review of Literature:

Internal branding:

The modern years have seen augmented responsiveness being given to internal branding (Zhang and Xu, 2021). Internal branding is important to operationalize a brand orientation and enables an employee to deliver the expressed brand promise indispensable to implementing brand-building activities (Kaur et al., 2020). Internal branding theory stress that organizations should put their internal employees first because external customer loyalty happens only if service organization employees adopt external customer relationship building orientation (Eid et al., 2019). Previous studies have acknowledged internal brand communication, training, and leadership as the most critical internal brand activities (Zhang and Xu,

2021). In the present study, these three activities are considered internal branding activities. A review of the literature suggests that the effect of internal branding on employee-related outcomes, including employee engagement (Ahmad et al., 2014, Park et al., 2014; Salamzadeh et al., 2016), employee intention to stay (Matanda and Ndubisi, 2013), quality commitment, identification, commitment and loyalty (Punjaisri et al., 2009; Punjaisri and Wilson, 2017), role clarity, affective and continuous commitment (Garas et al., 2018); brand performance (Tuominen et al., 2016), perceived person-organization fit (Matanda and Ndubisi, 2013) and related results with the customer embracing customer-based brand equity (Hasni et al., 2018), positive customer image of company and purchase intention and brand experience (Ahmad et al., 2014) have been investigated. In this study, brand loyalty and financial performance are considered as the consequences of internal branding.

Psychological empowerment:

Psychological empowerment refers to the internal motivation of employees to perform tasks. Employees experience psychological empowerment when they realize the importance of their job duties, which require skills and competencies. Also, they realize their autonomy to decide how they do their work and believe in their work to make a difference in achieving the organization's goals (Singh and Singh, 2019). Psychological empowerment is a process in which the sense of self-efficacy of members of the organization is boosted by identifying and removing unproductive conditions. This process can be implemented in formal business practices and informal techniques of presenting helpful information (Mostafa, 2017). Psychological empowerment includes four dimensions of meaning (value of work for person), competency (ability to do work), self-determination (independence) and impact (ability to influence outcomes) (Shah et al., 2019). Psychological empowerment has been recognized as an effective way of maintaining employees at work and a source of competitive advantage in organizations (Pigeon et al., 2017). Feelings of independence and competence, relevance, and employee self-efficacy can turn into favorable organizational behaviors (Shah et al., 2019).

Brand loyalty:

Loyalty acts as a biased behaviour expressed over time by an individual with respect to one or more alternatives and is a function of psychological processes (Kim et al., 2016). Brand loyalty and employee loyalty are conceptualized by both attitudinal and behavioural elements. Employee's attitudes and behaviour have a crucial role in the service brand image formation process (Kimpakorn and Tocquer, 2010). In the service sector, in particular, employees deliver the brand experience to customers through, which must effectively create the brand spirit and values in customers' minds and allow customers to develop an emotional connection to the brand.

Therefore, employees in service firms should understand what the brand stands for, i.e. its identity, but, more importantly, employees must be committed to supporting their brand and consistently delivering its promises to customers (Kimpakorn and Tocquer, 2010).

Organizational financial performance:

Organizational performance reflects the extent of goal achievement in the organization's workforce, capital, marketing and fiscal matters (Yesil and Kaya, 2013). Financial performance plays an ever-increasing role in organizations. Organizations can develop a more innovative and sustainable performance with pay attention to financial dimensions. Therefore, in this study, the organization's financial performance is considered an important consequence of internal branding and psychological empowerment.

3. Introduction to the Concept (Theoretical framework):

Internal branding and organizational performance: Internal branding helps employees develop consistent brand behaviours to incorporate a sense of brand commitment into all of their daily work activities. Organizations, through internal branding, can foster a positive external perspective for themselves and thus gain the satisfaction of external customers (€ Ozçelik, 2015). Organizational communication and training can influence employees' supportive attitudes and behaviours towards the brand (Punjaisri et al., 2009). Behavioural branding determines the brand's contribution to organizational success. The results of Chernatony and Cottam (2006) research have emphasized that within the more successful financial services brands, staff with direct influence or involvement with branding matters were highly brand literate, having a comprehensive understanding of their brand and its implications for their job. Therefore, it can be inferred that more successful financial services brands have paid more attention to internal branding and raising employee knowledge of the brand. In addition, the results of research (Wang et al., 2019) showed that internal branding in the hotel is effective in talent retention, cost reduction and star rating. Therefore, internal branding can improve the organization's performance, including its financial performance. Dunes and Pras (2017) has confirmed the positive and significant effect of brand management system on brand mental performance. Lee et al. (2008) have reported that using well-rounded brand management systems in an organization can boost brand performance, including financial performance. Similarly, previous research has confirmed the positive effect of brand management systems, including internal branding on organizational performance (Santos-Vijande et al., 2013). Internal branding by training employees helps them to support brand identity properly. In addition, as a result of establishing unbroken mutual communication between managers and employees, developing and reinforcing of brand is done well. This way, internal branding activities can improve customer service and thus positively affect the organization's performance by aligning employee performance with brand commitments.

Internal branding and brand loyalty: Internal branding, with a particular focus on employees, assures them that their organization is a good workplace to engage to achieve organizational goals (Dechawatanapaisal, 2018). Thus, by building a passion for employees and institutionalizing organizational values in their hearts, they engage in varied support for the organization's brand. Internal branding programs can facilitate brand support behaviours by aligning employee behaviour with brand commitments communicated to customers (Sujchaphong et al., 2015). Profoundly effective inner branding administration can make a solid brand community inside the organization. When a solid brand community exists inside an organization, workers are more likely to comply with the set of exercises used by the organization for brand guarantee conveyance through inner branding administration. As a result, representative brand devotion is fortified. Internal branding is positively associated with perceived employee organization fit by employees and their intention to stay in the organization (Matanda and Ndubisi, 2013). Previous studies have underlined the favorable effect of internal branding on employees' brand loyalty (Punjaisri and Wilson, 2011; Punjaisri et al., 2009; Punjaisri and Wilson, 2017) and organizational loyalty (Hasni et al., 2018). Employees in organizations that implement employee-centric or "internal service" cultures feel more respect and appreciation in their work environment (King and Grace, 2008), and this way will be more loyal to the brand.

Internal branding and psychological empowerment: According to the theory of psychological empowerment, it is necessary to foster an active motivational orientation among employees to empower their performance (Pigeon et al., 2017). Stronger relationships between employee and supervisor can lead to employees' psychological empowerment (Aryee and Chen, 2006), obtained in internal branding.

