Sudan University of Science and Technology

College of Graduate Studies

THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE RELATIONSHIP BETWEEN INTERNAL BRANDING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

A STUDY ON SUDANESE BANKING SECTOR

الدور الوسيط للإلتزام التنظيمي في العلاقة بين العلامة الداخلية وسلوك المواطنة التنظيمية

دراسة على قطاع المصارف بالسودان

A Thesis Submitted in Fulfillment of Requirements for the Degree of Master of Science (M.Sc.) in Business Administration

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Declaration of Originality

(By Student)

I hereby confirm that this thesis, which I have submitted is my original work. Besides, I have not pursued or used unacceptable help of third parties to produce this work. Moreover, I have evidently referenced all sources used in this thesis and I have also used inverted commas for all text directly quoted from another source. Additionally, this thesis has never been submitted to another institution or for awarding another degree neither in Sudan nor outside Sudan and it has never been published anywhere else.

Date: July. 2019   **Hala Abdelbagi Ahmed Mohammed**
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Declaration of Originality
(by Main Supervisor)

This is to certify that this thesis entitled **"Organizational Commitment In The Relationship Between Internal Branding And Organizational Citizenship Behavior"** A study on Sudanese banking sector was carried out by the candidate under my supervision and guidance. The work incorporated in this thesis from other sources has been clearly acknowledged in the respective text of the thesis.

Date: July 2019   Dr. SiddigBalal Ibrahim

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بسم الله الرحمن الرحيم

(قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ أَنتَ الْعَلِيمُ الْحَكِيمُ)
سورة البقرة (32).

DEDICATION

This thesis is enthusiastically dedicated to the soul of parents**,** who always have been my source of hope and inspiration.

This humble work devoted to mysister **Mrs.Hafsa**, she was my wise mother and loved sisterand who persistently supplies me with moral, spiritual, emotional, and financial support.

A special feeling of gratitude to my colleagues**(Abas, Aamir and Dr.Emad Al deen),**who stood by my side and provided me with endless support and sincere prayers to get this work done.

Last but not least, I am dedicating this successto my beloved husband **Mr. Hashim**. With his patience, I was able to move forward in my Thesis. This success is attributed to him and his family.

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LIST OF ABBREVIATIONS	
IB	Internal Branding
OCB	Organizational Citizenship Behavior
OC	Organizational Commitment
SET	Social Exchange Theory
SIT	Social Identity Theory
CR	Composite Reliability
AVE	Average Variance Extracted
EFA	Exploratory factor analysis
CFA	Confirmatory Factor Analysis
SFL	Standardized Factor Loadings
IV	Independant Variable
DV	Dependant Variable
MV	Mediating Variable
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Science

المستخلص

أصبحت إدارة العلامة الداخلية واحدة من أهم العوامل التي تسهم بشكل كبير في تحسين أداء الشركات وقدرتها على التكيف التشغيلي. بناءً على نظرية الهوية الإجتماعية ونظرية التبادل الإجتماعي، هذه الدراسة هدفت لإختبار العلاقة بين إدارة العلامة الداخلية وسلوك المواطنة التنظيمية والإلتزام التنظيمي كمتغير وسيط. تم جمع البيانات عن طريق الإستبيان من عينة غير إحتمالية ملائمة شملت موظفي المصارف السودانية؛ بلغ حجم العينة(300)مفردة. لغرض تحليل البيانات، إستخدمت هذه الدراسة طريقة النمذجة بالمعادلات البنائية؛ من خلال برنامج اموس (AMOS) . هذا وقد أظهرت النتائج أن هنالك علاقة إيجابية بين إدارة العلامة الداخلية وسلوك المواطنة التنظيمية. بالإضافة إلى ذلك، توصلت النتائج إلى أن الإلتزام التنظيمي يتوسط العلاقة بين إدارة العلامة الداخلية وسلوك المواطنة التنظيمية. من خلال النتائج التجريبية التي تم التوصل إليها، قدمت هذه الدراسة العديد من الإسهامات النظرية والعملية إلى جانب التوصيات ببحوث مستقبلية.

Abstract

Internal branding (IB) has become one of the mostfactorsthat significantly contribute to improving companies' operational adaptability and performance. Based on (SIT) and (SET) theory, this study aims to investigate the relationship between internal brandingand organizational citizenship behavior of Sudanese banks' employees. The data was collected through a survey of (300) respondents from a non-probability sample of Sudanesebank employees. Structural equation modeling through (AMOS)was used to analyze the data. The findings have shown a positive relationship between IB and OCB. Moreover, the results found thatorganizational commitment mediates the relationship between IB and OCB, The study provides theoretical and practical implications and future research.

CHAPTER ONE

INTRODUCTION

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INTRODUCTION

1.1 Introduction

Despite recent growth in the banking sector, Sudan continues to be under-banked, and only a small share of the population has access to banking services, and enterprises often face difficulties in obtaining funding from banks. Moreover, the economic crisis engulfing Sudan is deteriorating in the present, with banks across the country unable to meet the demand for cash amid a liquidity crunch. Sudanese banks witnessed the scarcity of cash in the country which led to the automatic shutdown of ATMs. All the banking sector's customers queued for hours in front of automated-teller machines to withdraw money but always cash was in short supply. Above all, the constant changes in the economy and financial–related policies and regulations led to more complexities.

Similarly, in such a situation the employees working in the banking sector encountered many challenges and endless pressures as a result of the demanding customer services, in the total absence of the possible solutions. Consequently, the status quo places an important question to employees 'commitment, citizenship behavior, furthermore, the awareness and commitment to the internal brand.

An increasing amount of attention has been paid to exploring the antecedents of employee commitment, which is one of the main drivers of employee brand-building behaviors , authentic brand delivery, and consistent brand image of the organization (Burmann and Zeplin, 2005; Kim and Brymer, 2011; Punjaisriet al., 2009; Xiong et al., 2013). Organizational citizenship behavior (OCB) encompasses all behaviors that are not considered to be part of employee's formal duties in the organization and that contributes to the enhancement of organizational performance (Organ, 1997). Examples of organizational citizenship behavior include fruitful activities such as assisting co-workers in performing work-related tasks, working extra hours without pay, going the extra mile in making a newly appointed employee feel welcome, and

abiding by informal codes of conduct established to preserve harmony. OCB is a multidimensional concept consisting of Help Oriented Behavior and Courtesy (Swaminathan & Jawaher, 2013).(Ali H. Muhammad2014) . However, ensure the sustainability of organizations, it is nowadays considered insufficient for the employee to fulfill their tasks just in the context of the job description (Katz, 1964:132) and it is revealed that the employees behaviors beyond specified role definitions lead more positive results (Organ, 1988; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997; Walz & Rush, 2000; Greenberg & Baron, 2000; Mohanty & Rath, 2012). It is observed that this kind of behavior could be accepted as organizational citizenship behavior (Mohanty & Rath, 2012).

Thus, it has received a great deal of attention in the literature (Bateman & Organ, 1983; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organizational citizenship behavior is characterized by individuals voluntarily making extra-role contributions to the organization that is above and beyond their job duties (Organ, 1990). Whereas, brands are strategic assets that provide an organization with an imitable competitive advantage (Aaker, 1996). Organizations expect their employees to be the pioneers of the employer brand who consistently deliver on the brand promise across all contact points, who are proud to speak in favor of the employer brand and the organization itself and to work for the organization (Asha & Jyothi, 2013). However, for this to happen, employees should first identify themselves with the brand values. When employees identify themselves with the brand, they will act in a way that supports the brand identity, which will develop brand commitment. Commitment to the employer brand will facilitate employees deliver on the brand promise across all stakeholders including customers. Before employees get motivated to fully meet external customers satisfaction, they must internalize the brand and its values (Miles and Mangold, 2004). For this reason, internal branding (IB) is considered as a significant strategic process within the organization (Asha & Mythoi, 2011). Meanwhile, In the past decade, the construct of organizational commitment has occupied a prominent place in organizational behavior and human resources management research (Mowday, Porter, & Steers, 1982; Salancik, 1977; Staw & Ross, 1978).

Regardless of the type of organizations whether they produce products or deliver services, employees working in these organizations are regarded as their main

resources and the roles these employees play is highly influential in achieving the objectives of the organizations they work in.

A number of researchers support this view; Armstrong (2006) argues that employees who work in an organization are regarded as the organization's most valued assets believing that these employees are the ones who individually and collectively contribute to the achievement of its objectives.

1.2 Problem Statement

The literature of internal branding suggests that the organization's relationship with its employees is the foundation on which the organization builds a relationship with its customers Pswarayi (2013), and employees are able to provide customers with a unique brand experience. Although the value of internal branding is widely recognized, looking back to the previous studies obviously a lack appears in the area of internal branding and organizational citizenship behaviors, (Yang, Wan, Wu 2015).

Some studies conducted in the relationship between internal brand and Variables such as; sustainability, customer- relationship (Galina Manzhynski.2016; Isabel Buil a, Eva, Martínez, Jorge Matute, 2016; Gaye, Fındıkl, 2014). However, a little is known about the internal brand and organizational citizenship behaviors (Rose Du Preez Michael Thomas Bendixen, 2015; HomaJavid and others, 2016; KatjaTerglav, MajaKoneˇcnik, Ruzzier, Robert KaˇseFaculty, 2016). Therefore, this study is seeking to examine the mediating role of organizational commitment on the relationship between internal brand and organizational citizenship behaviors.

In addition to most of the studies examined the relationship between internal brand and organizational citizenship behaviors were conducted in developed countries (Belarus,), and this study is being conducted in underdeveloped countries particularly in Sudan, the previous studies have dealt with the direct relationship between the internal branding and organizational citizenship behaviors and this study aims to investigate the mediating role of organizational commitment in the relation between internal branding and organizational citizenship behaviors.

The reason for testing mediation is trying to understand the mechanism through which the causal variable affects the outcome, in other words, to describe "Why" and "How" such effects occur in the relationship between independent and dependent

variables (Kenny, 2014). , as (Baron and Kenny, 1986) proposed mediator variables are typically introduced when there is an unexpectedly weak or inconsistent relation between the variables.

1.3 Research Questions

Based on the research problem discussed above, this study attempts to answer the following questions:

1. What is the relationship between internal branding and organizational citizenship behavior?
2. What is the relationship between internal branding and organizational commitment?
3. What is the relationship between organizational commitment and organizational citizenship behavior?

4. Does organizational commitment mediate the relationship between internal branding and organizational citizenship behavior?
5. What is the level of OCB among the employees of Sudanese banks?

6. To what extent internal branding is managed in Sudanese banks?

7. What is the level of organizational commitment among the employees of Sudanese bank?

1.4 Research Objectives

To find appropriate answers for proposed research questions, this study pursues the following objectives:

1. To examine the relationship between internal branding and organizational citizenship behavior
2. To investigate the relationship between internal branding and organizational commitment?
3. To examine the relationship between organizational commitment and organizational citizenship Behavior

4. To examine whether the organizational commitment mediates the relationship between internal branding and organizational citizenship behavior
5. To measure the level of OCB among the employees of Sudanese banks

6. To measure the level of internal branding in Sudanese banks

7. To measure the level of organizational commitment among the employees of Sudanese bank

1.5 The Significance of the Research

This study is expected to contribute to existing knowledge, as well as, to decision and policymakers in the professional field. The contributions are as follows:

1.5.1 Theoretical Significance

This study is expected to add to the following areas of knowledge:

1. This study provides a new approach for developing the measurement of internal branding in Sudanese banks

2. This study adds to existing literature regarding the relationship between internal branding and organizational citizenship behavior.

3. This study contributes to previous research knowledge by examining the mediating role of organizational commitment on the relationship between internal branding and organizational citizenship behavior

4. This study develops a comprehensive theoretical background with respect to internal branding, OC and OCB

5. This study integrates internal branding and organizational citizenship behavior and reveals the potential relationships between the two constructs

6. Explaining the development of the brand from the inside out and reflecting its importance for organizations

1.5.2 Practical Significance

From a practical contribution perspective, the study is expected to enhance the knowledge and performance of managers in business in the following ways:

1. The study helps decision-makers of Sudanese banks to determine the most effective dimensions of internal branding the effect OCB.

2. The study will help decision-makers to understand the factors lead to the creation of organizational citizenship behavior

3. This study will provide managers with effective tools for creating and maintaining organizational commitment

4. This study helps in enhancing the managers understanding of components of internal branding affects the organizational citizenship behavior.

5. This study informs the managers with possible factors mediating the relationship between internal branding and organizational citizenship behavior

6. This study will provide proper findings giving managers the necessary insights for understanding and managing the employees' behavior in order to bring the best out of them.

1.6 Operational Definitions of Key Terms

This section presents the operational definitions of the study's variables, these definitions are adopted from previous literature and serve as a basis for the measurements of various variables of the current study. The following table 1.1 reveals the operationalization definition of these key terms.

Table 1.1

Operationalization Definitions of Key Terms

Terms	Definitions	Sources
Internal Branding	Refers to three things: communicating the brand effectively to the employees; convincing them of is relevance and worth, and successfully linking every job in the organization to delivery of the 'brand essence'. This construct includes three dimensions which are internal brand involvement, internal brand communication, and internal brand knowledge.	(Crothers, 2002).
Internal Brand Involvement	IB is the beliefs of employees about the brand and its perceived relevance facilitates the psychological and behavioral processes underlying brand citizenship behavior of employees.	Galina, 2016)
Internal Brand Communication	Includes all verbal and written messages about the organization and its brands.	. (Galina ، 2016)
Internal Brand Knowledge	Indicates how knowledgeable employees are about the brand	(Galina ، 2016)
Organizational Citizenship Behavior (OCB)	Is defined as an employee's willingness to exert effort above their formal job description to support the goals and values of the organization. Include three dimensions: courtesy, sportsmanship, and civic virtue.	(Robert L. Shepherd,2017) .
Courtesy	indicates those behaviors which alert co-workers about changes and problems before these changes and problems affect their work. Courteous behaviors can be briefings, conveying information and reminders.	(Özduran &Tanova 2016)

Cont……. Table 1.1 Operationalization Definitions of Key Terms

Sportsmanship	refers to employees working willingly, without complaining, and with a positive attitude even though they face difficulties and distressful situations. In this dimension of OCB, employees avoid conflicts and let the problems ride.	(Özduran &Tanova,2016)
Civic virtue	**refers to** the development of and support for organizational policies, and organization members' involvement in the operations. "Civic virtue" refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization.	(Ozturk, 2010)
Organizational Commitment	Refer to the employee's belief in the values and mission of the organization and willingness to exert extra effort to support the success of the organization.	(Robert LShepherd, 2017)
Affective Commitment	is "an employee's emotional attachment to, identification with and involvement in the organization.	(Rajib Lochan Dhar,2015)
Continuance Commitment	is "commitment based on the costs that employees associate with leaving the organization	(Rajib Lochan Dhar,2015)
Normative Commitment	is "an employee's feelings of obligation to remain with the organization	(Rajib Lochan Dhar,2015)

Source: The researcher 2019.

1.7 Organization of the Study

This study is structured in six chapters. Chapter one presents the introduction, statement of the problem, research questions, research objectives, and significance of the study, operationalization definition of concepts and organization of the study. Chapter two deals with the literature review. Besides, addressing the relationship between these variables. Chapter three includes the conceptual framework, the underpinning theory and the development of hypotheses. Chapter four describes the research methodology including the research design, population and sample variables measurements, and data analysis techniques. Chapter five views the data analysis including starting with an analysis of the respondent's profile, testing the goodness of measurements, conformity factor analysis, reliability analysis, and correlation analysis

and hypotheses testing. Chapter six involves the research findings and addresses the research implications, research limitation and suggestion for future research.

CHAPTER TWO

LITERATURE REVIEW

CHAPTER TWO

LITERATURE REVIEW

2.0 Chapter Overview

This chapter presents the theoretical background of the various research variables including internal branding concept, difference between internal branding and internal marketing, perspective of internal branding. Besides, discussing the organizational commitment concept and organizational citizenship behavior. Furthermore, addressing the relationship between these variables.

2.1 Internal Branding

Internal branding is defined as a set of strategic activities of a corporation to provide and ensure intellectual and emotional employee buy-in (Mahnert and Torres, 2007). It is systematically organized process, which motivates and reinforces employees' acceptable brand behavior guidelines in their daily work behaviors to help them deliver on the brand promise to customers (Matanda & Ndubisi, 2013). This approach serves employees to develop a feeling of commitment with the brand and the brand values. IB focuses on developing a mutual understanding of objectives, positioning and features of the brand promise, providing compatibility between employees' values and those of the organization and the brand and creating a sense of commitment within employees (Matanda & Ndubisi, 2013).

Internal branding aims to achieve this alignment by promoting the brand inside of an organization through internal marketing practices (Drake et al., 2005). Apart from the practice of internal marketing it also requires human resource management practices and discipline to ensure internal branding (Punjaisri & Wilson, 2011). In addition, coordination between human resources (HR) and corporate communication that provides internal communication has been claimed to have a supporting effect upon the achievement of a successful internal branding process (Kamalanabhan, 2011:305). In the light of the review of literature, internal branding has been investigated under three dimensions; HR

Involvement, Internal Communication & Training (Matanda & Ndubisi, 2013). The following table involve the IB definitions adopted from the previous literature.

 TABLE 2.1 Definitions of Internal Branding

Author (date)	Definition
Thomson, de Chernatony, Arganbright and Khan (1999)	"Internal branding refers to the activities employed by a company to ensure intellectual and emotional.
Bergstrom, Blumenthal and Crothers (2002)	"Internal branding refers to three things: communicating the brand effectively to the employees; convincing them of is relevance and worth; and successfully linking every job in the organization to delivery of the 'brand essence'.
Aurand, Gorchels and Bishop (2005)	"…Engagement of employees in the brand, leading to their representation of brand qualities to outside constituents."
Vallaster and de Chernatony (2006)	"… A process to align staff's behavior with corporate brand's identity."
Mahnert and Torres (2007)	"…internal branding is the reflection of the values and the realization of the promise of the brand internally and externally."
King and Grace (2007)	"…managing employees' experiences within their own organization."
Khanyapuss punjaisri and alan wilson(2007)	Internal branding is considered as a means to create powerful corporate brands. It to assists the organization in aligning its internal process and corporate culture with those of the brand.

CONT….**TABLE 2.1** Definitions of Internal Branding

Aisha and Jyothi (2013)	"The key role of internal branding in organizations is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders in the external market.
Shahriar Azizi and Masoud Javidanid(2015)	Keller (2003) defines internal branding as "the process of engaging the employees in branding, in a way that enables them to display brand qualities to the external stakeholders more successfully".
Bill Merrilees and Lorelle Frazer (2013)	Internal branding refers to internal management processes by which employees understand the brand concept, commit to the brand and thus live the brand.
Gaye Özçelika and Mine Afacan Fındıklı(2014)	Internal branding is defined as a set of strategic activities of a corporation to provide and ensure intellectual and emotional employee buy-in (Mahnert and Torres, 2007).

Source: Fathima Zahara Saleem Oriol Iglesias, (2016)

2.1.1 Perspectives of Internal Branding

In order for employees to understand the values inherent in the brand and organization, it is clear that organizations tend to operate internal branding activities by means of two approaches: (1) a marketing- and communications-based perspective and (2) a norms and values communications-based perspective. From the marketing- and communications-based perspective, employees are seen as the target audiences for the company's brand communication. Leaving brand values open for employees to interpret by themselves may entail considerable risk (Kunde, 2000).

Hence, brand values need to be communicated to them carefully and efficiently. Kunde (2000, p. 171) also suggests that organizations should 'carefully [ensure] that people are committed and understand and accept both the whys and hows of brand delivery'. The primary ways for employees to understand and deliver the brand are internal communications, a brand book and other manuals and training and development (Ind, 2007; Karmark, 2005; van Riel, 1995).

A recent study conducted by Punjaisri and Willson (2011, p. 17) found that organizations use training and communication activities, that is, briefings, group meetings, orientation and training, in order to ensure that a 'set of customer's expectation is enacted and delivered by employees'. In addition, organizations can communicate values through corporate visual identity, for example, a university's name, slogan and symbol (Melewar & Akel, 2005). The task for management is to formulate the brand values and communicate them to employees (Karmark, 2005).

This perspective tends to be based on the corporate identity position, anchored in a strategic and visual perspective which focuses on identity as a corporate communication (van Riel, 1995). The management has an explicit role in the formulation of corporate identity and decides how the organization is made to appear to external audiences (Postmes et al., 2001; van Riel, 1995).

From this perspective, the brand values are diffused throughout the organization from the top down. In other words, the brand values are vertically communicated in a formal communication style through work-related issues (Postmes et al., 2001). Therefore, internal communications should be ongoing, continuous and connected to training (Wilson, 2001). Karmark (2005) notes that internal branding from a marketing- and communications-based perspective emphasizes the issue of formal control because leaving the brand values open to interpretation may be considered risky. However, the problem with this perspective is that brand values which are communicated through, for example, a brand book are unlikely to relate to employees' day-to-day operations (Aurand et al., 2005; Mosley, 2007).

The norms and values communications-based perspective, in contrast, 'builds on the premise that the personal values of the employee become congruent with the brand values' (Karmark, 2005, p. 106). That is, the employees' attitudes and behavior should be aligned with the organization's values (de Chernatony, 1999). The mechanisms involved in an internal branding program are more closely linked to fostering employee identification through the use of 'cultural tools', such as storytelling and events, which may bring about emotional attachment (Aurand et al., 2005; Kunde, 2000).

The employees' identification is fostered through sponsorships, which serve both to build the brand's image among consumers and also to foster identification among

employees (Ind, 2007; Mosley, 2007). Furthermore, this perspective tends to be based on the organizational identity perspective (Karmark, 2005). which focuses on the way in which an organization's members make sense of issues relating to the question of 'who are we? or who am I?' as employees of an organization in the context of the organizational culture (Albert et al., 2000, p. 13). and a collective shared understanding of the organization's distinctive values and characteristics (Hatch & Schultz, 1997).

A strong corporate culture within the organization will support employees' identification with the brand (Gotsi & Wilson, 2001; Kunde, 2000; Morsing, 2006). The organizational culture includes the vision and the strategies of the company (Gotsi & Wilson, 2001). They can encourage people at all levels of the organization to commit themselves to the brand (King & Grace, 2005).

From this perspective, brand values are likely to be communicated to employees in a horizontal communication style (Karmark, 2005), which relies on informal interpersonal and socio-emotional interactions with colleagues in the organization (Postmes et al., 2001). Therefore, when it comes to the issue of control, it is clear that the norms- and values-based perspective is less concerned with direct/formal control than is the marketing- and communication- based perspective. Control, however, can also take the form of normative control, whereby management attempts to influence and guide employees' behavior by controlling the underlying experience, thoughts and feelings which influence behavior (Kunda, 1992 cited in Karmark, 2005, p. 115).

Nevertheless, the problem with this perspective, noted by Karmark (2005), is that it risks building a brand culture which is isolated from external influences and internal criticism to the extent that it ends in vanity and self-seduction (Hatch & Schultz, 2002; Karmark, 2005). In addition, brand values may be understood only by employees who are very close to the origin of the values, for example, the employees who work in the company's headquarters (Karmark, 2005).

There is therefore a high possibility that new employees will find themselves excluded from the values commonly held by the organization. This also implies that 'brand values, as they are held by organizational members, are cut off from the perceptions held by external stakeholders such as consumers' (Karmark, 2005, p. 116).

In order to replace direct/formal managerial control, this approach seeks to influence and direct employees' actions by controlling the feelings which influence behavior (Karmark, 2005, p. 116).

However, the perspective is focused on the result of strong brand values (Ind, 2007), which is essentially impossible to operate without any direct/formal managerial control because, as several authors agree, organizations need top management to adhere to and control these values (Karmark, 2005; Vallaster & de Chernatony, 2009). The following

2.1.2 Differences between Internal Marketing and Internal Branding

Papasolomou and Vrontis (2006) insist that internal marketing activities can be used to build the corporate brand. According to Ahmed and Rafiq (2002), the term 'internal marketing' appeared to have been first used by Berry, Hensel, and Burke (1976). Rafiq and Ahmed (1993, p. 221) highlight that 'the concept of internal marketing is based on the idea of employee as a customer'. That is, internal marketing focuses staff attention on changing internal activities in order to improve an organization's performance (Ahmed & Rafiq, 2002; Mosley, 2007).

Employees must be effectively trained and motivated in customer contact in order to provide customer satisfaction (Mosley, 2007). Internal branding is seen by Hankinson (2004) as a consequence of the increasing interest in internal marketing. Mosley (2007) notes that internal branding tends to adopt an inside-out (resource-based) approach, while internal marketing tends to be absorbed with an outside-in approach. Mosley (2007) argues that internal marketing is a kind of customer-based management. The management of internal marketing focuses on communicating the customer brand promise, as well as the attitudes and behavior expected from employees to deliver on this promise by ensuring that the employees understand their part in delivering an on-brand customer experience (Ahme&Rafiq, 2002; Mosley, 2007; Papasolomou & Vrontis,2006).

Davis and Dunn (2002) describe the brand promise as foreseeing how the customer will expect the company to act, with regard to what organizations have widely communicated through, for example, advertising and the use of mass media. Therefore, internal marketing activities may make employees feel that they are only 'a channel to

market', resulting in inconsistent behavior in delivering on its promise (Mosley, 2007). In contrast, internal branding is seen as a value-based approach and more 'inside-out' (Mosley, 2007; Whisman, 2009).

In order to ensure that employees can deliver brand promise, internal branding activities convey and communicate to employees the brand values which, according to Urde (2003), consist of: (1) the values inherent in the brand mission (of commitment to the overarching task) and vision (as an inspiration and challenge for organization members). These direct the ways in which organization members should act in order to support the organization's brand; (2) organization values which enable employees to understand 'what we are', 'what our organization stands for' and 'what it is that makes us who we are' (which will therefore enable internal stakeholders to act in a way that supports the brand) and (3) core values which sum up the brand and reveal the deepest values reinforcing the brand's essence. Mosley (2007) concludes that internal marketing, compared to internal branding, tends to be an outside-in approach which lacks the brand values communicated to employees.

Therefore, internal marketing can be seen as a form of customer-based management, while internal branding can be seen as a resource-based form of management, which reinforces a common-value based culture (Mosley, 2007). As a result of the growing literature on internal branding (Punjaisri & Wilson, 2011), the concept has now been defined in several ways. Nevertheless, the focus of internal branding is to reduce the difference between the desired corporate brand and that perceived by the company's stakeholders (Mitchell,2002; Punjaisri & Wilson, 2011; Urde, 2003).

Internal branding, according to Mitchell (2002, p. 100), is about clearly communicating 'what makes the company special'. Moreover, internal branding is the term used by Urde (2003) to sum up the relationship between the organization and the brand, including ways of ensuring that the organization lives up to its branding. Punjaisri and Wilson (2011, p. 2) state that 'internal branding is about ensuring that the brand promise is transformed by employees into reality, reflecting the espoused brand values that set customers' expectations'. In addition, internal branding is explained by Tosti and Stotz (2001) as a process of promoting the main corporate brand to the employees in such a way

that they understand the connection between brand delivery and brand promise. Tosti and Stotz (2001) claim that brand promise can win customers.

However, to satisfy customers, it is crucial for an organization to deliver what the brand promises to its customers (Schultz & de Chernatony, 2002; Tosti & Stotz, 2001). Punjaisri and Wilson (2007) also state that the success of corporate branding 'largely [relies] on employees' attitudes and behavior in delivering the brand promise to external stakeholders' (Punjaisri & Wilson, 2007, p. 58). de Chernatony (2002) asserts that when employees deliver the brand promise spontaneously, it makes better performance more likely.

However, in order for employees to deliver the brand promises, Davis and Dunn (2002) suggest that organizations should ensure that their employees understand 'what the brand stands for' and 'why it is special and unique'. This shows that the representation and the distinctiveness of the brand can be used to describe the brand values (Urde,2003). Therefore, to enable people on the inside to deliver what the brand has promised to customers, the values of the brand need to be clearly understood (Urde, 2003).

Internal branding can also be seen as a process of aligning employees' behavior with a corporate brand's identity (Burmann & Zeplin, 2005). Burmannand Zeplin (2005) present a holistic model for internal brand management ,derived from identity-based brand management, focusing on the role of employees in ensuring the consistency of brand identity. They note that a brand is 'just like a person it needs ssto have a consistent and continuous identity in order to be trusted' (Burmann & Zeplin, 2005, p. 279).

From the corporate behavior perspective, van Riel and Balmer (1997) argue that 'identity is about the ethos, aims and values that present a sense of individuality that can help to differentiate the organization within its competitive environment'. According to Urde (2003), brand identity is likely to be inferred from brand values; it is developed in order to fulfill the organization's values, overall mission and vision. Scholars note that internalizing brand values and communicating brand values to employees in order to align their understanding of these values is mainly what the internal branding literature stresses. Vallaster and de Chernaton (2004), for example, define the term 'internal branding' as the alignment of employees' behavior with brand values.

Aurand, Gorchels, and Bishop (2005,p. 164) describe internal branding as 'promoting the brand to employees and educating them about brand values'. According to Ind (2007), brand values define 'the beliefs of the organization. They are connected to a way of thinking and behaving' (Ind, 2007, p. 126). Tosti and Stotz (2001) also claim that values can describe an ideal way of behaving. Moreover, Vallaster and de Chernatony(2004, p. 3) suggest that 'employees must be informed about the core values ofthe brand and ideally understand them, in order to live and reproduce the valuein any of their actions and interaction'.

As discussed in the previous literature, internal branding activities communicate the brand values, which are: (1) the values inherent in the brand mission and vision; (2) organization values and (3) core values (Urde, 2003). Urde (2003) notes that all these values will repeatedly recall the brand identity.

From an empirical study undertaken by O'Reilly and Chatman (1986), it seems that the greater the match between brand values and employees' values, the more likely it is that the attitudes and behavior of employees will be consistent with the brand promise. In order for employees to behave consistently with the external branding efforts, Aurand et al. (2005) state that internal branding is vital in organizations because its intention is to educate the employees and to train them to promote the brand values. According to Punjaisri and Wilson (2009, p. 210) the belief that 'internal branding could shape employees' behavior is largely based on the assumption that when employees understand and are committed to the brand values they will perform in ways that live up to customers' brand expectations'.

Hence, organizations need to realize the importance of their values and enable their employees to understand these values in order to deliver the services appropriately. Several authors (Aurand et al., 2005; Mosley, 2007; Urde, 2003; Vallaster & de Chernatony, 2004) agree that internal branding is about aligning employee behavior with brand values. However, in order to embody the values of the brand, Ind (2007, p. 1) explains that 'the organization's purpose and values by themselves are not enough.

Organizations need to build meaning into the ideas so that employees can genuinely live the brand in their day-to-day lives'. Nevertheless, Ind (2007, p. 1) claims that 'values are not created they exist the issue is how well they are articulated and embedded'.

Urde(2003) states that the goal of an internal branding process is 'to get the organization to live its brands' (Urde, 2003, p. 102). According to Karmark (2005),living the brand relates to the values of the brand and organization. 'Living the brand' suggests that the employees will internalize brand values, thus enabling them to deliver the brand promises to consumers in a natural manner (Karmark,2005).

2.1.3 The Components of Internal Branding

It is evident from the definitions that emerged from the systematic literature review that internal branding occurs through internal activities, such as internal communication or leadership, subsequently leading to brand-aligned behavior with an end goal of creating powerful brands. In line with the overarching understanding of internal branding as a series of internal activities, dimensions of internal branding presented in the literature and identified in this systematic review are categorized into five key components: (1) brand ideologies, (2) brand leadership, (3) brand-centred human resource management (HRM), (4) internal brand communication, and (5) internal brand communities.

Although not all authors explicitly refer to the terms presented as components in this study, the concepts they refer to primarily fit within some of the five components. For example, Punjaisiri *et al*. (2009) suggest that internal communication and training programmes facilitate employees' education of the brand promise. In a similar vein, training programs are placed within brand-centred human resource management, as training of employees generally falls within the domain of HR.

Moreover, training as a component of brand-centered human resource management is also evident in Iglesias and Saleem (forthcoming), who identify HRM policies and activities that facilitate a consumer–brand relationship. Additionally, de Chernatony and Cottam (2006) refer to congruent internal and external communication, which is promoted through integrated marketing communications. The consistent internal and external communication is then categorized within the internal communications component of this study.

Likewise, Vallaster and de Chernatony (2005) emphasize corporate culture and shared values in their research on brand leaders, and thus these indicators are categorized into brand ideologies, which form the very core message and shared internal brand meaning. Although it can be argued that compartmentalizing internal branding into

components is a modern approach not suited to the postmodern environment that shuns discrete roles (Manolis *et al.*, 2001), this paper attempts to clarify the domain of internal branding from fragmented, yet extensive literature, in order to facilitate future research in this field.

Moreover, the components are not mutually exclusive, and are correlated. For example, the presence of a strong brand ideology would be possible through strong brand leaders who facilitate the sharing and implementation of brand values. The following table displays the components of internal branding.

2.2 Table : Dimensions of Internal Branding

NO	Dimensions	Author (date)
1	1. Internal Brand Knowledge 2. Internal Brand Commitment 3. Internal Brand Involvement	Carsten Baumgarth and, Marco Schmidt(2010)
2	1. internal communications 2. training	Khanyapuss Punjaisri and Alan Wilson(2010)
3	1. brand-centered human resource management. 2. brand communication 3. brand leadership with culture	Bill Merrilees and Lorelle Frazer (2013)
4	1. HR Involvement 2. Internal Communication 3. Training	Gaye Özçelika and Mine Afacan Fındıklı(2014)
5	1. Brand identity 2. Brand communication 3. Brand leadership	Rose Du Preez Michael Thomas Bendixen , (2015)
6	1. knowledge 2. internal communication 3. human resource in terms of training	Shahriar Azizi and Masoud Javidanid(2015)
7	1. Internal brand commitment 2. Brand orientation 3. Internal brand knowledge 4. Internal brand involvement	Galina Biedenbach Siarhei Manzhynski , (2016)

8	1. brand-centered HR activities 2. brand communications 3. brand leadership	Fathima Zahara Saleem Oriol Iglesias , (2016)
9	1. brand-centered human resource activities 2. brand communication 3. brand leadership	Isabel Buil a, Eva Martínez b, *, Jorge Matute(2016)
10	1. Internal information collection 2. Internal communication 3. Responsiveness	Qionglei Yu et al. (2016)

Source: The researcher 2019

2.1.4 Brand Ideologies

The most central component of internal branding is brand ideologies that incorporate the mission, vision, goals, norms, and shared values of a brand. A consistent and clear ideology provides focus for employees (Ind, 2003) and structure when making decisions congruent with the brand's values (Burmann and Zeplin, 2005). Moreover, strong shared values and knowledge only emerge and become consolidated when the positioning of the brand and the role of the employees are clearly inspired by a common brand ideology (de Chernatony and Horn, 2003).

However, a brand's ideology, as is evident in the literature, is not limited solely to written goals and norms, but also includes a brand's organizational culture that employees are exposed to on an everyday basis (King and Grace, 2008), which has to be supportive and conducive to the brand's actual positioning and promise. Since the aim of internal branding is to deliver the brand promise consistently, the dissemination of brand ideologies is crucial, as it clarifies employee roles and enhances brand commitment (King, 2010).

2.1.5 Brand Leadership

Burmann and Zeplin (2005) argue that strong brand leadership leads to increased identification with brand values by employees, which in turn has the strongest impact on employee commitment with brand values. Internalization of brand values through transformational leadership reduces turnover, in addition to increasing in-role and extra-

role brand building behavior, such as positive word-of-mouth off the job (Morhart *et al.*, 2009). For example, true brand leaders work alongside staff in order to make the staff's contribution felt. By doing so, brand leaders translate the brand ideologies and facilitate brand promise delivery by employees.

The definition and dissemination of clear brand ideologies should also be in the hands of top leaders in order to prevent a chaotic vision that confuses employees and hinders the delivery of a superior brand experience (Vallaster and de Chernatony, 2005). In the global context where brands operate and with employees ranging from various cultural backgrounds, leaders play a crucial role in facilitating the process of building a positive shared understanding of the brand values by employees, which leads to brand-specific behavioral outcomes (Vallaster, 2004).

2.1.6 Brand-Centered Human Resource Management

Internal branding is an organization-wide effort that relies on a synergistic approach between the marketing function and the HR function (Gapp and Merrilees, 2006). Brand-centered HRM involves a diverse set of policies and practices that include, among others, recruiting, training and rewarding employees, and it is one of the well established components of internal branding that has received a lot of attention in the literature. Selecting individuals with values congruent to the ones of the organization (Burmann and Zeplin, 2005; de Chernatony *et al.*, 2003) is key in order to reduce the socialization period for new employees and ensure a consistent and sustainable brand experience. Effective training programmes are also necessary in order to improve employee skills that enhance employee brand performance (M'zungu *et al.*, 2010; Punjaisri *et al.*, 2009), which is the behavior that an employee undertakes to deliver the brand promise and a basic behavioral outcome of internal branding efforts. Reward structures also positively affect the delivery of the brand promise (Hartline and Ferrel, 1996) when implemented in line with brand values.

Overall, many processes and structures that fall under the domain of HRM are essential in aligning employee behaviour with brand values (Burmann and Zeplin, 2005; Mahnert and Torres, 2007). For example, Iglesias and Saleem (forthcoming) demonstrate that HRM policies and actions including recruitment, promotion, training, evaluation, and compensation are crucial in facilitating consumer brand relationships. However, rigid

structures simply result in employee compliance with brand values, which does not eventually lead to the internalization of brand values by employees (Morhart *et al*., 2009). As such, it is important to implement flexible HRM practices.

2.1.7 Internal Brand Communication

Thomson et al.'s (1999) study views internal communication as a tool that leads to intellectual and emotional buy-in of the organization's goals. Internal brand communication encompasses communication in every direction within the organization, ranging from central communication to cascade communication to lateral communication (Burmann and Zeplin, 2005).

Internal brand communication can be divided into (1) formal internal communication such as memos sent by HRM departments, (2) informal internal communication such as interaction with coworkers,(3) formal external communication such as advertising, and (4) informal external communication such as customer feedback (Miles and Mangold, 2005).

The different types of internal communication indicate that employees gain information not only from within the organization, but also through external channels of communication, which in turn influence the overall organizational identity (Hatch and Schultz, 2002). Kapferer (2012) recognizes that because employees are exposed to the internal brand and external communication, they should have the freedom to identify any misalignments and remedy them to facilitate the growth and evolution of the brand.

Moreover, internal brand communication is not limited to the marketing department, although this is a common understanding in the literature (e.g. Punjaisri et al., 2009); it can also be initiated by employees, especially brand champions (Thomson et al., 1999).The effective dissemination of the brand's ideology is an essential prerequisite to building a shared understanding of the brand and to agreeing on the expected brand experience.

As such, both the content of the message and the means of communicating it are extremely important (Judson et al., 2008). In survey-based study testing the outcomes of internal branding, Du Preez and Bendixen (2015) suggest that internal brand communications is the most significant contributor of internal branding compared to brand leadership and brand-centered HRM.

However, the literature recognizes the key role of brand leaders (Bergstrom et al., 2002), employees who emulate the brand. Additionally, in some global context brand leaders should act as role models who support and communicate the desired brand identity (Vallaster and de Chernatony, 2006). Internal brand communities According to consumer research literature, brand communities are specialized communities bound by social relations among followers of a particular brand (Muñiz and O'Guinn, 2001).