Because through internal branding, employees' awareness, insights and abilities align with company goals and employees are empowered to fulfil brand commitments to customers (Hasni et al., 2018), it could be inferred that internal branding can boost the value of employees' tasks in their minds and have a favourable impact on their ability to do the job. When employees' perceptions of brand values embedded in brand commitments improve, they affect their clarity positively (Garas et al., 2018) and allow them to act in keeping with customer expectations (Punjaisri et al., 2009). This will enhance the competence of employees to fulfil their duties. Creating a brand-centric culture by delivering good quality internal customer service can establish brand supportive behaviour and ensure that employee behaviour is as consistent as possible with brand identity and values. Internal branding by establishing guiding principles for satisfactory brand behaviours motivates employees to apply these principles in their routine operations and thus affect organizational performance (Matanda and Ndubisi, 2013).

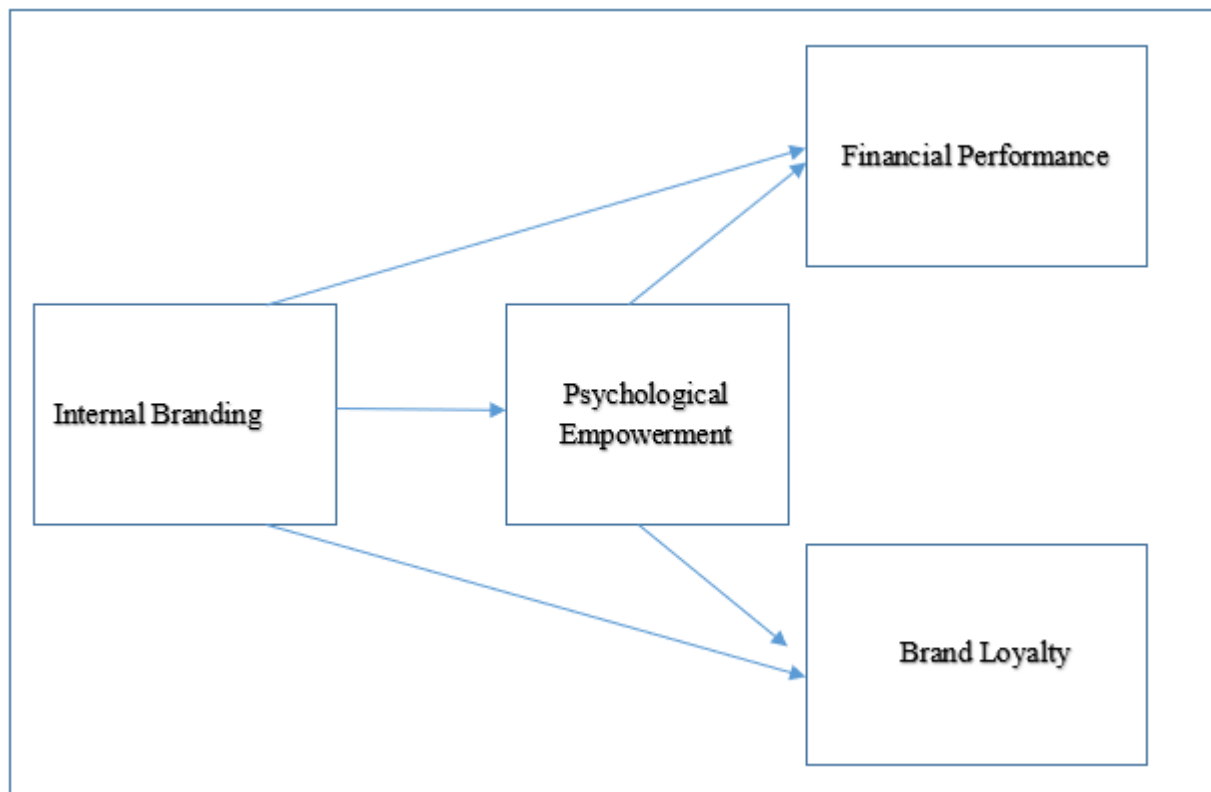
Psychological empowerment and financial performance: Organizations can actualize powerful psychological resources by fulfilling the psychological needs of their employees through social and environmental factors. One of these resources is psychological empowerment (Mostafa, 2017). Feelings of empowerment act as a stimulus that guides employees' behaviour and elevates their performance. Empowered employees show greater commitment to their tasks by demonstrating consistency, thus feeling internal satisfaction. Powerful employees trust their ability to perform tasks, consider their work activities meaningful, feel the positive energy in their work, and are likely to perform better in their tasks (Avery et al., 2013) that can ultimately lead to improved organizational performance. The results of research by Hill and Bartol (2016) have shown that empowered leadership indirectly affects a team's performance (Hill and Bartol, 2016). In addition, the results of Iqbal et al. (2020) research confirm that psychological empowerment can enhance the direct effect of psychological safety and the indirect effect of sustainable leadership on sustainable performance. Psychological empowerment increases job efforts and job satisfaction (Laschinger et al., 2001) and has a positive effect on organizational performance (Patterson et al., 2004) and job productivity (Chang and Liu, 2008).

Psychological empowerment and brand loyalty: Previous studies have indicated that psychological empowerment is positively associated with task performance, organisational citizenship behaviour and work space advance (Seibert et al., 2011). Moreover, structural empowerment can reduce employees' willingness to serve (Smith et al., 2012). Kirrane et al. (2019) have emphasized the relationship between psychological empowerment and a high level of employees' commitment. Psychological empowerment could be a potential fundamental component. In other words, representatives who work in engaging working environments (i.e. having to get to data, openings, bolster and assets) are more likely to fortify their mental state of strengthening; in this manner, they may respond with elevated levels of engagement. In the study conducted by Lee (2008), the positive effect of confidence in high performance on employee loyalty and the study conducted by Jose and Mampilly (2014), the positive relationship between psychological empowerment and employee engagement was confirmed. Previous studies have confirmed the impact of psychological empowerment on employee performance (Chiang and Hsieh, 2012; Li et al., 2015). Psychological empowerment empowers employees toward work, internalizes task goals, and boosts higher endurance in challenging conditions in employees and leads to service-oriented behaviours (Garcia-Juan et al., 2019). A positive relationship between empowerment and service performance (Aryee et al., 2012) as well as job performance (Avery et al., 2013; Liden et al., 2000; Maynard et al., 2014; Hill and Bartol, 2016) and job satisfaction (Lee and Nie, 2014; Chang et al., 2010) have been confirmed in previous research.