It is also widely acknowledged that communities are gaining a strong influence on the brand building process (Veloutsou and Moutinho, 2009). Brand communities, within their context, discuss, negotiate, and socially construct the meaning of a brand (Muñiz and O'Guin, 2001). Additionally, brand communities can exist online or offline (Hatch and Schultz, 2010), thus they can be geographically bound or dispersed through cyberspace (McAlexander et al., 2002; Muñiz and O'Guinn, 2001).Coupled with internal branding literature, Devasagayam et al. (2010) show that internal brand communities are physical or virtual brand communities within an organization that could lead to employee identification with the brand and greater support from employees towards branding initiatives. Thus, internal brand communities are a viable component that could help align employee behavior with brand values.

Although the area is relatively under-researched, its relevance is becoming evident with the proliferation of social network platforms that havem exponentially increased the prevalence of online brand communities. Drawing from the consumer research literature, internal brand communities could enable employees to add value during the brand delivery process, for example, by sharing the means of value creation (Schau et al., 2009). Additionally, Nambisan and Nambisan (2008) identify four types of experiences that customers pursue in brand communities, which include the experience of acquiring information, the experience of socializing, the experience of quality human–computer interaction and, lastly, the stimulating and entertaining hedonistic experience.

This understanding of brand communities in the consumer literature only shows that internal brand communities are a valuable asset in achieving internal branding goals, although it is an under-researched area. Lastly, although the components of internal branding are presented independently, they are neither mutually exclusive nor unrelated, as brand ideologies cannot be personified without brand leadership and HRM. Moreover,

brand ideologies are communicated through internal brand communications. HRM policies that are in line with a brand's values support brand consistent behaviors at all levels of the organization (Fatima Zahara,2016).

2.2 Organizational Commitment

Regardless of the type of organizations whether they produce products or deliver services, employees working in these organizations are regarded as their main resources and the roles these employees play is highly influential in achieving the objectives of the organizations they work in a number of researchers support this view; Armstrong (2006) argues that employees who work in an organization are regarded as the organization's most valued assets believing that these employees are the ones who individually and collectively contribute to the achievement of its objectives.

The researcher goes on to elaborates that since an organization consist of people, the acquisition of these people, their development of different skills, their motivation for higher levels of achievements, as well as ensuring that their level of commitment are well maintained are all very important activities that have direct influence on the performance of any organization. Consequently, the commitment of these employees and their willingness to accept and strive to achieve the objectives of the organization and also work on a collaborative nature are essential elements that employees should have in any given organization (Munizu, 2013).

The definitions of organizational commitment are varying in studies. Meyer and Allen (1997) suggested organizational commitment as a multidimensional concept that has been understood in different ways. Organizational commitment appears to be behavioral (Staw, 1980), normative (Allen & Meyer, 1990), calculative (Becker, 1960; Ritzer & Trice, 1969) and attitudinal (Porter, Steers, Mowday and Boulian, 1974; Mowday, Porter & Steers, 1982). Porter et al. (1974) attitudinal concept has been widely accepted to measure the employee's commitment, measuring through attitudes and feeling toward his employing organization(Khalip,2016). The following table involves the OC definitions adopted from the previous literature

TABLE 2.3 Definitions of Organizational Commitment

No	Author (date)	Definition
1	Robert L Shepherd*(2017)*	"organizational commitment" (OC) will refer to the employee's belief in the values and mission of the organization and willingness to exert extra effort to support the success of the organization
2	Siripapun Leephaijaroen (2016)	Organizational commitment is confidence in and acceptance of the goals and values of the organization, as well as a desire to maintain one's status as a member of the organization.
3	Gaye Özçelika , Mine Afacan Fındıklıb(2014)	Organizational commitment can be defined as "the sense of harmonious and strong attachment to the colleagues and the organization". Organizational compliance can be described as "the tendency of accepting and adhering to organizational rules, regulations and procedures" (Lee, et. al., 2013:55).

Source: Siripapun Leephaijaroen (2016)

2.2.1 Three-Component Model

Allen and Meyer (1990), Meyer and Allen (1991, 1997), Meyer and Herscovitch (2001) developed the three-component model of organizational commitment. The three dimensions of organizational commitment identified are affective, continuance and normative.

2.2.1.1 Affective Commitment

Affective commitment is referred to as the individual's emotional attachment to and involvement and identification with the organization (Allen & Meyer, 1990). Affective commitment takes into account three main aspects namely: (1) the development of psychological affinity to a firm; (2) association with the organization; and (3) the wish to remain as a member of the organization. Individuals, by developing emotional affinity toward a firm, tend to associate themselves with the objectives of the firm and support the

firm in achieving these objectives (Allen & Meyer, 1990). When the employees' own values are consistent with the organization's values, then the employees are able to identify with the organization and this will enable the individuals to assimilate the values and goals of the organization.

Affective commitment has been linked to a wide range of positive outcomes in relation to absenteeism, turnover, organizational behavior and job performance (Meyer & Herscovitch, 2001).

Positive results can be achieved through affective commitment which can be observed through reduced absenteeism, reduced turnover, better organizational behavior and organizational effectiveness. According to Jaros, Jermier, Koehler and Sincich (1993), affective commitment is identified with desirable workplace behaviors, such as lower absenteeism rate, job satisfaction, increased productivity, personnel stability and organizational citizenship behavior. There are certain variables that precede affective commitment.

The variables can be classified into three main categories, namely: work experiences, organizational characteristics; and personal characteristics (Meyer & Allen, 1991). Personal characteristics are the demographic factors of the employees. It has been reported that the association between demographic factors and affective commitment is neither consistent nor significant (Meyer & Allen, 1991). Affective commitment is higher in employees who display a high level of confidence in what they do (Mathieu & Zajac, 1990). Employees with a high level of competence have the ability to choose good organizations, and this in turn will contribute towards affective commitment (Meyer & Allen, 1991).

Kaldenberg, Becker and Zvonkovic (1995) reported that the age of an employee is a good predictor of commitment. According to their findings, older employees are unable to find alternative jobs; hence they tend not to leave the current job. Mathieu and Zajac (1990) revealed in their study that there is a strong and positive relationship between age and affective commitment.

Other studies have shown that there is no relationship between age and organizational commitment. Hawkins (1998) conducted a study among 396 school

principals and the results revealed that there was no positive relationship between age and affective commitment. Similar results were reported by Colbert and Kwon (2000). Their study was carried out among 497 internal auditors of colleges and universities. The findings revealed that there is no significant relationship between age and affective commitment. Based on these studies, the relationship between age and affective commitment seems to be inconsistent (Khalip,2016).

2.2.1.2 Continuance Commitment

Continuance commitment, the second construct of organizational commitment propounded by Meyer and Allen (1990), is built upon the Becker's side-bet theory. According to this theory, when an individual works for several years in an organization, he tends to accumulate investments in the form of time, job effort and organization specific skills which are too costly to lose.

According to Romzek (1990), employees tend to evaluate their investments by looking at what they have contributed towards the organization and what they would gain by remaining in the organization and what they would lose if they leave the firm. When an employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop continuance commitment and becomes more committed to the organization because of the limited opportunities and alternatives (Meyer & Allen, 1990).

It has been reported that employees tend to develop continuance commitment when they perceive that the cost of leaving the organization is high. The antecedents of continuance commitment are investments and alternative employments. Investment means the loss incurred by the employees in leaving the organization (Meyer & Allen, 1990). Investment can be either work or non-work related. Examples of work related investments are losing a senior position and rewards associated with the position, loss of benefits and incentives.

Meyer and Allen (1997) found in their study that there is a negative correlation between continuance commitment and opportunity to be employed in another organization. Employees who perceive that they have other alternatives for employment may display a weak continuance commitment.

2.2.1.3 Normative Commitment

Normative commitment is the third construct of organizational commitment. There is limited literature which has explored normative commitment. Allen and Meyer (1990) and Randall and Cote (1991) attempted to differentiate normative commitment from affective and continuance commitment. Normative commitment demonstrates an obligation by an employee to continue employment with the organization.

According to Allen and Meyer (1990), individuals with a high level of normative commitment feel that they should continue providing their services to the firm. O'Reilly and Chatman (1986) found that when there is congruence between company's values and employees' values, the latter tend to display a higher level of organizational commitment. This finding is in consonance with that of Mayer and Schoolman (1992) who found that when employees accept the company's values, they exhibit increased organizational commitment.

Normative commitment exists when the employee feels obligated towards the firm which has invested in them (Randall & Cote, 1991). According to Randal and Cote (1991), employees feel that when an organization has invested a lot of time and money in training and developing them, they have a moral obligation to continue to provide their services to the company. For example, when an organization has paid for the employees' education while they were continuing their studies to improve their qualifications, they feel obligated to reimburse the organization by continuing to provide their services.

Jaros, Jermier, Koehler and Sincich (1993) differentiated normative commitment from affective and continuance commitment. Normative commitment is found to be similar to moral commitment. Normative commitment is a sense of obligation or duty towards the organization. Normative commitment differs from continuance commitment because it is not dependent on the investments that the employees have put into the organization in the form of time and effort.

According to Becker, Randall and Reigel (1995), the three dimensions of organizational commitment are not mutually exclusive. An individual can develop any one, or a combination of all the three dimensions of commitment. These three constructs of organizational commitment differ from each other based on their underlying motives and outcomes (Khalip,2016).

2.2.1.4 Organizational Citizenship Behavior (OCB)

Over the years OCB has generated the attention of many scholars in the field of Human Resources. This concept has its roots from work of Chester Bernard. In the 1930s, Bernard observed the phenomena of OCB and he later called it as "extra role behavior" (Barnard, 1938). Katz, 1964 Katz and Kahn (1966) coined the term "citizenship" to represent the workers that displayed these extra-role behaviors. Managers and executives value employees who display "citizenship behavior." According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (p. 4).

Organ's work underlined the relevance of OCBs and was a catalyst for the production of a large number of studies which analyzed the nature, measured the intensity, specified the antecedents, and described the consequences of OCBs (Argentero et al., 2008). To the present day, this definition has remained practically unchanged: For example Van Dyne et al. (2000) view an OCB as a "cooperative behavior that has positive consequences for the organization but is not required or formally rewarded" (p. 3).

Research on OCB has benefited greatly from Organ (1988) conceptualization of OCB as consisting of five distinct factors: Altruism (e.g., helping specific individuals), conscientiousness (e.g., going beyond minimally required levels of attendance), sportsmanship (e.g., tolerating the inevitable inconveniences of work without complaining), courtesy (e.g., informing others to prevent the occurrence of work-related problems) and civic virtue (e.g., participating in and being concerned about the life of the company).

This behavior is important in every type of the job behavior but there are certain professions whose superiority and complexity demand OCB more than the other professions (Farooqui, 2012). Ozsahin and Sudak (2015) presents the new view towards the OCB which means that employees go beyond the formal rules determined by the organization and perform more than required from them. The following table includes the OC definitions adopted from the previous literature.

TABLE 2.4 Definitions of Organizational Citizenship Behavior

Author (date)	Definition
Robert L. Shepherd*(2017)*	"organizational citizenship behavior" (OCB) is defined as an employee's willingness to exert effort above their formal job description to support the goals and values of the organization.
Subrahmanian Muthuraman and Mohammed Al-Haziazi**(2017)**	The OCB concept, defined as Organ (1988. p. 4) "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system (Podsakoff et al., 2009 & Smit et al., 1983)
Siripapun Leephaijaroen **(2016)**	"Organizational citizenship behavior is behavior of personnel that is a special addition apart from their roles and responsibilities as stated in their job descriptions and is not dependent on the organizational rewarding system but is voluntary behavior shown by staff who are willing to work for the benefit of the organization as their priority
Saraih, Ummi Naiemah.and others **(2017)**	OCB is defined as voluntary and discretionary behaviors that go the 'extra mild' to help colleagues to succeed; these behaviors are not the performance of the official role."
Wei Zheng, Mian Zhang and Hai Li**(2016)**	Organizational citizenship behavior (OCB) is defined as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997, p. 95).
Ali H. Muhammad**(2017)**	Organizational citizenship behavior (OCB) encompasses all behaviors that are not considered to be part of employee's formal duties in the organization and that contributes to the enhancement of organizational performance (Organ, 1997).

Source: The researcher, 2019

The following table depicts the dimensions of organizational citizenship behavior

Table 2.6 Dimensions of Organizational Citizenship Behavior

No	Dimensions	Author (date)
1	1. Altruism 2. Conscientiousness	Ali Özduran and Cem Tanova(2017)
2	1. Altruism 2. Compliance	
3	1. Altruism 2. Conscientiousness 3. Sportsmanship 4. Courtesy 5. Civic virtue	Ali H. Muhammad (2014)
4	1. Altruism 2. Courtesy 3. Sportsmanship 4. Conscientiousness 5. Civic Virtue	
5	1. Courtesy 2. Sportsmanship 3. Civic Virtue	Chun-Fang Chiang Tsung-ShengHsieh(2012)
6	1. courtesy 2. altruism 3. conscientiousness	
7	1. Altruism 2. Courtesy 3. Chivalry 4. Awareness 5. Civic Virtue	Gaye Özçelika and Mine Afacan Fındıklı(2014)
8	1. Altruism 2. Conscientiousness 3. Courtesy 4. Sportsmanship 5. Civic Virtue	Isabel Buil a, Eva Martínez b, *, Jorge Matute(2016)
9	1. altruism 2. civic virtue	Wei Zheng, Mian Zhang and Hai Li(2016)
10	1. altruism 2. courtesy 3. conscientiousness 4. civic virtue 5. sportsmanship	María Zayas-Ortiz, Ernesto Rosarioand Eulalia Marquez (2015)

Source: The researcher,2019

2.3.1 Dimensions of OCB

Organizational citizenship behavior (OCB) has been an important and growing area of research among the scholars for the past two decades. Lot of research studies has witnessed that the OCB become important since they facilitate the accomplishment of organizational goals by improving the commitment level of employees and enhancing the performance of the employees as well the organization (Ozturk, 2010). Scholars also noticed the importance of OCB as a prerequisite for organizational accomplishment and effectiveness (Bolino and Turnley, 2003; Zellars et al., 2002; Kandlousi et al., 2002)

2.3.1.1 Sportsmanship

Organ (1988) defines sportsmanship as the ability to tolerate, resist, and prevent prostration resulting from unavoidable negativities and hardships arising from work. Sportsmanship is further defined as the behavior of tolerating grievances and annoying issues in organizational life without protest and complaint (Schnake and Dumler, 2003). Individuals who show sportsmanship behavior do not complain when things do not go well in the organization and they take on a positive attitude.

Sportsmanship is linked to demonstrations of a positive attitude and loyalty to the company, often emphasizing quality and the best aspects of the company or avoiding to pay attention to less positive aspects (Ozturk, 2010). Podsakoff and MacKenzie (1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

2.3.1.2 Courtesy

Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development.

Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Podsakoff et al., 2000). Courtesy includes actions demonstrating special attention to establishing relationships characterized by kindness and co-operation, for example trying to avoid arguments and being willing to keep other people's best interests at heart (Ozturk, 2010).

Courtesy refers to continuous interaction among organization members, who work for shared purposes of the organization, and collective, positive behaviors such as communicating with the other members the work accomplished, and decisions made. Creating an environment in which all parties affected by decisions could contribute to the decision-making process will open channels for required communication which is vital (Bingöl, 2003).

2.3.1.3 Civic Virtue

The dimension of civic virtue includes development of and support for organizational policies, and organization members' involvement in the operations (Organ, 1988). "Civic virtue" refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Redman and Snape, 2005).

It involves total organizational commitment, and macro-level interest in the organization (Podsakoff, 2000). When considered as provision of support for organizational development, civic virtue includes having a say at personal discretion, suggesting solutions to problems, participation in the decisions, and making constructive suggestions to improve unit functions (Bommer and Lilliy, 1999).

It involves expressing opinions clearly and encouraging other colleagues to do so (Organ, 1988). It is keeping pace with the developments in the organization, following closely the changes in the organization and active involvement in other's adopting changes (Ozen İşbaşı, 2000). Civic virtue: Includes behaviors showing a strong sense of responsibility toward the organization, for example, offering advice and suggestions or trying to solve problems thus improving efficiency (Ozturk, 2010).

2.4.1 The Relationship between Internal Branding and Organizational Commitment

Within the research stream of internal marketing, studies focusing on internal branding confirm the importance of employee involvement (Gapp and Merrilees, 2006) and their identification with the company's goals (Foster et al., 2010). In general, internal branding supports "the adoption of the branding concept inside an organization to ensure that employees deliver the brand promise to the external stakeholders" (Foster et al., 2010, p. 401).

Internal branding strategies developed by top managers facilitate brand-consistent behavior by employees, which is in alignment with the core values of the company

(Vallaster and de Chernatony, 2006). Through internal branding, companies can increase the enthusiasm and emotional attachment of employees, thus leading to their stronger commitment towards the company (King and Grace, 2008).

Consequently, committed employees can be expected to have more positive perceptions and higher levels of motivation to support the achievement of a company's goals, such as fulfilling its sustainability initiatives (Manzhynski , 2016).Balmer (2001) argues for the need of total commitment across all employees of an organization if a corporate brand is to be truly differentiated and successful.

As internal branding strives for a shared understanding of brand values across the organization, recent studies have found it has a positive influence on employees' brand commitment (Punjaisri and Wilson, 2007; Punjaisri et al., 2008) That is, committed employees can better fulfil the brand promise because of their emotional attachment to the brand (Thomson et al., 1999).

2.4.2 The Relationship Between Internal Branding and OCB

Organizational citizenship behavior has been identified within the scope of Podsakoff and Mackenzie's scale (1994) and organizational citizenship behavior has investigated under three dimensions; helping behavior, sportsmanship and civic virtue.
Corte and his colleagues report that, job attitudes, task variables, and various types of leadership appear to be more strongly related to the internal branding than the other streams of research (Della Corte et. al., 2012). Asha and Jyothi have also found that internal branding has a positive relationship with organizational citizenship behavior (Asha & Jyothi, 2013).

However, the current literature that investigates the relationship between internal and OCB. Branding efforts have typically focused on external promotional strategies to develop brand image. Recently, the brand messages conveyed to employees of an organization have been recognized as being equally as important as the brand messages sent to external stakeholders (M. Judson& W. Aurand2006) .

In essence, the evidence management approach turns employees into living, breathing advertisements for an organization. After studying the Mayo Clinic organization over a five-month period, Berry and Neeli (2003). concluded that positive word-of-mouth and powerful customer loyalty (rather than external advertising) have resulted in what

many consider to be the most powerful brand in healthcare, an industry in which few institutions have brand recognition beyond their local market. Mayo Clinic sends a strong, consistent message of putting the patient first. The consistency of the message is a result of internal marketing efforts to make sure that all employees understand and begin to "live" the Mayo brand, which is defined as: "The best interest of the patient is the only interest to be considered." (Berry & Neeli, 2003, p.103).

2.4.3 The Relationship between Organizational Commitment and OCB

Meyer and Allen (1991) and Davenport (1999) pointed out that organizational commitment is established when the employee and the organization develop a greater interest on maintaining their working relationship. Previous studies have shown that employees who feel emotionally attached to their organizations show more citizenship behavior (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). This relationship is particularly evident in the case of affective commitment (Meyer and Allen, 1997). Meyer and Allen (1991) proposed that organizational commitment is a composite of three elements namely, affective, continuance and normative commitment.

The authors' further defined a affective commitment as 'the employee's emotional attachment to, identification with, and involvement in the organization'. Lot of research studies has witnessed that the OCB become important since they facilitate the accomplishment of organizational goals by improving the commitment level of employees and enhancing the performance of the employees as well the organization (Ozturk, 2010). Podsakoff (2006) presented that the OCB were significantly and positively related to the organizational effectiveness and efficiency. Over a period of time and employees, the OCB enhances the organizational effectiveness and efficiency in corporate sectors (Muthuraman, Al-Haziazi 2017).