The mediating role of psychological empowerment: In the previous research, the mediating role of organizational loyalty (Hasni et al., 2018), perceived person-organization fit (Matanda and Ndubisi, 2013), employee engagement (Park et al., 2014), affective commitment, and clarity of the role (Garas et al., 2018) and brand identification (Dechawatanapaisal, 2019) on the impact of internal branding on its consequences has been checked. A part of the extant research on leadership consequences emphasizes the mediating role of psychological empowerment. According to the results of Joo and Jo (2017), psychological empowerment partially mediated the relationship between authentic leadership and organizational citizenship behaviour. Also, the relationship between core self-evaluations and organizational citizenship behaviour is mediated. In addition, the results of Chiu et al. (2020), the mediating effects of two dimensions of psychological empowerment (i.e. meaning and self-determination) in the relationship between Leader-member exchange and turnover intention is approved. Moreover, Barroso Castro et al. (2008) indicated that psychological empowerment mediates the relationship between transformational leadership and followers' attitudes. The mediating effects of psychological empowerment in the relationship between leadership styles and task performance have been confirmed by Ambad et al. (2021). Ali et al. (2021) also showed that humble leadership indirectly raised project success through psychological empowerment. In another study, Mansoor and Ali (2020) confirmed that psychological empowerment mediates the relationship between transformational leadership and both employee outcomes of organizational citizenship behaviour and turnover intention. Finally, Ahmad and Gao (2018) revealed that psychological empowerment partially mediates the relationship between ethical leadership and employee work engagement. However, the mediating role of psychological empowerment in this regard has not been investigated in previous research. Past studies have confirmed the positive impact of psychological empowerment on organizational commitment (Chang et al., 2010; Lee and Nie, 2014; Hill and Bartol, 2016) and professional commitment (Lee and Nie, 2014).

The introduction of inside branding includes communication with and instructing representatives of almost the brand values to upgrade their mental and passionate engagement with the brand. Viable and steady communication and preparing that reflects brand messages can fulfil the taking after. To begin with, it empowers representatives to pick up brand information and to get it brand bits of knowledge. Moment lifts the mental contract between the organization and the personal representative. Third, it drives worker internalization of brand values. Whereas brand information empowers representatives to get the brand and wanted work behaviours, the fulfilment of the mental contract rouses workers to internalize and live the brand (Dechawatanapaisal, 2018).

Accordingly, it could be deduced that psychological empowerment can elevate internal branding efforts and lead to greater employee loyalty and optimal organizational performance.



4. Research Methodology:

a) Research Gap: The motivation for this study stems from a noticeable gap in the existing literature. It has been observed that internal branding is an emerging field that warrants investigation across multiple service industries. The current research in this area primarily relies on case study methodology, which lacks empirical support. Several scholars have noted that internal branding remains largely overlooked, and more studies encompassing diverse sectors like IT, telecommunications, finance, retail, tourism, and insurance are needed to offer a fresh perspective on internal brand management. This signifies the need for further exploration in this area.

b) Need for the Study: Studying internal branding and creating a predictive model for the Indian service sector is crucial for various reasons. The Indian service industry plays a significant role in the country's economy, employing a large portion of the workforce and generating substantial revenue. By understanding how internal branding affects employee engagement, satisfaction, and performance, service sector companies can improve their productivity and competitiveness.

The study aims to identify key factors that contribute to successful internal branding strategies and provide actionable insights for service organizations in India to enhance their brand performance and competitiveness.

c) Problem Statement: Alignment of employees with company values as well as enhancing of customer experiences are key considerations for any Indian service sector firm that seeks to be successful. Nevertheless, these firms may experience cultural diversity, their employees have high rates of leaving jobs and there is language barrier between different teams thereby preventing consistency in how their brands are seen by its own agents. Furthermore, the absence of data-driven knowledge on what factors contribute to successful branding inside limits their ability to develop effective strategies. This paper focuses on the construction of a prophetic form to determine significant elements in internal branding

success, foretell staff alignments towards brand values and gauge its influence on customer satisfaction. It would be more of an evaluative tool than anything else that uses data analysis and machine learning to provide concrete proposals meant for bettering internal branding strategies hence escalating worker commitment while decreasing turnover rates among others in the Indian service industry

d) Objectives of the Study:

To study the impact of internal branding on organizational performance.

To study the impact of internal branding on brand loyalty.

To study the impact of internal branding on psychological empowerment.

To study the impact of internal branding on financial performance of the organization.

e) Research Design: Research design is a structured plan developed to steer a research project towards its goal of acquiring new knowledge. Research involves uncovering fresh data and connecting it with existing information through scientific methods applied to examine natural or social phenomena.

Research Type: Descriptive in nature

Sampling Technique: Used a basic method to select our sample for the study.

f) Data Collection Methods:

Primary data are information that has been gathered firsthand or through direct observation. It refers to information that is unique and collected for a particular purpose within a specific field. The main data for the research was primarily collected through surveys and questionnaires. However, secondary data refers to information that has already been collected and analyzed statistically by a third party. This information can come from various sources such as dictionaries, registries, publications, journals, and company websites.

Population: 100

Sample Size: 60

Sample Unit: Medchal

Questionnaire: To collect data, a well-organized survey with clear questions is used. The survey includes closed-ended, Likert-scale, and multiple-choice questions.

Tools Used: Google forms, bar graphs. Microsoft Excel, Charts, Chi-square test.

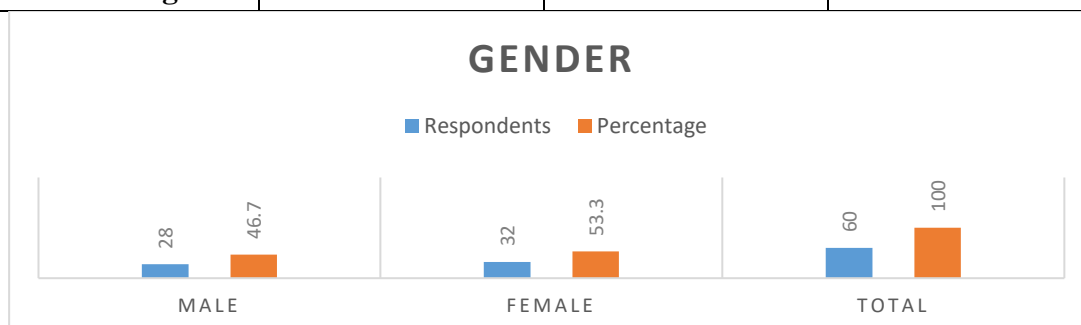
Hypothesis:

H0: There is no significance biased between Employees responses gathered through surveys or interviews.

H1: There is a significance biased between Employees responses gathered through surveys or interviews.