2.5 Chapter Summary

This chapter discussed the theoretic basis of the numerous research variables including internal branding concept, difference between internal branding and internal marketing, perspective of internal branding. In addition, this chapter addressed the organizational commitment and organizational citizenship behavior. Similarly, this chapter discussed the relationship between the variables of the study.

CHAPTER THREE

THORETICAL FRAMEWORK AND

HYPOTHESES

CHAPTER THREE

THEORETICAL FRAMEWORK AND HYPOTHESES

3.0 Chapter Overview

This chapter views the underpinning theories of research and the research theoretical framework. In addition, presenting the hypotheses development of the study based on the previous literature and research underpinning theories.

3.1 Underpinning Theories of research

The theory is the building blocks of hypotheses. Hypotheses and their tests are the foundation of understanding (Schmenner et al., 2009 p. 339). The theory is an explanation of how and why something happened.

3.1.1 Social Identity Theory

According to which the individual's identity is comprised not only of personal identity but also of a social identity encompassing salient group classifications. These classifications can be either self-induced ('self-stereotyping') if the individual considers them self-esteem enhancing, or they can be imposed by others. Consequently, the strength of identification can vary across different classifications. Strong identification will induce brand citizenship behaviors due to a feeling of personal obligation to the brand as a group, the group of direct colleagues, the CEO or the immediate superior. Identification can be advanced through an emphasis on brand distinctiveness and competition and through charismatic leadership and individual mentorship, as well as through a strong organizational culture with common rituals and symbols.

3.1.2 Social Exchange Theory (SET)

As argued by scholars (Aseleage and Eisenberger, 2003; Allen et al., 2003; Flynn, 2005), the relationship between employees and the organization can be explored by social exchange theory. The concepts of social exchange theory based on Blau (1964) and Homans (1961) highlight the importance of exchange relationships between

the organization and its employees (Eisenberger et al., 1986). For example, for the organizational goals to be accomplished through employees, the employees have to be motivated (Aseleage and Eisenberger, 2003). High-quality social exchanges will exist when employees have high levels of mutual trust, respects, and loyalty with the organization (Chen and Klimoski, 2003).

3.1.3 The Relationship of Social Exchange Theory with IB, OC, and OCB

Internal marketing, by its nature, is an organizational practice that indicates to employees that an organization is concerned about them and treats them "right." As a result, on the basis of the norm of reciprocity (Gouldner, 1960) and social exchange (Homans, 1958), these employees will feel obligated to "treat the organization right." This, we contend, results in a sense of duty or obligation to the organization, which is what normative commitment revolves around. This leads to the expectation that internal marketing will have a positive and significant impact on employee commitment to the bank for which they work. Results from prior research support this expectation. For example, Caruana and Calleya (1998) found a link between internal marketing and employee affective commitment; and Naudé et al. (2003) found that there was a positive correlation between employee commitment and IMO. They theorized that "employees who identify themselves strongly with an organization and have a low propensity to leave, obviously have a very positive view of the organization and its standing in the market place" (p. 1209). Chang and Chang (2008) found that favorable perceptions of internal marketing led to increased organizational commitment among Taiwanese nurses; Punjaisri et al. (2009) found that, among hotel workers in Thailand, internal branding had a significant and positive impact on brand commitment; and Preez and Bendixen (2015) found a link between internal brand management and employee commitment in the financial services industry (Al-Meshal,2016) .

Based on the underpinning theories the following figure 3.1 illustrates the Theortical Framework

Figure 3.1 : Theortical Framework
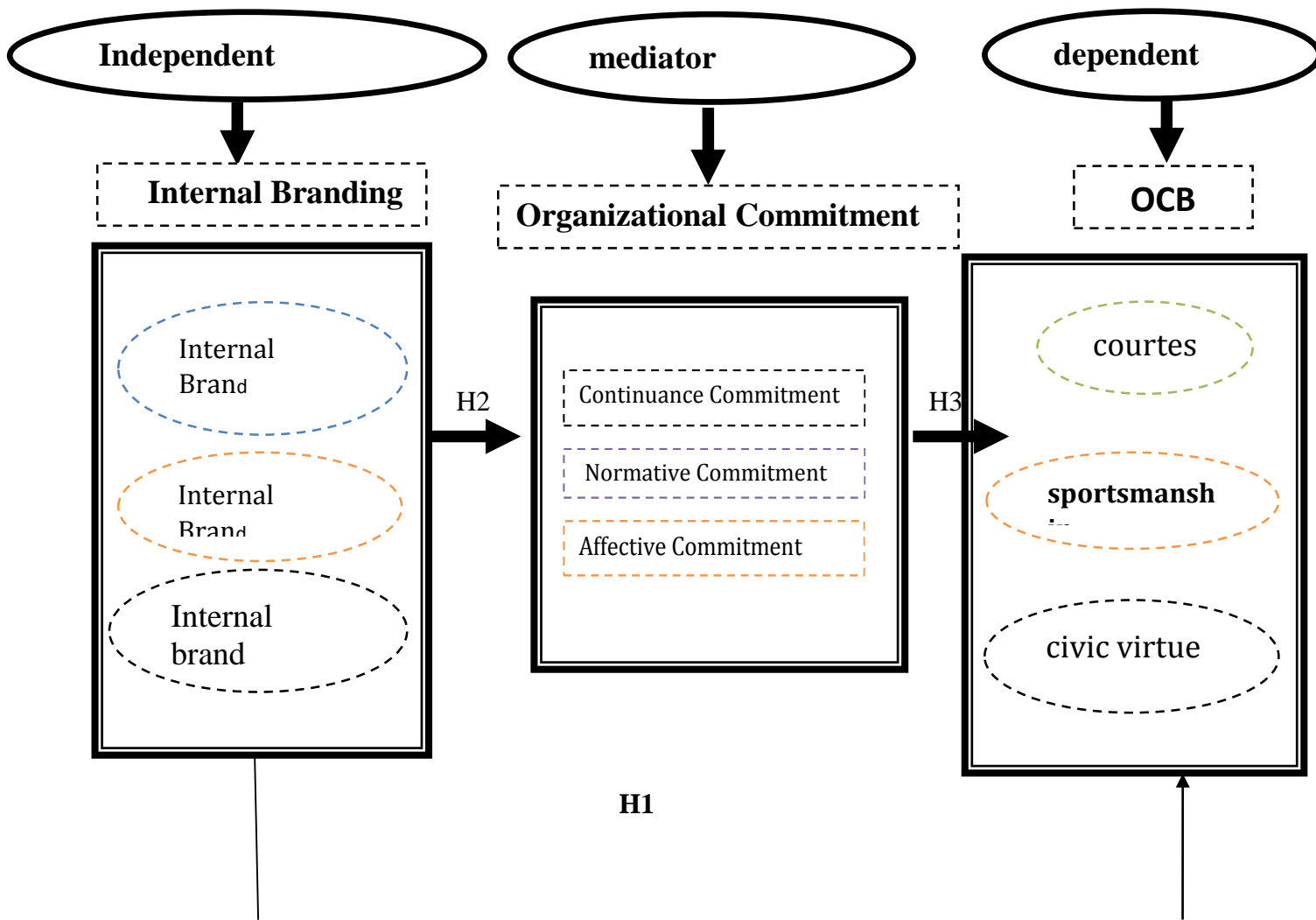
Source: Researcher 2019

3.2 Development of the Hypotheses:

Based on the previous studies, underpinning theories and conceptual framework, this study has two main hypotheses viewed as follows:

3.2.1 H1: There is a positive relationship between Internal Branding and Organizational Citizenship Behavior

At a basic level, scholars argue that' human systems ' or employees require'a central theme upon which the employee can shape their behavior so as to be consistent with consumer and organizational expectations. In the absence of such a bonding agent,

employees may be directionless, struggling with knowing when, how and to whom to direct their energies. In contrast, organizations that implement an employee-oriented service culture or 'internal service' are able to positively impact consumer confidence as a result of employees treating customers with greater respect. This is attributed to employees themselves feeling more respected and appreciated 30 within their work environment. Therefore, one can conclude that a central component of managing a customer's experience with a brand and their subsequent perceptions is to effectively manage employees ' experiences within their own organization. Through the internalization of the brand, employees are better equipped to fulfill the explicit and implicit promises inherent in the brand and, therefore, expected by customers. This is because the desired brand values practices and behaviors are clarified and defined, providing a clear direction for all organizational efforts. Without such internalization, the ability for employees to deliver the appropriate customer experience is unlikely. In situations such as this, any external brand-building program is likely to be unsuccessful. Without such brand knowledge, employees are unable to transform the brand vision into brand reality. When internal branding efforts are implemented, employees are more likely to understand the brand, take ownership in the brand, and provide evidence of the brand in their organizational responsibilities. (Berry & Neeli, 2003, p. 100). Hence, employees will be likely to view a type of supportive behavior as the norm and replicate it amongst themselves and towards the customers. We believe that employees who perceive their brand value will tend to be more helpful with their work colleagues and improve their attendance as well as following the rules of the organization. Therefore, **it's hypothesized that :**

H1.1 there is a positive relationship between internal brand involvement and courtesy

- H1.2 there is a positive relationship between internal brand involvement and sportsmanship

- H1.3 there is a positive relationship between internal brand involvement and civic virtue

- H1.4 there is a positive relationship between internal brand communication and courtesy

- H1.5 there is a positive relationship between internal brand communication and sportsmanship

- H1.6 there is a positive relationship between internal brand communication and civic virtue

- H1.7 there is a positive relationship between internal brand knowledge and courtesy

- H1.8 there is a positive relationship between internal brand knowledge and sportsmanship

- H1.9 there is a positive relationship between internal brand knowledge and civic virtue

3.2.2 H.2: Organizational Commitment Mediates The Relationship Between Internal Branding and Organizational Citizenship Behavior

Ackfeldt and Coote (2005) proposed that job attitudes include organizational commitment as a direct predictor of OCBs. In another important study, it is said that organizational commitment is key job attitudes (MacKenzie et al., 1998). In addition to that, a study by Bowling, Wang, and Li (2012) further supported the ide of that organizational commitment as the main contributor to job attitudes in an organization. Based on the findings of Becker (1992) there is further support for a significant relationship between commitment and OCB. Truckenbrodt (2000) suggests that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates' commitment and altruistic organizational citizenship behavior. Employees are more likely to offer extra-role behavior when they are satisfied with their jobs or committed to their organizations (Bolino et al., 2002). Support for the mediating roles of these variables can be found in recent research. For example, Herrbach et al. (2004) conducted a study of the role of perceived external prestige in managers' turnover intentions. These researchers found that job satisfaction and organizational commitment partially mediated the relationship between perceptions of external prestige and employees' intentions to quit the organization. Burmann et al. (2009) found that a mix of brand-centered HR activities, brand communication, and brand leadership combined to impact brand commitment, which in term impacted brand citizenship behavior. Preez and Bendixen (2015) also found that brand commitment fully mediated the relationship between job satisfaction and intention to stay among the employees that they studied. Moreover, Ghenaatgar & Jalali (2016) found out that the commitment of employees with a mediation role has a positive effect on the relationship

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between internal brand management and brand citizenship behavior.Therefore, the following hypothesis is proposed:

- H.2.1 continuance commitment mediates the relationship between internal brand involvement and courtesy

- H.2.2 continuance commitment mediates the relationship between internal brand involvement and sportsmanship

- H.2. continuance commitment mediates the relationship between internal brand involvement and civic virtue

- H.2.4 continuance commitment mediates the relationship between internal brand communication and courtesy

- H.2.5 continuance commitment mediates the relationship between internal brand communication and sportsmanship

- H.2.6 continuance commitment mediates the relationship between internal brand communication and civic virtue

- H.2.7 continuance commitment mediates the relationship between internal brand knowledge and courtesy

- H.2.8 continuance commitment mediates the relationship between internal brand knowledge sportsmanship

- H.2.9 continuance commitment mediates the relationship between internal brand knowledge and civic virtue

- H.2.10 normative commitment mediates the relationship between internal brand involvement and courtesy

- H.2.11 normative commitment mediates the relationship between internal brand involvement and sportsmanship

- H.2.12 normative commitment mediates the relationship between internal brand involvement and civic virtue

- H.2.13 normative commitment mediates the relationship between internal brand communication and courtesy.

- H.2.14 normative commitment mediates the relationship between internal brand communication and sportsmanship

- H.2.15 normative commitment mediates the relationship between internal brand communication and civic virtue

- H.2.16 normative commitment mediates the relationship between internal brand knowledge and courtesy

- H.2.17 normative commitment mediates the relationship between internal brand knowledge and sportsmanship

- H.2.18 normative commitment mediates the relationship between internal brand knowledge and civic virtue

- H.2.19 Affective commitment mediates the relationship between internal brand involvement and courtesy

- H.2.20 Affective commitment mediates the relationship between internal brand involvement and sportsmanship

- H.2.21 Affective commitment mediates the relationship between internal brand involvement and civic virtue

- H.2.22 Affective commitment mediates the relationship between internal brand communication and courtesy

- H.2.23 Affective commitment mediates the relationship between internal brand communication and sportsmanship

- H.2.24 Affective commitment mediates the relationship between internal brand communication and civic virtue

- H.2.25 Affective commitment mediates the relationship between internal brand knowledge and courtesy

- H.2.26 Affective commitment mediates the relationship between internal brand communication and sportsmanship

H.2.27 Affective commitment mediates the relationship between internal brand communication and civic virtue

3.3 Chapter Summary

This chapter included the research underpinning theories involving social identity theory and social exchange theory. Furthermore, addressing the theoretical framework of the research and the development of hypotheses based on the previous literature. The next chapter will view the research methodology including the research design, population and sample variables measurement, and data analysis techniques.

CHAPTER FOUR

RESEARCH METHODOLOGY

CHAPTER FOUR

RESEARCH METHODOLOGY

4.0 Chapter Overview

The purpose of this chapter is to present the research philosophy, research methodology, research design, population and sample, sampling technique, an instrument for data collection, validation of the questionnaire, administration of the instrument, methods of data analysis.

4.1 Research Philosophy

Research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed and used. The term epistemology (what is known to be true), as opposed to doxology (what is believed to be true), encompasses the various philosophies of the research approach. The purpose of science, then, is the process of transforming things believed into things known: Doxa to episteme(Shramaatit Moksha,2013).

Therefore, this research utilized positivism philosophy, because, positivists believe that reality is stable and can be observed and described from an objective viewpoint (Levin, 1988), i.e. without interfering with the phenomena being studied. They contend that phenomena should be isolated and that observations should be repeatable. This often involves manipulation of reality with variations in only a single independent variable so as to identify regularities in, and to form relationships between, some of the constituent elements of the social world. Predictions can be made on the basis of the previously observed and explained realities and their inter-relationships. Moreover, quantitative methods of data generation would fit easily within the positivist approach(Curtner-Smith, 2002).

4.2 Research Approach

The relevance of hypotheses to the study is the main distinctive point between deductive and inductive approaches. Deductive approach tests the validity of

assumptions (or theories/hypotheses) in hand, whereas inductive approach contributes to the emergence of new theories and generalizations. Abdicative research, on the other hand, starts with 'surprising facts' or 'puzzles' and the research process is devoted to their explanation. Hence, the deductive approach is followed in this study (Deborah, 2018).

4.3 Research Methodology

A quantitative approach was followed. Burns and Grove (1993) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect reactions among variables. Surveys may be used for descriptive, explanatory and exploratory research. A descriptive survey design was used. A survey is used to collect original data for describing a population too large to observe directly (Mouton 1996:232). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit&Hungler 1993:148). In this study, the information was collected through self-administered questionnaires distributed personally to the subjects by the researcher.

4.4 Research Design

According to Trochim   (2005), research design "provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project work together to try to address the central research questions." The research design is like a recipe. Just as a recipe provides a list of ingredients and the instructions for preparing a dish, the research design provides the components and the plan for successfully carrying out the study. The research design is the "backbone" of the research .therefore, an analytical descriptive design was selected because it provides an accurate portrayal or account of the characteristics, for example, behavior, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group. This design was chosen to meet the objectives of the study, namely to determine the knowledge and views of patients and family members with regard to diabetes mellitus and its treatment regimen (Burns & Grove 1993.

4.5 Population of Study

For some studies, the population may be small enough to warrant the inclusion of all of them in the study, but a study may entail a large population which cannot all Be studied. That portion of the population that is studied is called a sample of the population (Nworgu 1991). A sample in this study is, therefore, a smaller group f elements drawn through a definite procedure from an accessible population. The elements making up this sample are those that are actually studied. Thus, this study population is represented by Sudanese commercial bank employees.

4.6 Sample of Study

A sample is a subset of a population that is used to represent the entire group as a whole. Therefore, based on the study population a convenient sample of 320 subjects was selected with the intention of finding out something about the total population from which they are taken. A convenient sample consists of subjects included in the study because they happen to be in the right place at the right time (Polit&Hungler 1993).

4.7 Data Collection

4.7.1 Sources of Data Collection

Primary and secondary data have been utilized. Primary data has been collected through a self-administered questionnaire. Whereas Secondary viewed as various research publications, peer-reviewed journals and published and unpublished literature related to the research.

4.7.2 Instrument of Data Collection

A questionnaire was chosen as a data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove 1993). In this study, the questionnaires were personally distributed and collected by the researcher.

4.7.3 Design of the Questionnaire

The questionnaire was properly structured and standardized. All respondents who completed the questionnaire survey received the same questionnaire, in the same format and with the same instructions, whether at top management, middle management or operational worker level. The questionnaire consists of four parts. The first questionnaire deals with the biographical information and the second part show the items of internal branding the third part deals with the items of organizational citizenship behavior. The last part views the items of organizational commitment.

4.7.3 Measurements and Scales

all items used to measure constructs were measured based on five-point Likert ranging from strongly disagree (5) to strongly agree (1). These measures were mostly sourced from previous literature with some modification made following pre-tests. The work of Galina (2016) and Fathima Zahara (2016) was used as a guide in developing scales for Internal branding dimensions as it is used as an independent variable in this study. Galina (2016) proposes that Internal branding is a multidimensional construct consisting of three dimensions include Involvement, Communication, Knowledge.

Brand Involvement evolves from beliefs of employees about the brand and its perceived relevance, facilitates the psychological and behavioral processes underlying brand citizenship behavior of employees Galina (2016). As shown in table 4.1.

4.1 Table **Measurements of Involvement**

Internal Brand Involvement		
Our firm		(Galina ، 2016)
1	am aware that our brand significantly contributes to the overall success of our bank.	
2	I am convinced that our brand allows us to achieve a higher price for our products.	
3	I believe that our brand accounts considerably for the loyalty of our customers.	
4	I am convinced that our customers recommend our brand to others.	
5	Our bank's brand values guide the way I deal with customers.	
	Our bank's brand values guide the way I deal with customers.	

Internal Brand Communications include all verbal and written messages about the organization and its brands. (Galina، 2016).As shown in table 4.2.

4.2 Table

Measurements of Internal Brand Communications

	Internal Brand Communications	G. Dess& Lumpkin 2005
1	I am adequately informed about my bank's financial position	
2	I am made aware of the overall policies and goals of my bank.	
3	I receive communication from the personnel department on a regular basis.	
4	Written communication (newsletters, memos) are adequate within this bank.	
5	am regularly notified of important changes that occur in my bank.	
6	The bank communicates the corporate brand values to employees.	

Internal Brand knowledge indicates how knowledgeable employees are about the brand (Galina، 2016)**.** As shown in table 4.3.

4.3 Table

Measurements of Internal Brand Knowledge

	Internal Brand Involvement	
1	I understand how our customers can benefit from our brand.	
2	understand my role in delivering the brand's promise.	
3	I am well informed about the values of the brand name	(Galina، 2016)
4	I know how our brand is different from those of the competitors.	