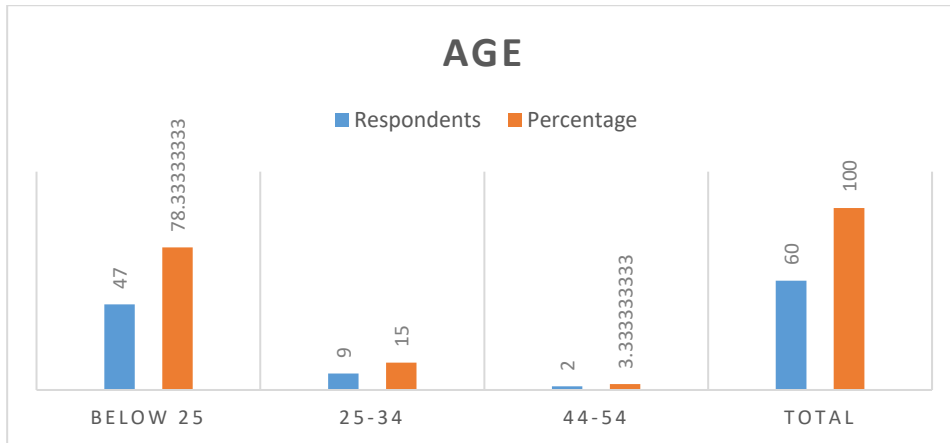
5. Data Analysis and Interpretation:

| GENDER | MALE | FEMALE | TOTAL |
|-------------|------|--------|-------|
| Respondents | 28 | 32 | 60 |
| Percentage | 46.7 | 53.3 | 100 |



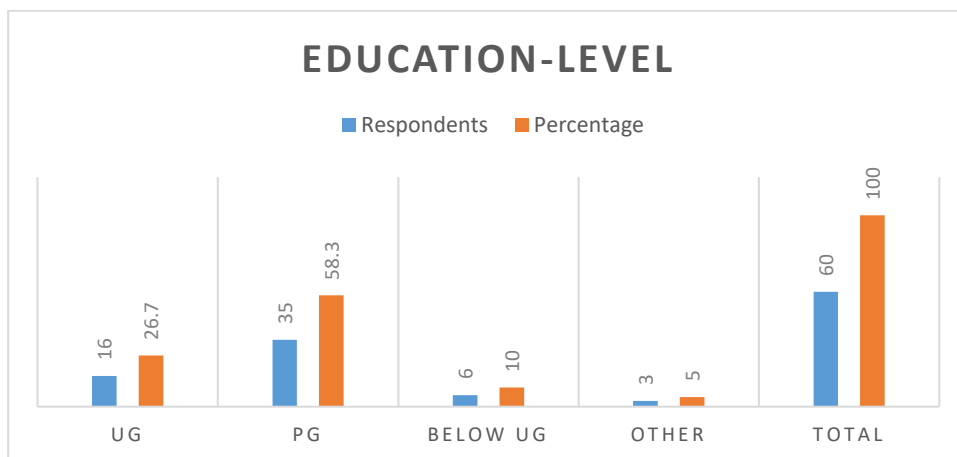
Interpretation: The total respondents are 60 out of which male are 46.7% and female are 53.5%.

| AGE | Below 25 | 25-34 | 34-44 | 44-54 | TOTAL |
|--------------------|----------|-------|-------|-------|-------|
| Respondents | 47 | 9 | 2 | 2 | 60 |
| Percentage | 78.3 | 15 | 3.3 | 3.3 | 100 |



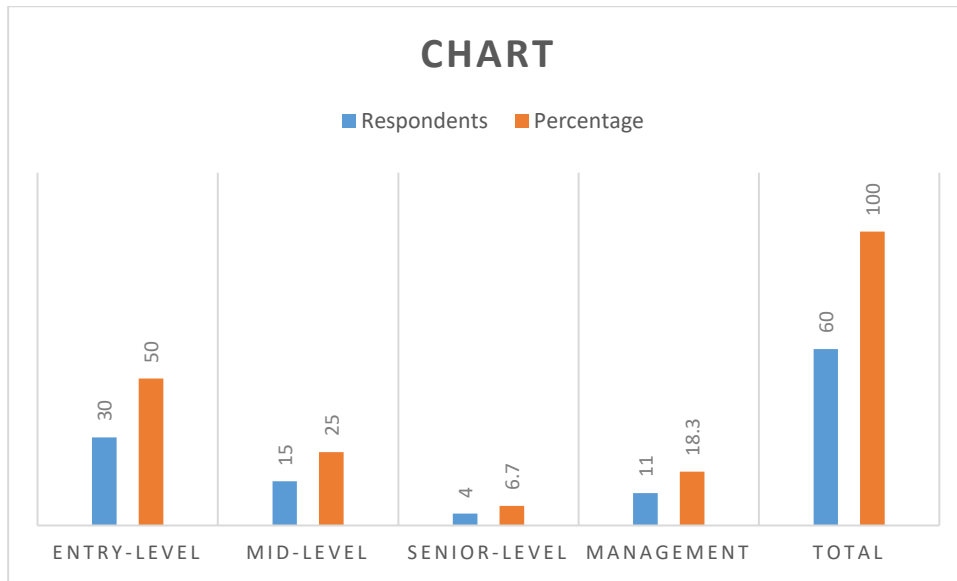
Interpretation: Majority of the respondents followed in the range below 25 with 80%.

| EDUCATION LEVEL | UG | PG | BELOW UG | OTHER | Total |
|--------------------|------|------|----------|-------|-------|
| Respondents | 16 | 35 | 6 | 3 | 60 |
| Percentage | 26.7 | 58.3 | 10 | 5 | 100 |



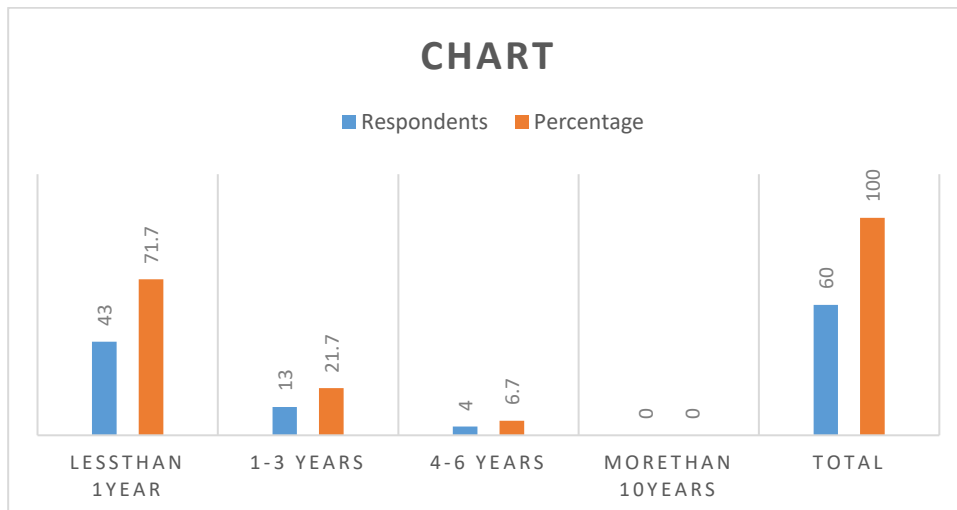
Interpretation: Majority of the respondents are PG with 58.3% and followed by UG with 26.7%.