"organizational citizenship behavior" (OCB) is defined as an employee's willingness to exert effort above their formal job description to support the goals and values of the organization. (Gaye2014). The construct is multi-dimensional involves three dimensions which are Courtesy, sportsmanship, and civic virtue.

Courtesy indicates those behaviors which alert co-workers about changes and problems before these changes and problems affect their work. Courteous behaviors can be briefings, conveying information and reminders(Özduran &Tanova 2016). As shown in table 4.4.

4.4 Table

Measurement of courtesy

1	There is a healthy atmosphere of continuous interaction among bank teams	Gaye (2014)
2	There is a positive behavior of communicating with the members of the bank.	
3	Courteous environment enriches the collective behavior of communicating with the other members in the bank.	
4	Member affected by decisions are provided with the environment in which all affected by decisions could contribute to the decision-making process	
5	There is no good chance of communication channels getting opened for the required flow of communication in a courtesy based bank.	

Sportsmanship refers to employees working willingly, without complaining, and with a positive attitude even though they face difficulties and distressful situations. In this dimension of OCB, employees avoid conflicts and let the problems ride (Özduran &Tanova 2016). As shown in table 4.5.

4.5 Table

Measurement of Sportsmanship

1	There exists no prostration culture on negativities arising in work and focus on the system that caused the negativity.	Gaye (2014)
2	Annoying issues are handled with a positive attitude and with a great demonstration of resistance.	
3	The team in the bank display sportsmanship when there is an error made by a team and camouflage avoiding bigger damage.	
4	The sportsmanship helps in learning and recording of the problems encountered in the bank.	

Civic virtue refers to **the** development of and support for organizational policies and organization members' involvement in the operations. "Civic virtue" refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Ozturk, 2010). As shown in table 4.6.

4.6 Table

Measurement of Civic virtue

1	The team and its members keep pace with the developments of the bank and have their active involvement in others adopting those changes	Gaye (2014)
2	The team members demonstrate development and support for the bank's policies.	
3	There exists an expression of opinions and also encourage colleagues to do so in our bank.	
4	There is no clear personal discretion and suggestions in solving problems in the bank.	
5	There is a clear demonstration of members in their involvement towards operations of the bank.	
	The unit function is improved through constructive suggestions, participation in the decisions by the members	
	The team and its members keep pace with the developments of the bank and have their active involvement in others adopting those changes	

"Organizational commitment" (OC) will refer to the employee's belief in the values and mission of the organization and willingness to exert extra effort to support the success of the organization(Rajib 2015). This construct is multi-dimensional involves three-dimension which are affective commitment, continuous commitment, and normative commitment.

Affective Commitment is "an employee's emotional attachment to, identification with and involvement in the organization. Rajib Lochan Dhar(2015)**.** As shown in table 4.7.

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4.7 Table

Measurement of Affective Commitment

1	I am willing to put in a great deal of effort beyond that normally expected in order to help this bank be successful.	Rajib Lochan Dhar(2015)
2	I am proud to tell others that I am part of this bank.	
3	This bank really inspires the very best in me in the way of job performance.	
4	I really care about the fate of this bank.	
5	I am extremely glad that I chose this bank to work for over others I was considering at the time I joined.	
6	I find that my values and the bank's values are very similar.	

Continuance Commitment is "commitment based on the costs that employees associate with leaving the organization (Rajib Lochan Dhar(2015) As shown in table 4.8.

4.8 Table

Measurement of Continuance Commitment

1	I could just as well be working for a different organization as long as the type of work was similar.	(Rajib Lochan Dhar(2015)
2	It would take very little change in my present circumstances to cause me to leave this bank. There's not too much to be gained by sticking with this bank indefinitely.	
3	Often, I find it difficult to agree with this bank's policies on important matters relating to its employees.	
4	Deciding to work for this bank was a definite mistake on my part.	

Normative Commitment is "an employee's feelings of obligation to remain with the organization (Rajib Lochan Dhar(2015). As shown in table 4.9.

<div align="center">4.9 Table</div>

<div align="center">**Measurement of Normative Commitment**</div>

1	I would feel guilty if I left this bank now.	(Rajib Lochan Dhar(2015).
2	This bank deserves my loyalty.	
3	I would not leave this bank right now because I have a sense of Obligation to the people in it	
4	I owe a great deal to this bank.	

4.7.5 Validation of the Questionnaire

With regards to the face validity, copies of the questionnaire and were given to some teachers who are experts in validating the questionnaire working at the college of business studies. These experts went through the questionnaire carefully to ascertain the appropriateness and adequacy of the instrument. Thus, some modifications were made by the experts and were taken into consideration in the pre-test of the questionnaire. The following table shows the name of the questionnaire validators. See Appendix B.3: Validator's Names.

4.7.6 Pre-Testing of the Questionnaire

A pretest refers to a trial administration of an instrument to identify flaws. When a questionnaire is used as a data-gathering instrument, it is necessary to determine whether questions and directions are clear to subjects and whether they understand what is required from them. The following table presents Cronbach alpha coefficients for the study scales. As shown in table 4.10.

<div align="center">4.10 Table</div>

<div align="center">**Reliability Test**</div>

Reliability Statistics		
Scale	**No. of items**	**Cronbach's Alpha**
IB –internal branding Involvement	6	.924
IB - internal branding Communication	6	.905

IB – internal branding Knowledge	4	.754
OCB – Courtesy	5	.795
OCB – Sportsmanship	4	.809
OCB – Civic Virtue	6	.907
OC-effective commitment	6	.945
OC-continuous commitment	4	.490
OC-Normative commitment	4	.484

However, from the pre-test, the researcher was able to understand the ambiguity of some items and so had to modify it to the level of the questionnaire, by removing some items. The final modified questionnaire after the pilot test was used for collecting the data.

4.7.7 Administration of Final Questionnaire

Following the pilot test, some amendments were made and 300 questionnaires were distributed to the target sample. 263 questionnaires were retrieved back with a response rate of 88 %.

4.8 Data Analysis Techniques

For the purpose of analyzing data and testing the hypotheses, several statistical techniques were applied using a computer-based tool utilizing (AMOS.25), these statistical techniques aimed at measuring the response rate, describing the respondent's profile and demographic factors, testing the goodness of measurement through Cronbach alpha coefficients and Exploratory factor analysis (EFA). As well as the correlation test to measure the relationship among variables, along with usage of path analysis for the purpose of testing the hypotheses.

4.9 Research Ethical Considerations

Ethics is an important aspect of any research. There has to be some basic ethics to be adopted in any research. In this study, ethics is handled by the researcher by keeping the answers acquired strictly confidential. Besides, prior permission was taken by the researcher from the target respondents before conducting the research. as well as citation was the main priority for every quotation and paraphrasing from previous literature.

4.10 Chapter Summary

This chapter underlined the research methodology including the research Philosophy ،research approach, methodology, and design. In addition to discussing the measurement and instrument of data collection. Besides, addressing the research ethical consideration.

The next chapter will present the data analysis and interpretation of the results.

CHAPTER FIVE

DATA ANALYSIS

CHAPTER FIVE

DATA ANALYSIS

5.0 Chapter Overview

This chapter presents the findings of the data analysis and it is presented in three sections. The first section presents the data prepration, examination and description. Started by describing the descriptive statistics of the sample data then respondent's demographic information, section two discusses the measurement and validation process of constructs, while, section three depicts the results of the path analysis and hypotheses testing.

5.1 Data Screening

Data screening (sometimes referred to as "data screaming") is the process of ensuring your data is clean and ready to go before you conduct further statistical analyses. However, the data must be screened in order to ensure the data is useable, reliable, and valid for testing the causal theory.

5.1.1 Missing data

Missing data can cause several problems. The most apparent problem is that there simply won't be enough data points to run the analyses. The EFA, CFA, and path models require a certain number of data points in order to compute estimates. Additionally, missing data might represent bias issues. Some people may not have answered particular questions in your survey because of some common issue. Overall any missing data more than 10% of the responses on a particular variable making several problems. Not removed any items or questionnaire in the dataset because the missing data in the questionnaire is less than 10%.

5.1.2 Outlier

An outlier is an extreme response to a particular question or extreme responses to all questions. though, Outliers will appear at the extremes. however, there were no outliers on dataset everything in the dataset is logic.

5.1.3 Unengaged Respondent

Another type of outlier is an unengaged respondent while unengaged refer to the same answer in each question. sample Sometimes respondents will enter '3, 3, 3, 3,...' for every single survey item. This participant was clearly not engaged, and their responses will throw off your results. However, removed two questionnaires in the dataset according to calculate (STDEV.P) is less than 0.5 while using 5 liker scale.

5.1.4 Normal Distribution

Normality refers to the distribution of the data for a particular variable. In this study testing normality first by Skewness means that the responses did not fall into a normal distribution, secondly Kurtosis refers to the outliers of the distribution of data. the value for Skewness kurtosis for all items ranged benign to 3. While this does violate strict rules of normality, it is within more relaxed rules suggested by Esposito (1983) who recommend 3.3 as the upper threshold for normality.

5.2 Response Rate

It was well known that most of the Sudanese bank located in three towns represents the capital of the country (Khartoum, Bahri, and Omdurman) therefore, the population of this study was the Sudanese bank in these areas. The researcher employed a convenient sample where self-administered survey was used to distribute (300) questionnaires to the Sudanese bank across the three towns, given to mangers were asked to fill the questionnaire, the overall response rate was (97.4%) this was considered as high rate due to questionnaires given one by one to respondents and in researches used a self–administrated survey (Sekaran, 2003). Those who didn't respond to fill the questionnaire some were mentioned that they were not authorized to fill the questionnaires while others were not transparent in their justifications. Below is Table (5.2) to shows the summary of the questionnaire response rate.

Table (5.1) Response rate of questionnaire

Questionnaires Overview	
Total Questionnaires sent to the bank	300
Total usable questionnaires	263
Partially filled	17
Questionnaires not returned	20
Overall response rate	97.4%

Source: Prepared by the researcher from data (2019)

5.3 Respondents Demographic Characteristics:

The table (5.2) shows the respondents characteristics in term of Gender most of the respondents were male 65.4% and female 34.6%.

The respondents' ages less than30 year's represents 24.7% as higher ratio and those between 40-45 years was account for 22.1%. Whereas the respondents' ages between 30-35 years were 18.6%, 45 and more 18.6%. The respondent's ages between 35 and 40 years were represented 16.0% as a lower ratio. Concerning for the respondents educational level that fill up the questionnaires, majority of them were university degree (graduate) account for 47.5% ,and above university degree(postgraduate) 47.1% ,followed by under university degree(high school) 3.0%and other 2.3%, In term of job title, 57.4% of them are employee, 22.1% is head of the department, 10.6% supervisor, 5.7% as others followed by manager department are 4.2% . The respondents' Experience less than 5 year's 24.3 %, and more than 20 years 24.0 %, and 10 to 15 years 22.4% and 5 to 10 years 17.9 % and 15 to 20 years 11.4 %,

Job title	manager department	11	4.2
	head of the department	58	22.1
	Supervisor	28	10.6
	Employee	151	57.4
	Other	15	5.7
Total		263	%100
Experience	less than 5 years	64	24.3
	from 5 and less than 10 years	47	17.9
	from 10 and less than 15 years	59	22.4
	from 15 less than 20	30	11.4
	more than 20	63	24.0
Total		263	%100

Table (5.2): Respondents Profile

Variable	Categories	Frequency	%
Gender	Male	172	65.4
	Female	91	34.6
Total		263	%100
	less than30	65	24.7
Age	30 and less than35	49	18.6
	35and less than 40	42	16.0
	40 and less than 45	58	22.1
	more than 45	49	18.6
Total		263	%100
Qualification	high school	8	3.0
	Graduate	125	47.5
	postgraduate	124	47.1
	Other	6	2.3
Total	Total	263	%100

Source: prepared by researcher, (2019).

5.3 Goodness of Measures

This section, reports the results of validity and reliability tests as a means to assess the goodness of measure in this study constructs (Sekaran, 2003). The study used exploratory factor analysis (EFA). More details are provided as follows:

5.4.1 Exploratory Factor Analysis for All Variables

Exploratory Factor Analysis (EFA) is a statistical approach for determining the correlation among the variables in a dataset. This type of analysis provides a factor structure (a grouping of variables based on strong correlations). In general, an (EFA) prepares the variables to be used for cleaner structural equation modeling (SEM). This means the (EFA) will be able to spot problematic variables much more easily than the (CFA). Therefore, this study used exploratory factor analysis for testing the validity and uni-dimensionality of measures to all variables under study, followed the assumptions recommended by (Lowry & Gaskin, 2014)as

follow:(There must be a clean pattern matrix then Adequacy and Convergent validity and Discriminate validity and finally Reliability). Using Maximum Likelihood as a method, the summary of results was shown in Table (5.5) and the SPSS output attached in appendix B3. As shown in Table (5.5) below all the remaining items has more than the recommended value of at least 0. 5 in measure of sample adequacy (MSA) with (KMO) (above the recommended minimum level of 0.60), and Bartlett's test of sphericity is significant (p<.01). Thus, the items are appropriate for factor analysis. See also Appendix C.1: Factor Analysis and Appendix C.2: KMO and Bartlett's Test. Also refer to Appendix C.6: Pattern Matrix**.**

5.4.2 Convergent validity

Convergent validity means that the variables within a single factor are highly correlated. This is evident by the factor loadings. Sufficient/significant loadings depend on the sample size of the dataset.

Table (5.3) Critical Success Factor to All Variables in Data Set

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.									.928
Bartlett's Test of Sphericity	Approx. Chi-Square								6390.332
	Df								561
	Sig.								.000
Involvement		.660							
Involvement2		.804							
Involvement3		.914							
Involvement4		.769							
Involvement5		.812							
Involvement6		.650							
Communication1			.657						
Communication2			.851						
Communication3			.885						
Communication4			.676						
Communication5			.700						
Communication6			.455						
knowledge2									.464
knowledge3									.680
Courtesy1								.529	
Courtesy2								.935	
Courtesy3								.444	
civic_virtue1	.735								
civic_virtue2	.769								

civic_virtue3		.898						
civic_virtue4		.744						
civic_virtue5		.678						
civic_virtue6		.775						
Affective2						.865		
Affective3						.747		
Affective4						.908		
Affective6						.544		
Continuance2							.693	
Continuance3							.720	
Continuance4							.857	
Normative1					.745			
Normative2					.933			
Normative3					.723			
Normative4					.825			

Variables loaded significantly on factor with Coefficient of at least 0.5, * Items deleted due to high cross-loading.

5.4.3 Discriminate Validity

Discriminate validity refers to the extent to which factors are distinct and uncorrelated. The rule is that variables should relate more strongly to their own factor than to another factor. Two primary methods exist for determining discriminate validity during an (EFA). The first method is to examine the rotated component matrix in the state of the pattern matrix when the principal component used. Variables should load significantly only on one factor. If cross-loading does exist (variable loads on multiple factors) then the cross-loading should differ by more than 0.2. The second method is to examine the factor correlation matrix. The correlation between factors should not exceed 0.7. The following Table (5.4) shows the Discriminate validity. See also Appendix C.8: Factor Correlation Matrix

Table (5.4) Discriminate validity of all variables in the data set.

Factor Correlation Matrix

Factor	1	2	3	4	5	6	7	8
1	1.000							
2	.501	1.000						
3	.644	.634	1.000					
4	.388	.410	.464	1.000				
5	.595	.572	.608	.557	1.000			
6	-.022-	-.180-	-.221-	-.297-	-.299-	1.000		
7	.648	.512	.598	.506	.551	-.158-	1.000	
8	.524	.527	.571	.358	.421	-.115-	.497	1.000

5.4.4 Reliability

Reliability is one of the basic psychometric requirement of scale validity. Reliability is concerned with the ability of an instrument to produce a similar result, time and again under the assumption that a group of respondents and prevailing conditions remain the same. It reflects the degree to which an instrument is free from random error and consistently measures the underlying construct with reasonable accuracy (Churchill, 1979; Leedy and Ormrod, 2001; Yang et al., 2007; Hair at al. 2008). Internal consistency is an important aspect of reliability. It describes the extent to which the different scale items of the same construct correlate with one another. A higher degree of internal consistency, not only proves the convergence of scale items towards the common definition of underlying construct but it also affirms the claim that amount of variance captured by a scale is significantly higher to the number of error variances i.e. a random error in a scale. Random error is assessed by squaring the inter-item correlation and subtracting the same from 1.00. As the estimate of reliability increases, the fraction of a test score that can be attributed to random error decreases. Cronbach alpha is one of the most popular methods for assessing internal consistency (Churchill, 1979; Peter, 1981). Closer the Cronbach's alpha to 1, higher the internal consistency. In general, the reliabilities less than 0.70 indicates a poor estimate of observed variance i.e. amount of error variance in the test score is relatively higher to the observed variance. In the context of the present study, the reliability of the various constructs has been assessed through Cronbach's alpha. The value of Cronbach's alpha for all the constructs (Table 5.5) is above the threshold limit of 0.70. See also Appendix C.9: Reliability.

Table (5.5) Cronbach's Alpha for Study Variables

Variable	No of items	Cronbach's alpha
Internal brand involvement	6	0.891
Internal brand communication	6	0.861
Internal brand knowledge	2	0.813
Courtesy	3	0.882
Civic virtue	6	0.880
Affective commitment	4	0.891
Continuance commitment	3	0.689
Normative commitment	4	0.792

Source: prepared By Researcher 2019.

5.4.5 Validity

The validity of the various constructs of interest has been examined by employing Campbell and Fiske criteria of validity. Campbell and Fiske (1959) proposed two aspects of construct validity: convergent and divergent validity. Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement. Whereas, discriminate or divergent validity examines the extent to which the group of items representing a specific construct- differentiate that construct from another set of items - representing some other distinct construct (Bagozzi et al., 1991). The convergent validity has often been assessed by looking at the standardized factor loadings (SFL), average variance extracted (AVE) and composite reliability (CR). SFL reflect the amount of explained variance by an indicator in accordance with the underlying construct (Hair et al., 2008; Markus, 2012; Byrne, 2013). Loading of .5 or more confirms the convergence of scale item i.e. the indicator is strongly related with its associated construct (Bagozzi et al., 1991; Hair et al., 2008; Byrne, 2013). AVE provides the summary of overall convergence of a scale and reflects the average communality (Fornell and Larker, 1981) i.e. the variance captured by an instrument through all its items. An AVE of less than .5 indicates that, on average, more error (i.e. systematic error) remains in measure than the variance explained by the latent factor structure (Hair et al., 2008), whereas a score of more than .5 affirms the higher amount of explained variance. CR indicates the internal consistency of the instrument. Any value of .70 or higher affirms high degree of internal consistency between different scale items

Divergent validity tests whether the concepts that are supposed to be unrelated are, in fact, unrelated. It is generally examined through the comparison of the AVE score with the squared correlations of respective constructs. A lower index of shared variance (squared correlation) between each pair of constructs against the minimum of the AVEs of both of the concerned constructs affirms the divergent validity of the underlying constructs (Fornell and Larker, 1981). The logic here is based on the idea that if two or more concepts are unique, then valid measures of each should not correlate too highly (Bagozzi et al., 1991).