| POSITION THE ORGANISATION | ENTRY-LEVEL | MID-LEVEL | SENIOR-LEVEL | MANAGEMENT | TOTAL |
|---------------------------|-------------|-----------|--------------|------------|-------|
| Respondents | 30 | 15 | 4 | 11 | 60 |
| Percentage | 50 | 25 | 6.7 | 18.3 | 100 |



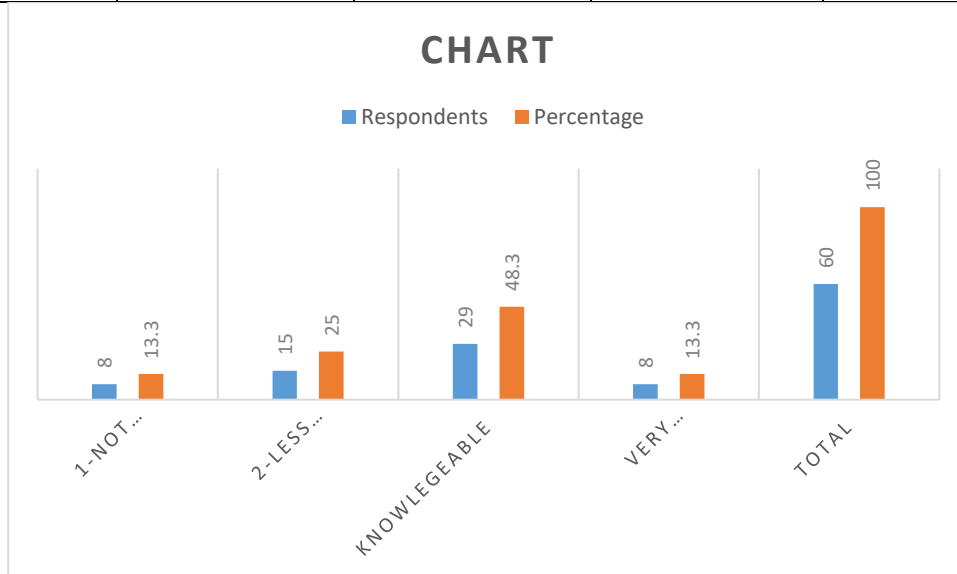
Interpretation: most of the respondents are in the entry-level with 50% and followed by mid-level with 25%.

| YEARS OF EXPERIENCE IN THE SERVICE SECTOR | LESSTHAN 1YEAR | 1-3 YEARS | 4-6 YEARS | MORETHAN 10YEARS | TOTAL |
|---|----------------|-----------|-----------|------------------|-------|
| Respondents | 43 | 13 | 4 | 0 | 60 |
| Percentage | 71.7 | 21.7 | 6.7 | 0 | 100 |



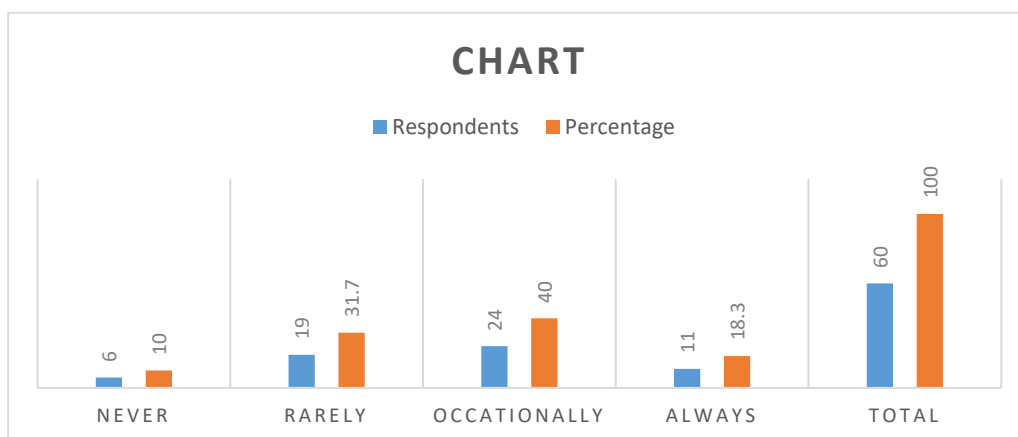
Interpretation: 71.7% are having less than 1 year experience in the service sector and followed by 1-3 experience with 21.7%.

| On a scale from 1 to 4, how would you rate your knowledge of your organization's brand values? | 1-not knowledgeable | 2-less knowledgeable | 3-knowledgeable | 4-very knowledgeable | Total |
|--|---------------------|----------------------|-----------------|----------------------|-------|
| Respondents | 8 | 15 | 29 | 8 | 60 |
| Percentage | 13.3 | 25 | 48.3 | 13.3 | 100 |



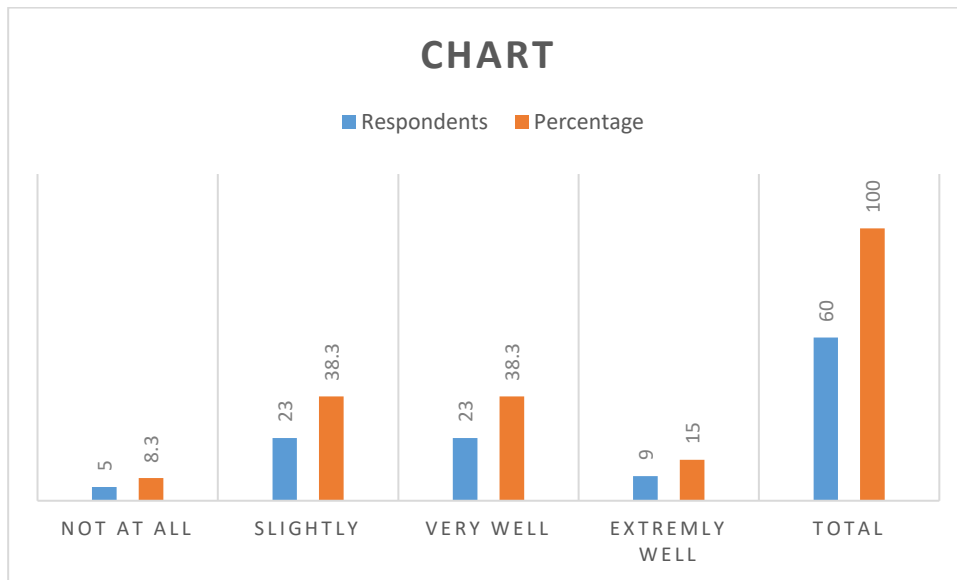
Interpretation: 48.3% have the knowledge of the organizations brand values and 25% are having less knowledge.