In the context of the present study, the convergent and divergent validity of different constructs has been examined during the validation of measurement models. Confirmatory

Factor Analysis (CFA) has been utilized to estimate measurement adequacy (Hair et al., 1998). In the context of the scale development and validation, recent literature (e.g. Rentz et al.,2002) affirms the superiority of CFA over Exploratory Factor Analysis. To assess the fit between theory and reality, CFA rather concentrating on a single index, often rely upon numerous fit indices like: Normed Chi-square index, Goodness-of-fit index (GFI), Adjusted goodness-of-fit index (AGFI), Root mean square residual (RMR) and Root mean square error of approximation (RMSEA) – as indicators of absolute fit indices (Hu and Bentler, 1995; MacCallum et al., 1996; Steiger, 2007); Comparative Fit Index (CFI), Tucker-Lewis index (TLI), and Normed fit index (NFI) – as indicators of incremental fit indices (Bentler and Bonnet, 1980; Mulaik et al, 1989; Bentler, 1990; Hu and Bentler, 1995; Kline, 2005; Tabachnick and Fidell, 2007); Parsimony goodness-of-fit index (PGFI) and Parsimony Normed fit index (PNFI) – as indicators of parsimony fit indices. In contrast, these fit statistics are generally not available in standard methods of Exploratory Factor Analysis. Careful consideration is that assessing a measurement model through numerous fit indices is more parsimony approach than one with absolute or single criteria (Hair et al., 1998). In the context of the present study, the following criteria (Table 5.6) has been adopted for the measurement and validation of various constructs:

Table (5.6) Criteria

S. No.	Parameter	Criteria
1	Normed Chi-square (ratio of Chi-square to degrees of freedom)	Less than 3
2	Goodness-of-Fit Index (GFI)	At least .90
3	Adjusted Goodness-of-Fit Index (AGFI)	At least .90
4	Normed Fit Index (NFI)	At least .90
5	Comparative Fit Index (CFI)	At least .90
6	Root Mean Square Residual (RMR)	Less than .10
7	Root Mean Square Error of Approximation (RMSEA)	Less than .08
8	Standardized Residuals	Less than 2.5
9	Standardized factor loadings (SFL)	At least .50
10	Average Variance Extracted (AVE)	At least .50

11	Composite Reliability (CR)	At least .70

5.5 Measurement and Validation of all variables in the data set.

To assess the degree of correspondence between the manifest variables and latent construct of (TPB) a uni-dimensional CFA model (Figure 5.1) has been conceptualized and tested for its psychometric properties. The result of the CFA shown in Table (5.6).Figure (5.1) CFA for all variable in the data set.

Figure (5.1) show Confirmatory Factor Analysis (CFA) is the next step after exploratory factor analysis to determine the factor structure of your dataset. In the EFA we explore the factor structure (how the variables relate and group based on inter-variable correlations); in the CFA we confirm the factor structure we extracted in the EFA, the structural model of Confirmatory Factor Analysis (CFA) reveals the same measures that can be calculated to determine goodness of fit shown in Table (5.7).

Table (5.7) **Model Fit Indices of all variable in the data set**

Measure	Estimate	Threshold	Interpretation
CMIN	936.983	--	--
DF	496	--	--
CMIN/DF	1.889	Between 1 and 3	Excellent
CFI	0.928	>0.95	Acceptable
SRMR	0.059	<0.08	Excellent
RMSEA	0.058	<0.06	Excellent
PClose	0.010	>0.05	Terrible

5.5.1 Validation

The convergent validity has often been assessed by looking at the standardized factor loadings (SFL), average variance extracted (AVE) and composite reliability (CR). SFL reflect the amount of explained variance by an indicator in accordance with the underlying construct

(Hair et al., 2008; Markus, 2012; Byrne, 2013). Loading of .5 or more confirms the convergence of scale item i.e. the indicator is strongly related with its associated construct (Bagozzi et al., 1991; Hair et al., 2008; Byrne, 2013). AVE provides the summary of overall convergence of a scale and reflects the average communality (Fornell and Larker, 1981) i.e. the variance captured by an instrument through all its items. An AVE of less than .5 indicates that, on average, more error (i.e. systematic error) remains in measure than the variance explained by the latent factor structure (Hair et al., 2008), whereas a score of more than .5 affirms the higher amount of explained variance. CR indicates the internal consistency of the instrument. Any value of .70 or higher affirms high degree of internal consistency between different scale items.

Table (5.8) Psychometric Properties of all variables in the data set.

Variables	CR	AVE	MSV	ASV
Courtesy	0.882	0.746	0.567	0.390
Civic Virtue	0.880	0.593	0.567	0.340
Internal Brand Involvement	0.891	0.624	0.534	0.313
Internal Brand Communication	0.861	0.562	0.627	0.389
Normative Commitment	0.792	0.637	0.324	0.214
Affective Commitment	0.891	0.715	0.511	0.379
Continuance Commitment	0.689	0.656	0.132	0.072
Internal brand knowledge	0.813	0.701	0.627	0.403

5.5.2 Correlation Analysis

Table (5.8) presents the results of the intercorrelation among the variables. The correlation analysis was conducted to see the initial picture of the interrelationships among the variables under the study. Therefore, the importance of conducting correlation analysis is to identify any potential problems associated with multicollinearity (Sekaran, 2000). Table 4.14 represents the correlation matrix for the constructs operationalized in this study. These bivariate correlations allow for preliminary inspection and information regarding hypothesized relationships. In addition to that, the correlation matrix gives information regarding the test for the presence of multicollinearity. The table shows that no correlations near 1.0 (or approaching

0.8 or 0.9) were detected, which indicate that multicollinearity is not a significant problem in this particular data set.

Table (5.9) Person's Correlation Coefficient for All Variables

			Estimate
Civic Virtue	<-->	Internal_Brand_Involvement	.533
Civic Virtue	<-->	Internal_Brand_Communication	.715
Civic Virtue	<-->	Normative Commitment	.344
Civic Virtue	<-->	Affective Commitment	.687
Civic Virtue	<-->	Continuance Commitment	-.059
Civic Virtue	<-->	Courtesy	.753
Civic Virtue	<-->	Internal_brand_knowledge	.650
Internal_Brand_Involvement	<-->	Internal_Brand_Communication	.651
Internal_Brand_Involvement	<-->	Normative Commitment	.411
Internal_Brand_Involvement	<-->	Affective Commitment	.609
Internal_Brand_Involvement	<-->	Continuance Commitment	-.224
Internal_Brand_Involvement	<-->	Courtesy	.589
Internal_Brand_Involvement	<-->	Internal_brand_knowledge	.731
Internal_Brand_Communication	<-->	Normative Commitment	.436
Internal_Brand_Communication	<-->	Affective Commitment	.632
Internal_Brand_Communication	<-->	Continuance Commitment	-.216
Internal_Brand_Communication	<-->	Courtesy	.710
Internal_Brand_Communication	<-->	Internal_brand_knowledge	.792
Normative Commitment	<-->	Affective_Commitment	.556
Normative Commitment	<-->	Continuance_Commitment	-.345
Normative Commitment	<-->	Courtesy	.569
Normative Commitment	<-->	Internal_brand_knowledge	.507
Affective Commitment	<-->	Continuance Commitment	-.289
Affective Commitment	<-->	Courtesy	.715
Affective Commitment	<-->	Internal_brand_knowledge	.698
Continuance Commitment	<-->	Courtesy	-.216
Continuance Commitment	<-->	Internal_brand_knowledge	-.242
Courtesy	<-->	Internal_brand_knowledge	.649

The table (5.9) shows that no correlations near 1.0 (or approaching 0.8 or 0.9) were detected, which indicate that multicollinearity is not a significant problem in this particular data set. The highest correlations between Civic Virtue <-->Internal Brand Communication equal .715**.

5.5.3 Descriptive Statistics of Variables

In this section, descriptive statistics such as mean and standard deviation was used to describe the characteristics of surveyed to all variables (Independent, dependent, and mediators items not variables) under study. Table (5.10) shows the means and standard deviations.

Table (5.10) Descriptive Statistics of Variables

	Range	Mean	Std. Deviation	Variance
Involvement1	4	3.72	1.171	1.371
Involvement2	4	3.62	1.122	1.259
Involvement3	4	3.69	1.096	1.200
Involvement4	4	3.62	1.063	1.130
Involvement5	4	3.62	1.085	1.176
Involvement6	4	3.71	1.081	1.168
Internal Brand Involvement		3.57	1.1	
Communication1	4	3.62	1.173	1.375
Communication2	4	3.74	1.078	1.162
Communication3	4	3.68	1.086	1.180
Communication4	4	3.62	1.084	1.175
Communication5	4	3.49	1.149	1.319
Communication6	4	3.68	1.061	1.125
Internal Brand Communication		3.63	1.1	
knowledge2	4	3.81	.979	.958
knowledge3	4	3.74	1.089	1.187
Internal brand knowledge		3.77	1.0	
Courtesy1	4	3.58	1.182	1.397
Courtesy2	4	3.79	1.058	1.120
Courtesy3	4	3.81	1.065	1.134
Courtesy		3.73	1.10	
civic_virtue1	4	3.65	1.073	1.152
civic_virtue2	4	3.76	1.004	1.007
civic_virtue3	4	3.48	1.175	1.380
civic_virtue4	4	3.45	1.131	1.279
civic_virtue5	4	3.63	1.068	1.141
civic_virtue6	4	3.69	1.085	1.177
Civic Virtue		3.61		
Affective2	4	4.05	1.040	1.081
Affective3	4	3.87	1.146	1.314
Affective4	4	3.99	1.045	1.092
Affective6	4	3.74	1.170	1.368
Affective Commitment		3.9	1.08	
Continuance2	4	2.84	1.363	1.857
Continuance3	4	3.03	1.279	1.636
Continuance4	4	2.62	1.368	1.870
Continuance Commitment		2.83	1.33	

Normative1	4	3.21	1.430	2.046
Normative2	4	3.75	1.262	1.593
Normative3	4	3.61	1.320	1.743
Normative4	4	3.83	1.233	1.522
Normative Commitment		3.6	1.31	

Note: All variables used a 5-point Likert scale (1= strongly disagree, 5= strongly agree)

5.6 Modified of Research Framework and hypotheses

From the result of the factor analysis, the whale previous conceptual framework had been changed. Accordingly, the earlier hypotheses related to some variables will be changed. And also, some previous partial hypotheses will be removed according to the factor analysis extraction. The bellow parts are exploring the change and removing in hypotheses according to factor analysis results.

Figure No(5.1) The Modified Theortical Framework
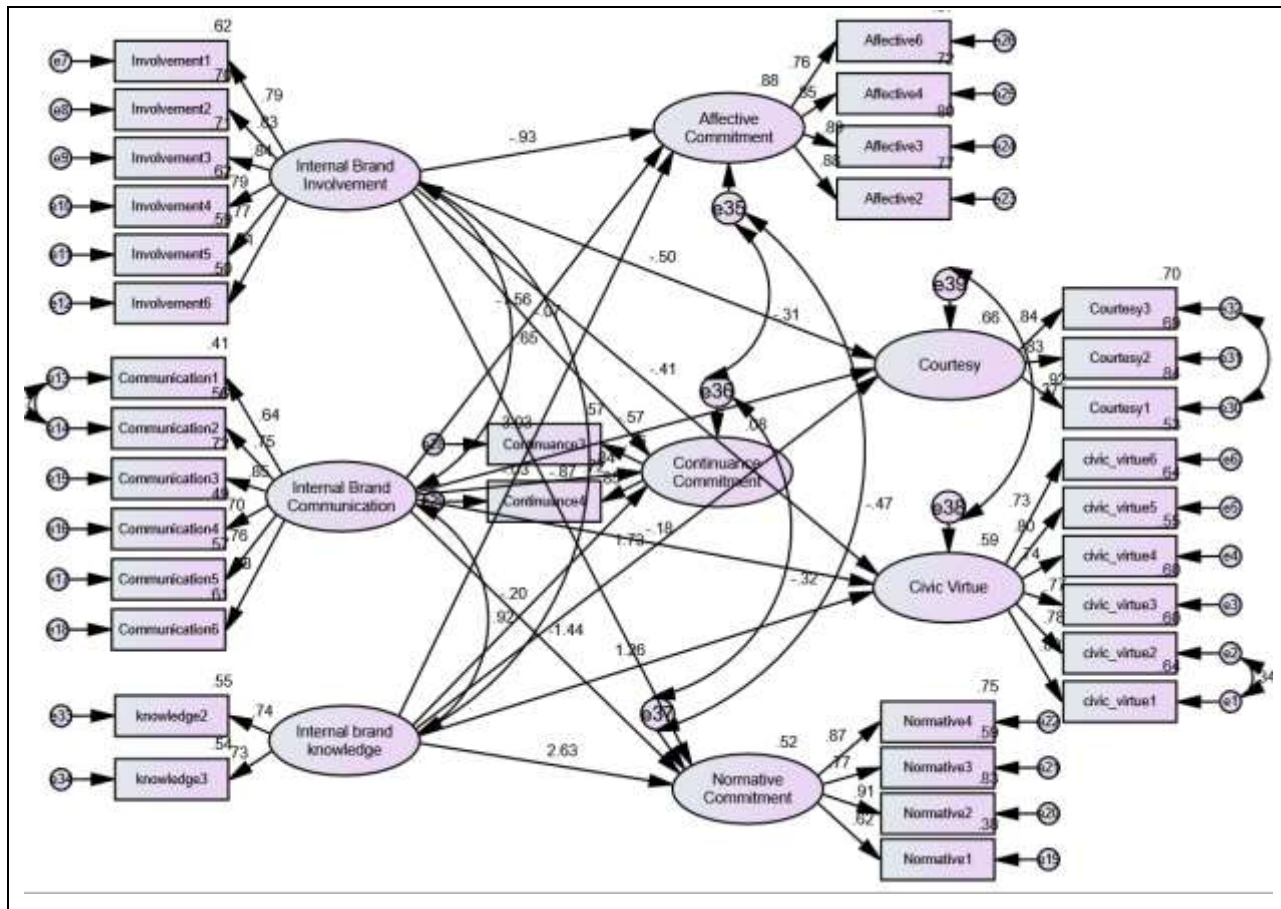
Based on the modified theoretical framework, the hypotheses related to all dimensions need to be restarted. The restated hypotheses reflect the addition of new variables and the eliminated ones related to the constructs. The restated hypotheses are shown below

5.6.1 Restated Hypotheses

- H1.1 there is a positive relationship between internal brand involvement and courtesy

- H1.2 there is a positive relationship between internal brand involvement and civic virtue

- H1.3 there is a positive relationship between internal brand communication and courtesy

- H1.4 there is a positive relationship between internal brand communication and civic virtue

- H1.5 there is a positive relationship between internal brand knowledge and courtesy

- H1.6 there is a positive relationship between internal brand knowledge and civic virtue

- H2.1 continuance commitment mediates the relationship between internal brand involvement and courtesy

- H2.2 continuance commitment mediates the relationship between internal brand involvement and civic virtue

- H.2.3 continuance commitment mediates the relationship between internal brand communication and courtesy

- H.2.4 continuance commitment mediates the relationship between internal brand communication and civic virtue

- H.2.5 continuance commitment mediates the relationship between internal brand knowledge and courtesy

- H.2.6 continuance commitment mediates the relationship between internal brand knowledge and civic virtue

- H.3.1 normative commitment mediates the relationship between internal brand involvement and courtesy

- H3.2 normative commitment mediates the relationship between internal brand involvement and civic virtue

- H3.3 normative commitment mediates the relationship between internal brand communication and courtesy.

- H3.4 normative commitment mediates the relationship between internal brand communication and civic virtue

- H3.5 normative commitment mediates the relationship between internal brand knowledge and courtesy

- H3.6 normative commitment mediates the relationship between internal brand knowledge and civic virtue

- H4.1 Affective commitment mediates the relationship between internal brand involvement and courtesy

- H4.2 Affective commitment mediates the relationship between internal brand involvement and civic virtue

- H4.3 Affective commitment mediates the relationship between internal brand communication and courtesy

- H4.4 Affective commitment mediates the relationship between internal brand communication and civic virtue

- H4.5 Affective commitment mediates the relationship between internal brand knowledge and courtesy

- H4.6 Affective commitment mediates the relationship between internal brand communication and civic virtue

5.6.2 Model Fit and Hypotheses Testing

The fit index statistic tests the consistency between the predicted and observed data matrix by the equation (Keith, T,2006). One of the differences that exist between the SEM technique and regression method is that the former one does not have any single statistical test applicable for evaluation of model predictions "strength" (Hair, J.F., et al,1988). In this regard, Kline (Kline, R.B,1988) believed that there are "dozens of fit indexes described in SEM literature, more than any single model-fitting program reports". However, according to Hair, Black (Hair, J.F., et al,1988) and Garson (Garson, G.D, et al 2007), the chi-square fit index, also known as chi-square discrepancy test, is considered as the most fundamental and common overall fit measure. Thus, ina good model fit the value of chi-square should not be very significant, i.e., p>0.05 (Hair, J.F., et al,1988). However, one problem usually experienced through this test relates to the rejection probability of the model having direct interaction with the sample size. Moreover, the sensitivity level of chi-square fit index is very high, especially, towards the multivariate normality assumption violations (Garson, G.D, et al 2007). Many indexes have been introduced and developed to avert or reduce the problems related to the chi-square fit index. Some of the indexes included in the absolute fit indexes are as follows:

a) "Normal Chi-Square Fit Index" (CMIN/DF):

Normal chi-square fit index, χ2/df, serves to adjust the testing of chi-square according to the sample size (Byrne, B.M 2007). A number of researchers take 5 as an adequate fit value, while more conservative researchers believe that chi-square values larger than 2 or 3 are not acceptable (Garson, G.D, et al 2007).

b) "Goodness-of-Fit Index"

GFI is utilized for gauging the discrepancy level between the estimated or predicted covariance and resulted or observed ones (Jöreskog, K.G,1993).

$$GFI = 1 - [\ max[(\chi 2 - df)/n\ ,\ 0/\ max[(\chi null\ 2 - df null)/n\ ,\ 0]\ ]$$

The allowable range for GFI is between 0 and 1, where 1 indicates a perfect fit, which demonstrates that measures equal to or larger than 0.90 signify a 'good' fit (Garson, G.D, et al 2007).

a) *Adjusted Goodness-of-Fit Index"(AGFI)* (Jöreskog, K.G.,1993):

AGFI is utilized for adjustment of the GFI relating the complexity of the model.

$$AGFI = 1 - [(1 - GFI)\ dnull\ /\ ]$$

The measuring of AGFI is between 0 and 1, in which 1 or over 1 (AGFI>1.0) signifies a perfect fit, nevertheless, it cannot be bounded below 0, i.e., (AGFI<0). As in the case of GFI, AGFI values equal to or bigger than 0.90 signify a 'good' fit (Garson, G.D, et al 2007).

b) *"Root Mean Square Residual" (RMR)*:

RMR shows the mean squared amount's square root, which distinguishes the sample variances and covariance's from the corresponding predicted variances and covariance's (Hu, L. and P.M. Bentler,1995). The assessment relies on an assumption that considers the model to be correct. The smaller the RMR, the more optimal the fit is (Garson, G.D, et al 2007).

c) *"Root Mean Square Error of Approximation"* (RMSEA) (Steiger, J.H 1990):

RMSEA is employed to gauge the approximation error in the population.

$$RMSEA = [\ (\chi 2 - df)/(n - 1)df]\ 1/2$$

In cases where the RMSEA value is small, the approximation is believed to be optimal. An approximately 0.05 or smaller value of RMSEA means a more appropriate and closer model fit in connection with the degrees of freedom. Nevertheless, between 0.05 and 0.08 displays the most preferable status and the more optimal fit results (Browne, M.W. and R. Cudeck 1970).