| How Often Does Your Organization Communicate Its Brand Values To Employees? | Never | Rarely | Occasionally | Always | Total |
|---|-------|--------|--------------|--------|-------|
| Respondents | 6 | 19 | 24 | 11 | 60 |
| Percentage | 10 | 31.7 | 40 | 18.3 | 100 |



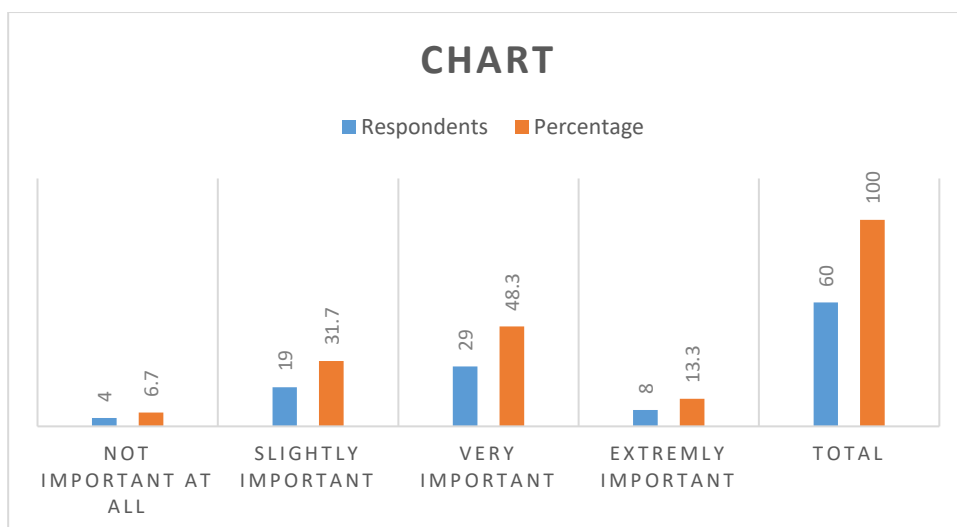
Interpretation: Most of the respondents feel that organization communicate its brand values to employees occasionally with 40%.

| How well does your organization align its internal policies with its brand values? | Not At All | Slightly | Very Well | Extremely Well | Total |
|--|------------|----------|-----------|----------------|-------|
| Respondents | 5 | 23 | 23 | 9 | 60 |
| Percentage | 8.3 | 38.3 | 38.3 | 15 | 100 |



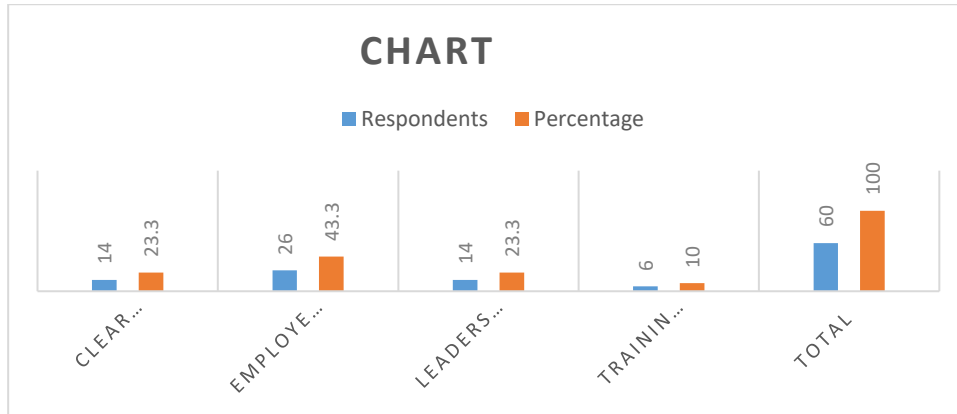
Interpretation: Most of the respondents feel very well and slightly with 38.3% that organization align its internal policies with its brand values.

| How Important Do You Think Internal Branding Is To The Success Of Your Organization? | Not Important At All | Slightly Important | Very Important | Extremely Important | Total |
|--|----------------------|--------------------|----------------|---------------------|-------|
| Respondents | 4 | 19 | 29 | 8 | 60 |
| Percentage | 6.7 | 31.7 | 48.3 | 13.3 | 100 |



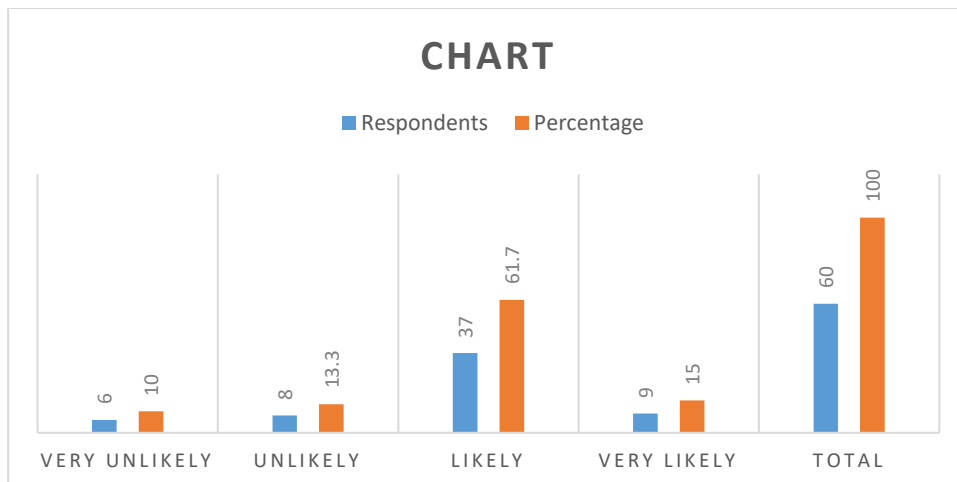
Interpretation: 48.3% respondents feel that it is very important to think internal branding is to the success for organization where as 31.7% feel it's slightly important.