In addition, the following indexes are also included in the incremental fit measures:

a) *"Normed Fit Index or Bentler Bonett Index"* (NFI):

Normed Fit Index or Bentler Bonett Index or NFI is applicable to contrast and compare the fit of a suggested model against a null model (Bentler, P.M. and D.G. Bonett,1980).

$$NFI = [\chi 2/d(NullModel)\ \chi 2//df(ProposedModel)\ /\ [\chi 2/df(NullModel) - 1]$$

This index defines all the observed variables as uncorrelated. The values of NFI range between 0 and 1, where 0.90 signifies an optimal fit (Garson, G.D, et al 2007).

a) *"Tucker Lewis Index or Non-Normed Fit Index"* (TLI or NNFI):

The TLI or NNFI index is used to gauge parsimony, which is applied through the evaluation and assessment of the degrees of freedom of the suggested model to the degrees of freedom of the null model (Bentler, P.M. and D.G. Bonett,1980).

$$NFI = [\chi 2/d(NullModel) \chi 2//df(ProposedModel) / [\chi 2/df(NullModel) - 1]$$

However, it is not certain whether TLI can vary from 0 to 1. A fit of the model is required to possess a TLI that is larger than 0.90 (Bentler, P.M. and D.G. Bonett,1980, Tucker, L.R. and C. Lewis 1970).

b) *"Comparative Fit Index"* (CFI) (Bentler, P.M.,1998):

CFI is not only less affected by the sample size but also based on the comparison of the hypothesized model to the null model (Kline, R.B,1998).

$$CFI = 1 - [max[(\chi 2 - df), 0] max[(\chi 2 - df), (\chi null 2 - df null), 0]]$$

The values of CFI range between 0 and 1. However, its values need to be a minimum of 0.90 to be usable for a model fit (Garson, G.D, et al 2007).

5.6.3 **The Impact of Internal Branding on Organizational Citizenship Behavior**

To assess the impact of internal branding, on Organizational Citizenship Behavior, structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure (5.3) reveals that reflective indicators have been used for the measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure(5.2): The Impact of Internal Branding on Organizational Citizenship Behavior
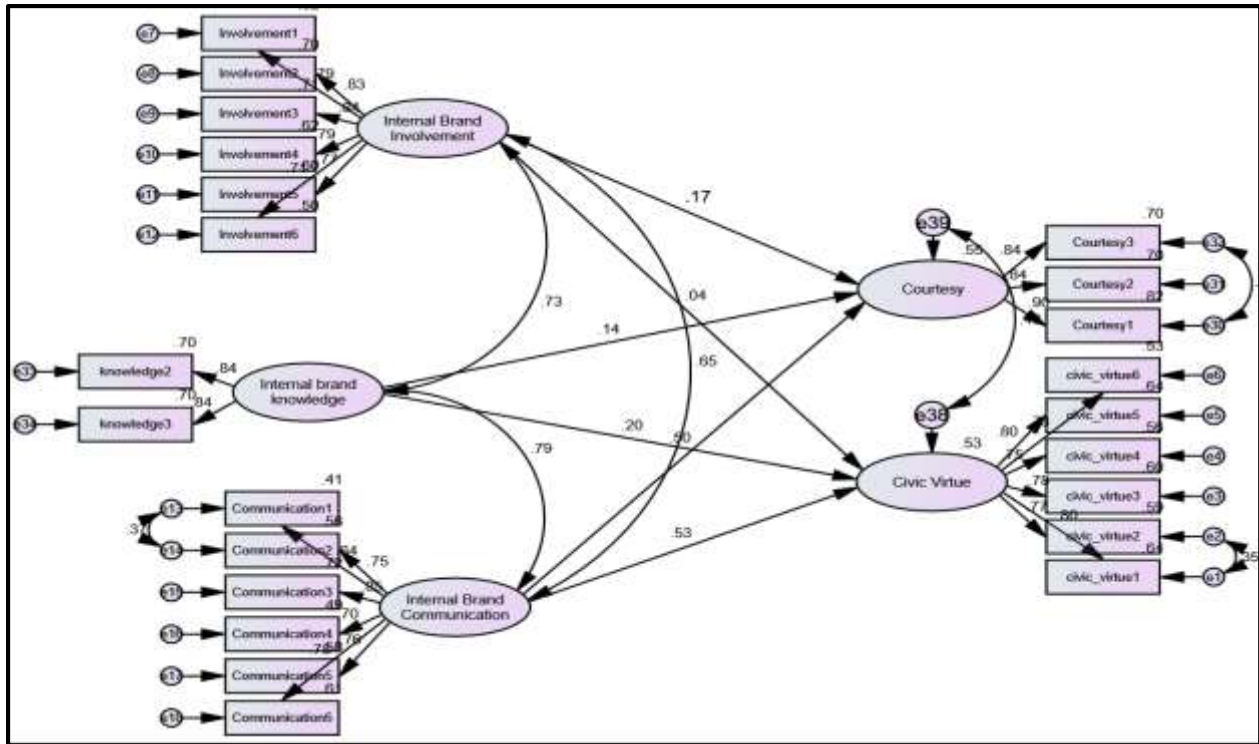
The structural model reveals the same value of model fit shown in Table (5.11), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.55 and 0.53) justifies the underlying theoretical model.

The probability of getting a critical ratio as large as 2.165 in absolute value is .030. In other words, the regression weight for Internal Brand Involvement in the prediction of Courtesy is significantly different from zero at the 0.05 level. While the probability of getting a critical ratio as large as 0.457 in absolute value is .648. In other words, the regression weight for Internal Brand Involvement in the prediction of Civic Virtue is not significantly different from zero at the 0.05 level. And the probability of getting a critical ratio as large as 4.722 in absolute value is less than 0.001. In other words, the regression weight for Internal Brand Communication in the prediction of Courtesy is significantly different from zero at the 0.001 level. Although, The probability of getting a critical ratio as large as 4.559 in absolute value is less than 0.001. In other words, the regression weight for Internal Brand Communication in the prediction of Civic Virtue is significantly different from zero at the 0.001 level. When the probability of getting a

critical ratio as large as 1.168 in absolute value is .243. In other words, the regression weight for Internal brand knowledge in the prediction of Courtesy is not significantly different from zero at the 0.05 level. Then, the probability of getting a critical ratio as large as 1.601 in absolute value is .109. In other words, the regression weight for internal brand knowledge in the prediction of Civic Virtue is not significantly different from zero at the 0.05 level. The next table shows the Regression Weights

Table (5.11) Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Courtesy	<---	Internal_Brand_Involvement	.201	.093	2.165	.030
Civic Virtue	<---	Internal_Brand_Involvement	.037	.081	.457	.648
Courtesy	<---	Internal_Brand_Communication	.708	.150	4.722	***
Civic Virtue	<---	Internal_Brand_Communication	.602	.132	4.559	***
Courtesy	<---	Internal_brand_knowledge	.178	.152	1.168	.243
Civic Virtue	<---	Internal_brand_knowledge	.214	.134	1.601	.109

5.6.4 The Impact of Internal Branding on Organizational Commitment

To assess the impact of internal branding, on Organizational Commitment, structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure(5.4) reveals that reflective indicators have been used for the measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure(5.3) The Impact of Internal Branding on Organizational Commitment
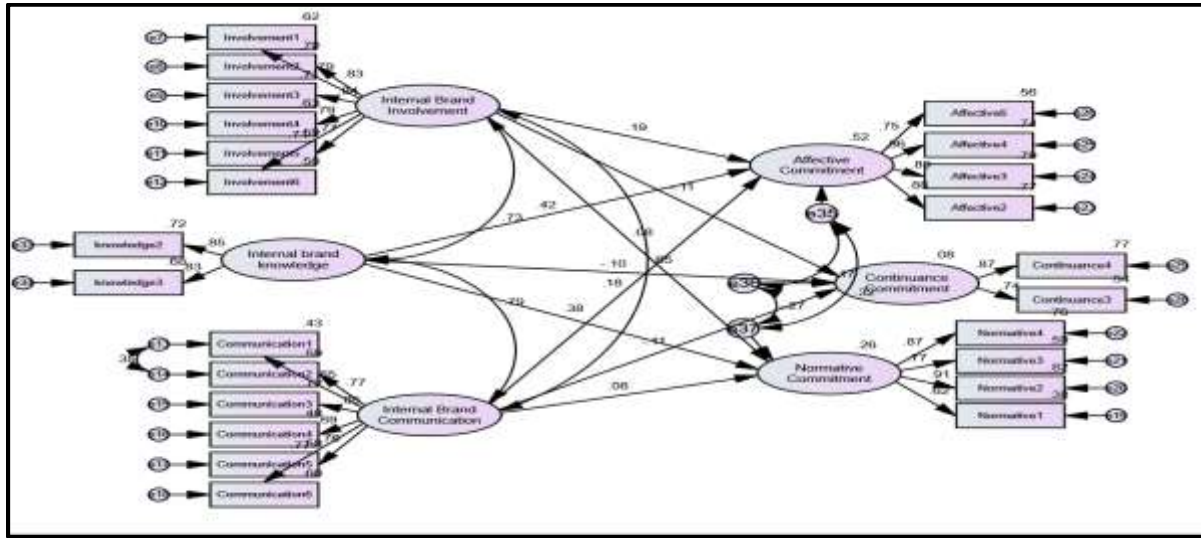
The structural model reveals the same value of model fit shown in Table (5.12), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.55 and 0.53) justifies the underlying theoretical model.

The probability of getting a critical ratio as large as 0.973 in absolute value is .330. In other words, the regression weight for Internal_Brand_Involvement in the prediction of Continuance Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 2.15 in absolute value is .032. In other words, the regression weight for Internal_Brand_Involvement in the prediction of Affective Commitment is significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 0.751 in absolute value is .453. In other words, the regression weight for Internal_Brand_Involvement in the prediction of Normative Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 1.681 in absolute value is .093. In other words, the regression weight for Internal Brand Communication in the prediction of Affective Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 0.77 in absolute value is .441. In other words, the regression weight for Internal_Brand_Communication in the prediction of Continuance Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 0.673 in absolute value is .501. In other words,

the regression weight for Internal Brand Communication in the prediction of Normative Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 3.258 in absolute value is .001. In other words, the regression weight for Internal_brand_knowledge in the prediction of Affective Commitment is significantly different from zero at the 0.001 level. The probability of getting a critical ratio as large as 0.582 in absolute value is .561. In other words, the regression weight for Internal_brand_knowledge in the prediction of Continuance Commitment is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 2.494 in absolute value is .013. In other words, the regression weight for Internal_brand_knowledge in the prediction of Normative Commitment is significantly different from zero at the 0.05 level. The next table shows the Regression Weights

Table (5.12) Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P
Continuance Commitment <---	Internal_Brand_Involvement	-.116	.119	-.973	.330
Affective Commitment <---	Internal_Brand_Involvement	.184	.085	2.150	.032
Normative Commitment <---	Internal_Brand_Involvement	.073	.097	.751	.453
Affective Commitment <---	Internal_Brand_Communication	.212	.126	1.681	.093
Continuance Commitment <---	Internal_Brand_Communication	-.134	.174	-.770	.441
Normative Commitment <---	Internal_Brand_Communication	.096	.143	.673	.501
Affective Commitment <---	Internal_brand_knowledge	.465	.143	3.258	.001
Continuance Commitment <---	Internal_brand_knowledge	-.112	.193	-.582	.561
Normative Commitment <---	Internal_brand_knowledge	.409	.164	2.494	.013

5.6.5 The Impact of Organizational Commitment on Organizational Citizenship Behavior

To assess the impact of Organizational Commitment, on Organizational Citizenship Behavior, structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure (5.5) reveals that reflective indicators have been used for the

measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure (5.4): The Impact of Organizational Commitment on Organizational Citizenship Behavior
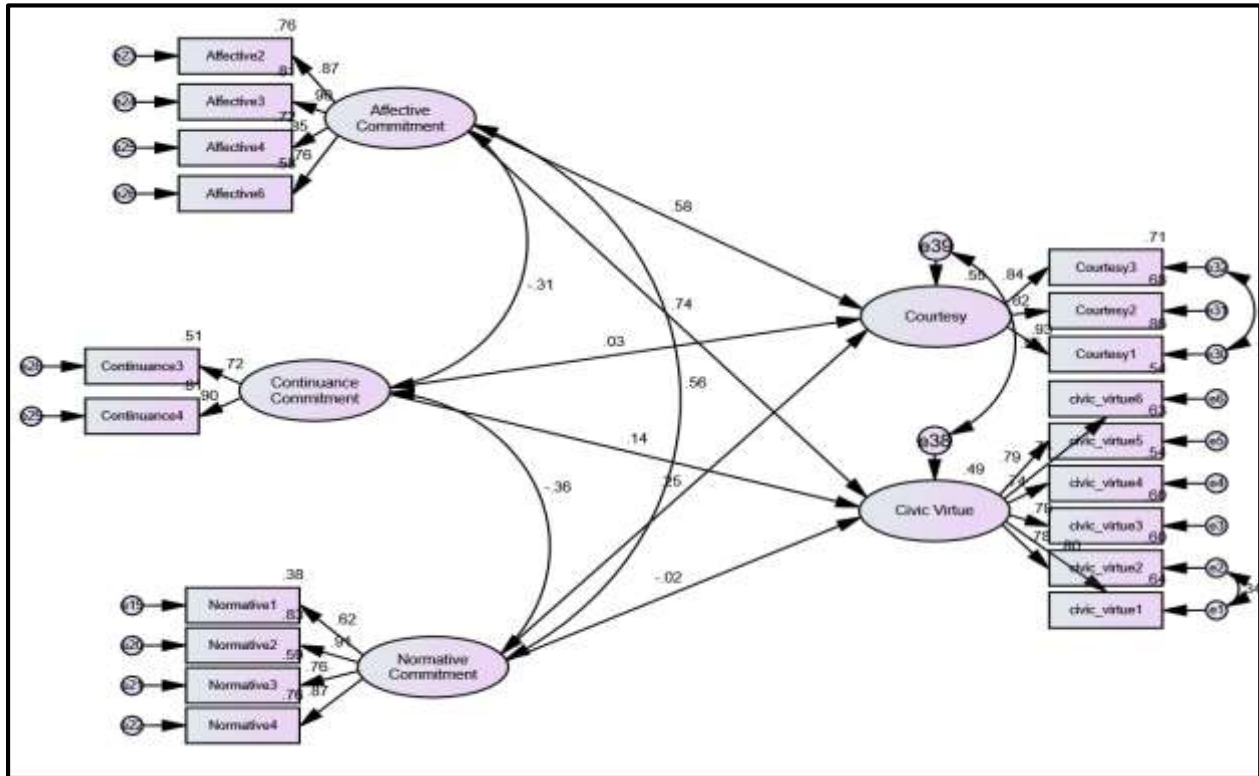
The structural model reveals the same value of model fit shown in Table (5.13), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.55 and 0.49) justifies the underlying theoretical model.

The probability of getting a critical ratio as large as 9.196 in absolute value is less than 0.001. In other words, the regression weight for Affective Commitment in the prediction of Courtesy is significantly different from zero at the 0.001 level. The probability of getting a critical ratio as large as 0.615 in absolute value is .538. In other words, the regression weight for Continuance Commitment in the prediction of Courtesy is not significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 4.018 in absolute value is less than 0.001. In other words, the regression weight for Normative Commitment in the prediction of

Courtesy is significantly different from zero at the 0.001 level. The probability of getting a critical ratio as large as 9.365 in absolute value is less than 0.001. In other words, the regression weight for Affective Commitment in the prediction of Civic Virtue is significantly different from zero at the 0.001 level. The probability of getting a critical ratio as large as 2.193 in absolute value is .028. In other words, the regression weight for Continuance Commitment in the prediction of Civic Virtue is significantly different from zero at the 0.05 level. The probability of getting a critical ratio as large as 0.284 in absolute value is .776. In other words, the regression weight for Normative Commitment in the prediction of Civic Virtue is not significantly different from zero at the 0.05 level. The next table shows the Regression Weights

Table (5.13) Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Courtesy	<---	Affective Commitment	.702	.076	9.196	***
Courtesy	<---	Continuance Commitment	.039	.063	.615	.538
Courtesy	<---	Normative Commitment	.316	.079	4.018	***
Civic Virtue	<---	Affective Commitment	.704	.075	9.365	***
Civic Virtue	<---	Continuance Commitment	.128	.059	2.193	.028
Civic Virtue	<---	Normative Commitment	-.019	.068	-.284	.776

5.6.6 Modeling Mediating Effect/ Intervening Effect

Mediation effect can be called as an intervening effect. A mediator is a predictor link in the relationships between two other variables. Normally, a mediator variable can become an exogenous and endogenous variable at the same time. By testing for meditational effects, a researcher can explore to examine the influences between these variables. According to (Zainudin Awang, 2010) the mediation has three types of mediator which are full mediation, partial mediation, and non-mediation.

For full mediation:

1. The regression coefficient of X1 on Y (or B1) is not significant.
2. The regression coefficient of X1 on X2 (or B3) is significant.
3. The regression coefficient of X2 on Y (or B2) is significant.

For partial mediation:

1. The regression coefficient of X1 on Y (or B1) is significant.
2. The regression coefficient of X1 on X2 (or B3) is significant.
3. The regression coefficient of X2 on Y (or B2) is significant.
4. The value B1 is lower than the product of (B3 multiply B2).

For non-mediation:

1. The regression coefficient of X1 on Y (or B1) is not significant.
2. The regression coefficient of X1 on X2 (or B3) is not significant.
3. Both regression coefficient (B1 and B2) are significant but B1 is higher than B3*B2

5.6.7 **The Mediating role of Organizational Commitment on the Relationship between Internal Branding and Organizational Citizenship Behavior**

To assess The Mediating role of Organizational Commitment on the Relationship between internal branding and organizational Citizenship Behavior, structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure (5.6) reveals that reflective indicators have been used for the measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure (5.5): **The Mediating Role of Organizational Commitment on the Relationship between internal branding and Organizational Citizenship Behavior**
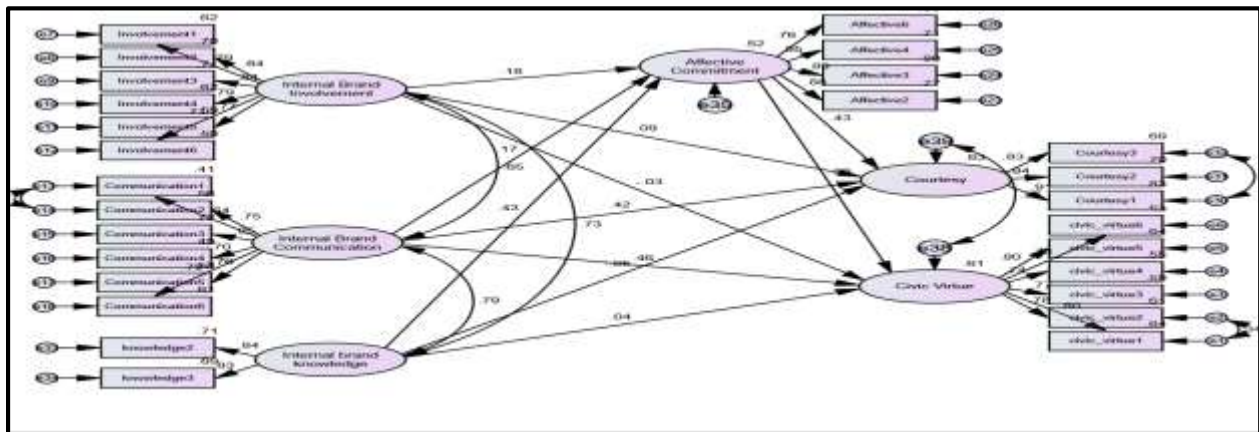
The structural model reveals the same value of model fit shown in Table (5.14), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.55 and 0.49) justifies the underlying theoretical model. The next table describes the direct effect

Table (5.14) Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Affective Commitment	<---	Internal_Brand_Involvement	.181	.085	2.126	.034
Affective Commitment	<---	Internal_Brand_Communication	.212	.128	1.650	.099
Affective Commitment	<---	Internal_brand_knowledge	.473	.144	3.290	.001
Courtesy	<---	Internal_Brand_Involvement	.109	.085	1.277	.202
Civic Virtue	<---	Internal_Brand_Involvement	-.030	.076	-.400	.689
Courtesy	<---	Internal_Brand_Communication	.602	.137	4.408	***
Civic Virtue	<---	Internal_Brand_Communication	.527	.123	4.298	***
Courtesy	<---	Internal_brand_knowledge	-.062	.149	-.415	.678
Civic Virtue	<---	Internal_brand_knowledge	.040	.133	.298	.766
Courtesy	<---	Affective Commitment	.510	.083	6.129	***
Civic Virtue	<---	Affective Commitment	.369	.074	4.975	***

Table (5.15) presented the results of the Regression Path Coefficient for Indirect Effects to testing the mediating effect of Affective Commitment in the relationship between   Internal branding And Organizational citizenship behavior when the path coefficient for the indirect effect.