| What factors do you believe are most critical for successful internal branding? | Clear Communication of Brand values | Employee Engagement | Leadership Support | Training And Development | Total |
|---|-------------------------------------|---------------------|--------------------|--------------------------|-------|
| Respondents | 14 | 26 | 14 | 6 | 60 |
| Percentage | 23.3 | 43.3 | 23.3 | 10 | 100 |



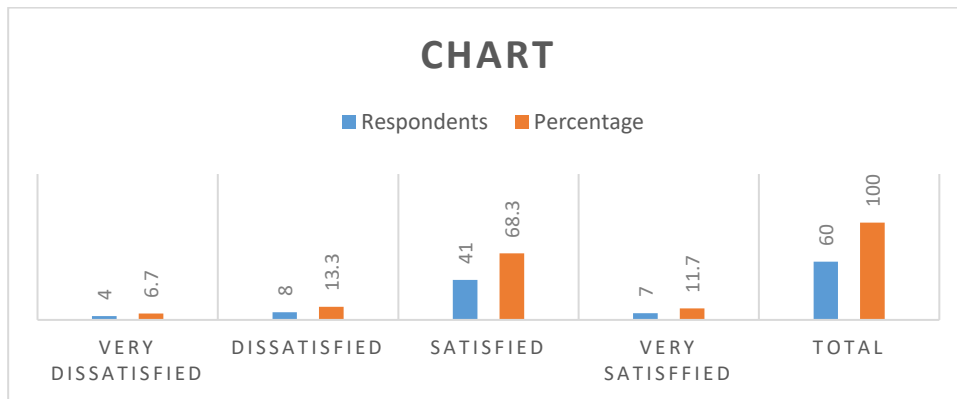
Interpretation: employee engagement with 43.3% is the factor that is believed most critical for successful internal branding whereas clear communication and brand values as well as leadership support with 23.3%.

| How likely are you to recommend your organization's services to others? | Very unlikely | Unlikely | Likely | Very likely | Total |
|---|---------------|----------|--------|-------------|-------|
| Respondents | 6 | 8 | 37 | 9 | 60 |
| Percentage | 10 | 13.3 | 61.7 | 15 | 100 |



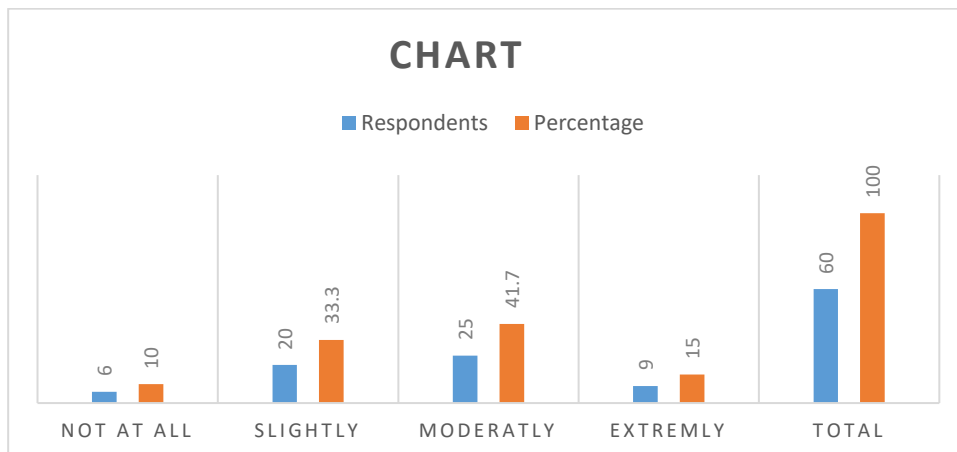
Interpretation: most of the respondents are likely to recommend the organizations services to others with 61.7%.

| How would you rate your overall satisfaction with your job? | Very dissatisfied | Dissatisfied | Satisfied | Very satisfied | Total |
|---|-------------------|--------------|-----------|----------------|-------|
| Respondents | 4 | 8 | 41 | 7 | 60 |
| Percentage | 6.7 | 13.3 | 68.3 | 11.7 | 100 |



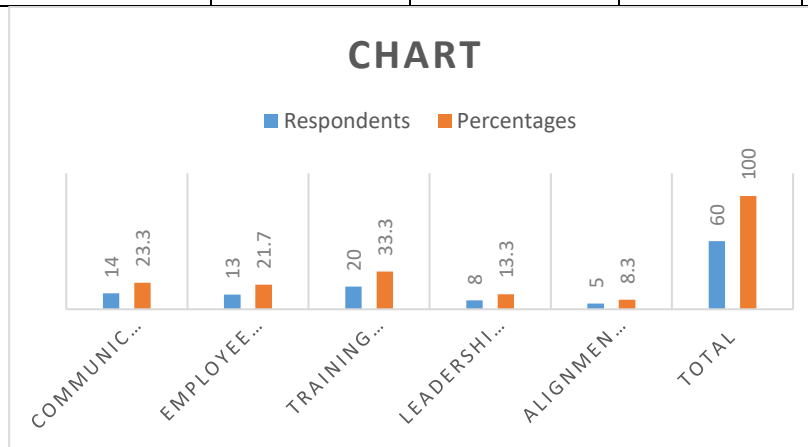
Interpretation: most of the respondents are satisfied with their job by 68.3% and dissatisfied by 13.3%.

| How does your commitment to the brand influence your performance at work? | Not at all | Slightly | Moderately | Extremely | Total |
|---|------------|----------|------------|-----------|-------|
| Respondents | 6 | 20 | 25 | 9 | 60 |
| Percentage | 10 | 33.3 | 41.7 | 15 | 100 |



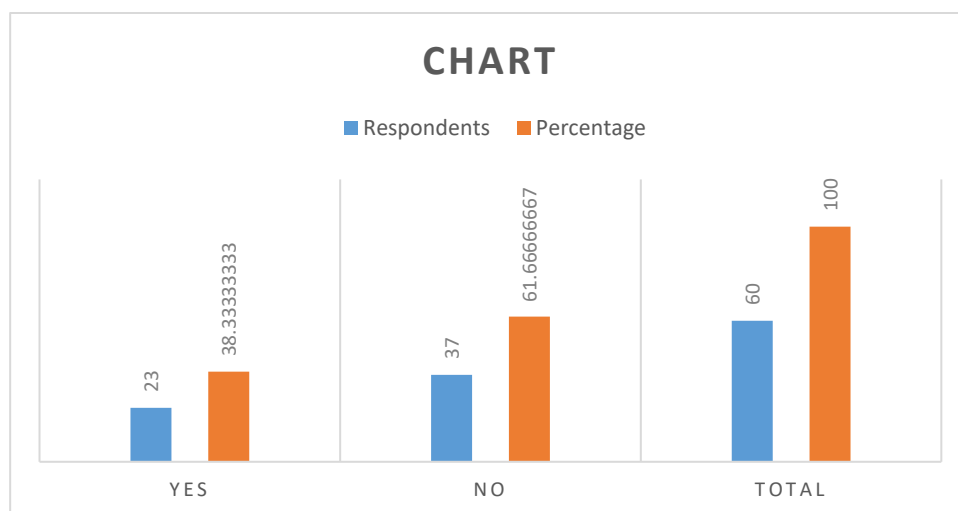
Interpretation: Commitment to the brand influence the performance at work is moderately responded by the respondents by 41.7% whereas 10% are not at all.

| What areas of internal branding do you think your organization could improve? | Communication | Employee Engagement | Training And Development | Leadership Support | Alignment of policies with brand values | Total |
|---|---------------|---------------------|--------------------------|--------------------|---|-------|
| Respondents | 14 | 13 | 20 | 8 | 5 | 60 |
| Percentages | 23.3 | 21.7 | 33.3 | 13.3 | 8.3 | 100 |



Interpretation: most of the respondents feel that 33.3% training and development must be improved in internal branding.

| Is there any bias between employees where responses gathered through surveys or interviews | Yes | No | Total |
|--|------|------|-------|
| Respondents | 23 | 37 | 60 |
| Percentage | 38.3 | 61.6 | 100 |



Interpretation: Most of the respondents with 61.33% insist that there is no bias for employees responses through surveys and interviews.

6. Statistical Analysis:

| | Yes | No | Rows Totals |
|-----------------------|-------------------|-------------------|-------------------------|
| Male | 10 (10.73) [0.05] | 18 (17.27) [0.03] | 28 |
| Female | 13 (12.27) [0.04] | 19 (19.73) [0.03] | 32 |
| Columns Totals | 23 | 37 | 60 (Grand Total) |

The chi-square statistic is 0.1523. The p-value is .696307. The result is not significant at $p < .05$.

| | Yes | No | Rows Totals |
|-----------------------|-------------------|-------------------|-------------------------|
| Below 25 | 17 (18.02) [0.06] | 30 (28.98) [0.04] | 47 |
| 25-34 | 4 (3.45) [0.09] | 5 (5.55) [0.05] | 9 |
| 34-44 | 1 (0.77) [0.07] | 1 (1.23) [0.04] | 2 |
| 44-54 | 1 (0.77) [0.07] | 1 (1.23) [0.04] | 2 |
| Columns Totals | 23 | 37 | 60 (Grand Total) |

The chi-square statistic is 0.4655. The p-value is .926395. The result is not significant at $p < .05$.

7. Findings:

- The total respondents are 60 out of which male are 46.7% and female are 53.5%.
- Majority of the respondents followed in the range below 25 with 80%.
- Majority of the respondents are PG with 58.3% and followed by UG with 26.7%.
- Most of the respondents are in the entry-level with 50% and followed by mid-level with 25%.
- 71.7% are having less than 1 year experience in the service sector and followed by 1-3 experience with 21.7%.
- 48.3% have the knowledge of the organizations brand values and 25% are having less knowledge.
- Most of the respondents feel that organization communicate its brand values to employees occasionally with 40%.
- Most of the respondents feel very well and slightly with 38.3% that organization align its internal policies with its brand values.
- 48.3% respondent's feel that it is very important to think internal branding is to the success for organization whereas 31.7% feel it's slightly important.
- Employee engagement with 43.3% is the factor that is believed most critical for successful internal branding whereas clear communication and brand values as well as leadership support with 23.3%.
- Most of the respondents are likely to recommend the organizations services to others with 61.7%.
- Most of the respondents are satisfied with their job by 68.3% and dissatisfied by 13.3%.
- Commitment to the brand influence the performance at work is moderately responded by the respondents by 41.7% whereas 10% are not at all.
- Most of the respondents feel that 33.3% training and development must be improved in internal branding

8. Suggestions:

- Effective businesses rely on the internal communication in order to thrive in a highly concentrated market. Once there is formulated practical way for predicting internal communication progression it could be used by Indian service sector companies to discern how their internal strategies are working

or help them be even more effective. This paper focuses on developing such predictive models for employee satisfaction and retention based on organizational factors.

- The model could start by collecting data that includes those from employees' attitudes and behaviors, and their engagement levels given the organizational culture and leadership styles. The data can be gathered using surveys or through interviews among others like other qualitative and quantitative methods. Employee's demographics in terms of age bracket, years served in the company and the kind of job they do should also form part of such records in order to provide a picture which is more detailed on them.
- The model should emphasize perpetual progression by offering practicable ideas and finding out probable programs that managers should concentrate on. Another fundamental aspect is including feedback loops into the model that enables businesses to assess how well internal branding strategies perform and take essential measures.
- Different service sector industries within India have specific challenges and opportunities that the model should consider. However, it should also include cultural nuances and regulatory environment which may affect internal branding practices. Customizing our model for specific industries as well as situations would help companies create less generic but much focused internal branding strategies.

9. Conclusion:

- Significant new information about the effects of internal branding on employee engagement and organizational success has come from a study on internal branding and the creation of a predictive model for the Indian service sector. The significance of internal branding as a tactical instrument that can boost customer happiness, brand loyalty, and service quality has been demonstrated by study. Internal branding may promote a culture of shared values and a feeling of community among the employees, which can increase dedication and productivity.
- The study's prediction model incorporates a number of important elements, including staff involvement in brand-building activities, communication, and training. The model shows how these variables can be used to forecast how closely employees will align with the brand's values and objectives, which will impact both their performance and the organization's success as a whole. The approach underscores the crucial function of leadership in internal branding endeavors, given that leaders establish the tone and steer staff members towards the intended brand personality.
- The research highlights the imperative for Indian service sector enterprises to allocate resources towards comprehensive internal branding campaigns, considering the fierce rivalry and rapidly evolving market conditions. Long-term success depends on an organization's ability to stand out from the competition and provide consumers with a consistent, cohesive brand experience, both of which may be achieved through effective internal branding initiatives. The approach also offers executives and employees in the Indian service industry a useful tool by giving them a road map for improving internal branding initiatives and optimizing their influence on worker engagement and organizational success.
- All things considered, the study advances knowledge about internal branding in the Indian service industry and provides useful advice for businesses trying to build their brand internally. Businesses can make wise decisions to match their internal procedures with their brand commitments by utilizing the predictive model and its results, which will ultimately result in long-term business growth and competitive advantage.

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