Table (5.15) Indirect Effects (Group number 1 - Default model)

	Internal brand knowledge	Internal Brand Communication	Internal Brand Involvement
Affective Commitment			
Courtesy	.241	.108	.092
Civic Virtue	.175	.078	.067

The indirect (mediated) effect of Internal_brand_knowledge on Courtesy is .241. That is, due to the indirect (mediated) effect of Internal_brand_knowledge on Courtesy, when Internal_brand_knowledge goes up by 1, Courtesy goes up by 0.241. This is in addition to any direct (unmediated) effect that Internal_brand_knowledge may have on Courtesy.

The indirect (mediated) effect of Internal_brand_knowledge on Civic Virtue is .175. That is, due to the indirect (mediated) effect of Internal_brand_knowledge on Civic Virtue, when Internal_brand_knowledge goes up by 1, Civic Virtue goes up by 0.175. This is in addition to any direct (unmediated) effect that Internal brand knowledge may have on Civic Virtue.

The indirect (mediated) effect of Internal Brand Communication on Courtesy is .108. That is, due to the indirect (mediated) effect of Internal Brand Communication on Courtesy, when Internal Brand Communication goes up by 1, Courtesy goes up by 0.108. This is in addition to any direct (unmediated) effect that Internal Brand Communication may have on Courtesy.

The indirect (mediated) effect of Internal Brand Communication on Civic Virtue is .078. That is, due to the indirect (mediated) effect of Internal Brand Communication on Civic Virtue, when Internal Brand Communication goes up by 1, Civic Virtue goes up by 0.078. This is in addition to any direct (unmediated) effect that Internal Brand Communication may have on Civic Virtue.

The indirect (mediated) effect of Internal Brand Involvement on Courtesy is .092. That is, due to the indirect (mediated) effect of Internal Brand Involvement on Courtesy, when Internal Brand Involvement goes up by 1, Courtesy goes up by 0.092. This is in addition to any direct (unmediated) effect that Internal Brand Involvement may have on Courtesy.

The indirect (mediated) effect of Internal Brand Involvement on Civic Virtue is .067. That is, due to the indirect (mediated) effect of Internal Brand Involvement on Civic Virtue, when Internal Brand Involvement goes up by 1, Civic Virtue goes up by 0.067. This is in addition to any direct (unmediated) effect that Internal Brand Involvement may have on Civic Virtue. The next table describes the p-value for the indirect effect.

Table (5.16) Indirect Effects Significance.

	Internal brand knowledge	Internal Brand Communication	Internal Brand Involvement
Affective Commitment			
Courtesy	.010	.262	.051
Civic Virtue	.010	.227	.047

Table (5.16) show The indirect (mediated) effect of Internal _brand_ knowledge on Courtesy is significantly different from zero at the 0.01 level.

The indirect (mediated) effect of Internal _brand _knowledge on Civic_ Virtue is significantly different from zero at the 0.01 level

The indirect (mediated) effect of Internal_ Brand_ Communication on Courtesy is not significantly different from zero at the 0.05 level

The indirect (mediated) effect of Internal_ Brand_ Communication on Civic_ Virtue is not significantly different from zero at the 0.05 level

The indirect (mediated) effect of Internal _Brand _Involvement on Courtesy is not significantly different from zero at the 0.05 level

The indirect (mediated) effect of Internal_ Brand _Involvement on Civic _Virtue is significantly different from zero at the 0.05 level

5.6.8 **The Mediating role of Continuance Commitment on the Relationship between internal branding and Organizational Citizenship Behavior**

To assess the impact of The Mediating role of Continuance Commitment on the Relationship between internal branding and organizational Citizenship Behavior structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure(5.7) reveals that reflective indicators have been used for the measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure(5.7) **The Mediating role of Continuance Commitment on the Relationship between Internal Branding and Organizational Citizenship Behavior**
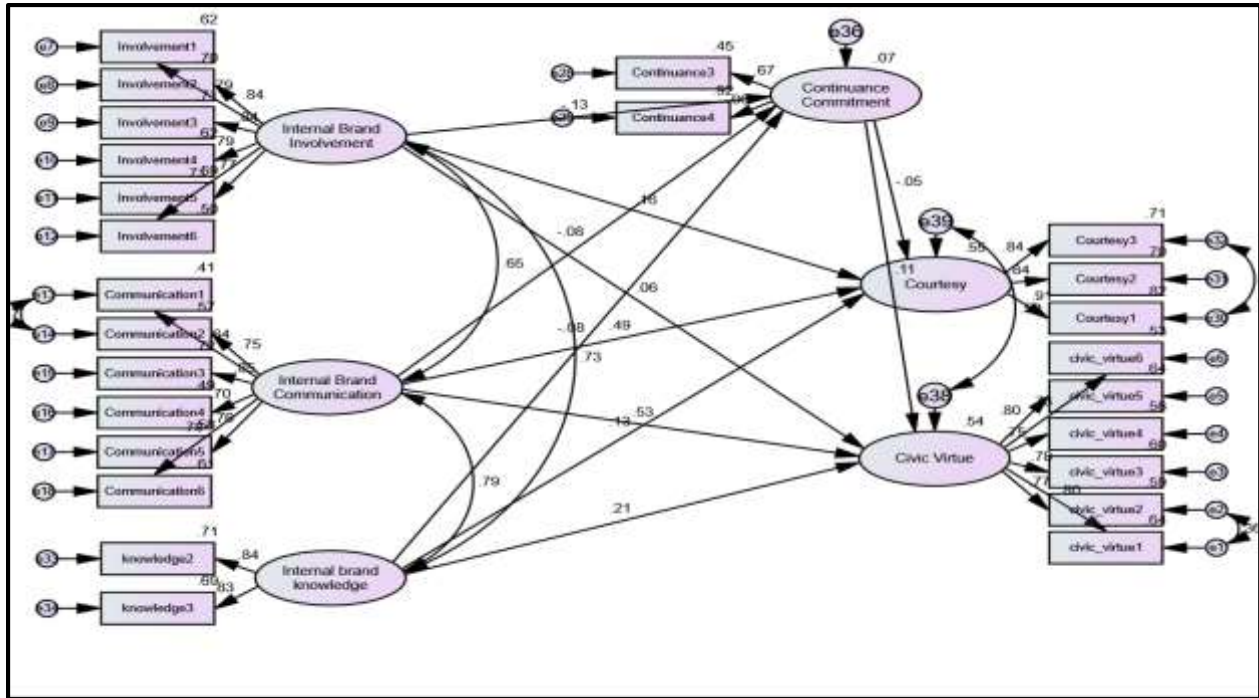
The structural model reveals the same value of model fit shown in Table (5.17), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.55 and 0.49) justifies the underlying theoretical model. The next table describes the direct effect.

Table (5.17) Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Continuance _Commitment	<---	Internal _Brand_ Involvement	-.124	.105	-1.183	.237
Continuance _Commitment	<---	Internal _Brand _Communication	-.089	.153	-.583	.560
Continuance_ Commitment	<---	Internal _brand _knowledge	-.086	.168	-.511	.609
Courtesy	<---	Internal _Brand _Involvement	.192	.093	2.072	.038
Civic_ Virtue	<---	Internal_ Brand_ Involvement	.051	.081	.638	.524
Courtesy	<---	Internal _Brand _Communication	.703	.149	4.707	***
Civic_ Virtue	<---	Internal _Brand _Communication	.612	.132	4.644	***

		Estimate	S.E.	C.R.	P
Courtesy	<--- Internal _brand _knowledge	.172	.151	1.133	.257
Civic_ Virtue	<--- Internal _brand_ knowledge	.222	.133	1.669	.095
Courtesy	<--- Continuance_ Commitment	-.062	.061	-1.012	.312
Civic_ Virtue	<--- Continuance _Commitment	.110	.054	2.039	.041

Table (5.18) presented the results of the Regression Path Coefficient for Indirect Effects to testing the mediating effect of Continuance Commitment in the relationship between internal branding And Organizational citizenship behavior when the path coefficient for the indirect effect.

Table (5.18) Indirect Effects (Group number 1 - Default model)

	Internal brand knowledge	Internal Brand Communication	Internal Brand Involvement
Continuance Commitment	.000	.000	.000
Courtesy	.005	.006	.008
Civic Virtue	-.009	-.010	-.014

5.6.9 **The Mediating role of Normative Commitment on the Relationship between Internal Branding and Organizational Citizenship Behavior**

To assess the impact of The Mediating role of Normative Commitment on the Relationship between internal branding and organizational Citizenship Behavior, structural equation modeling has been employed and a measurement model of these constructs has been assessed. Figure (5.8) reveals that reflective indicators have been used for the measurement of latent constructs and the non-causal relationship has been studied among different constructs, by drawing a path.

Figure (5.8) The Mediating role of Normative Commitment on the Relationship between internal branding and Organizational Citizenship Behavior
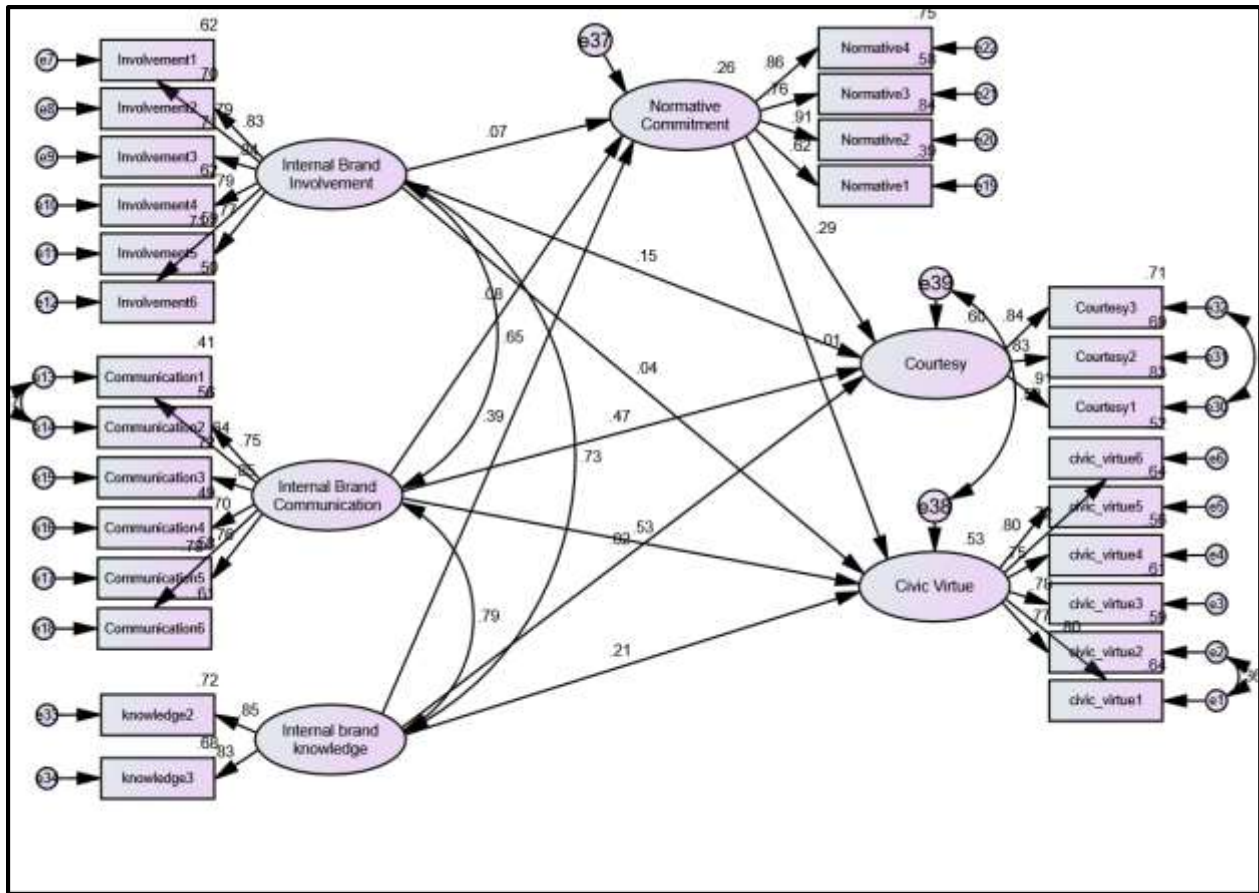
The structural model reveals the same value of model fit shown in Table (5.19), all the model fit indices for the structural model were not only significant but remain the same as in the measurement model. The low index of R square (i.e. 0.60 and 0.53) justifies the underlying theoretical model. The next table describes the direct effect.

Table (5.19) Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Normative _Commitment	<---	Internal_ Brand_ Involvement	.072	.099	.726	.468
Normative _Commitment	<---	Internal_ Brand_ Communication	.092	.148	.624	.532
Normative_ Commitment	<---	Internal_ brand_ knowledge	.421	.166	2.534	.011
Courtesy	<---	Internal _Brand_ Involvement	.174	.087	2.000	.046
Civic_ Virtue	<---	Internal_ Brand_ Involvement	.039	.081	.479	.632
Courtesy	<---	Internal _Brand_ Communication	.681	.141	4.817	***

			Estimate	S.E.	C.R.	P
Civic_ Virtue	<---	Internal _Brand_ Communication	.606	.132	4.593	***
Courtesy	<---	Internal_ brand _knowledge	.023	.147	.155	.877
Civic_ Virtue	<---	Internal _brand _knowledge	.213	.137	1.551	.121
Courtesy	<---	Normative _ Commitment	.354	.071	4.974	***
Civic_ Virtue	<---	Normative_ Commitment	-.010	.060	-.163	.871

Table (5.20) presented the results of the Regression Path Coefficient for Indirect Effects to testing the mediating effect of Normative Commitment in the relationship between internal branding and organizational Citizenship Behavior when the path coefficient for the indirect effect.

Table (5.20) Indirect Effects (Group number 1 - Default model)

	Internal brand knowledge	Internal Brand Communication	Internal Brand Involvement
Normative Commitment	.000	.000	.000
Courtesy	.149	.033	.025
Civic Virtue	-.004	-.001	-.001

Indirect Effects (Group number 1 - Default model)

The indirect (mediated) effect of internal brand knowledge on Courtesy is .149. That is, due to the indirect (mediated) effect of internal brand knowledge on Courtesy, when Internal brand knowledge goes up by 1, Courtesy goes up by 0.149. This is in addition to any direct (unmediated) effect that Internal brand knowledge may have on Courtesy.

The indirect (mediated) effect of internal brand knowledge on Civic Virtue is -.004. That is, due to the indirect (mediated) effect of Internal brand knowledge on Civic Virtue, when internal brand knowledge goes up by 1, Civic Virtue goes down by 0.004. This is in addition to any direct (unmediated) effect that internal brand knowledge may have on Civic Virtue.

The indirect (mediated) effect of Internal Brand Communication on Courtesy is .033. That is, due to the indirect (mediated) effect of Internal Brand Communication on Courtesy, when Internal Brand Communication goes up by 1, Courtesy goes up by 0.033. This is in

addition to any direct (unmediated) effect that Internal Brand Communication may have on Courtesy.

The indirect (mediated) effect of Internal Brand Communication on Civic Virtue is -.001. That is, due to the indirect (mediated) effect of Internal Brand Communication on Civic Virtue, when Internal Brand Communication goes up by 1, Civic Virtue goes down by 0.001. This is in addition to any direct (unmediated) effect that Internal Brand Communication may have on Civic Virtue.

The indirect (mediated) effect of Internal Brand Involvement on Courtesy is .025. That is, due to the indirect (mediated) effect of Internal Brand Involvement on Courtesy, when Internal Brand Involvement goes up by 1, Courtesy goes up by 0.025. This is in addition to any direct (unmediated) effect that Internal Brand Involvement may have on Courtesy.

The indirect (mediated) effect of Internal Brand Involvement on Civic Virtue is -.001. That is, due to the indirect (mediated) effect of Internal Brand Involvement on Civic Virtue, when Internal Brand Involvement goes up by 1, Civic Virtue goes down by 0.001. This is in addition to any direct (unmediated) effect that Internal Brand Involvement may have on Civic Virtue. The next table describes the p-value for the indirect effect.

Table (5.21) Indirect Effects - Two-Tailed Significance (BC) (Group number 1 - Default model)

	Internal brand knowledge	Internal Brand Communication	Internal Brand Involvement
Normative Commitment	...	...	...
Courtesy	.021	.592	.417
Civic Virtue	.807	.698	.698

The indirect (mediated) effect of Internal brand knowledge on Courtesy is significantly different from zero at the 0.05 level (p=.021 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

The indirect (mediated) effect of Internal brand knowledge on Civic Virtue is not significantly different from zero at the 0.05 level (p=.807 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

The indirect (mediated) effect of Internal Brand Communication on Courtesy is not significantly different from zero at the 0.05 level (p=.592 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

The indirect (mediated) effect of Internal Brand Communication on Civic Virtue is not significantly different from zero at the 0.05 level (p=.698 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

The indirect (mediated) effect of Internal Brand Involvement on Courtesy is not significantly different from zero at the 0.05 level (p=.417 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

The indirect (mediated) effect of Internal Brand Involvement on Civic Virtue is not significantly different from zero at the 0.05 level (p=.698 two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals.

5.7 **Summary of Hypotheses Testing Results**

Table (5.22)below summarizes the results of testing hypotheses concerning the relationships between   independent variable(internal brand involvement, internal brand communication, internal brand knowledge) and dependent variable(courtesy, civic virtue), independent variable and mediating variable(Affective commitment, continuance commitment, Normative),mediating variable and dependent variable, mediating between independent variable and dependent variable, The table reveals that one of the hypotheses is fully supported, and some are partially supported.

Table (5.22) Summary of Hypotheses Testing Results

Statement of hypothesis:	*Remark*
The Relationship between internal branding and Organizational Citizenship Behavior	*Partial support*
Internal Brand Involvement effect on Courtesy	*Supported*
Internal Brand Involvement effect on Civic Virtue	*Not Supported*
Internal Brand Communication effect on Courtesy	*Supported*
Internal Brand Communication effect on Civic Virtue	*Supported*

Internal brand knowledge effect on Courtesy	*Not Supported*

Cont….. Table (5.22) Summary of Hypotheses Testing Results

Internal brand knowledge effect on Civic Virtue	*Not Supported*
The Relationship between internal branding and Organizational Commitment	*Partial support*
Internal Brand Involvement effect on Continuance Commitment	*Not Supported*
Internal Brand Involvement effect on Affective Commitment	*Supported*
Internal Brand Involvement effect on Normative Commitment	*Not Supported*
Internal Brand Communication effect on Continuance Commitment	*Not Supported*
Internal Brand Communication effect on Affective Commitment	*Supported*
Internal Brand Communication effect on Normative Commitment	*Not Supported*
Internal brand knowledge effect on Continuance Commitment	*Not Supported*
Internal brand knowledge effect on Affective Commitment	*Supported*
Internal brand knowledge effect on Normative Commitment	*Supported*
The Relationship between Organizational Commitment and Organizational Citizenship Behavior	*Partial support*
Continuance Commitment effect on Courtesy	*Not Supported*
Affective Commitment effect on Courtesy	*Supported*
Normative Commitment effect on Courtesy	*Supported*
Continuance Commitment effect on Civic Virtue	*Supported*
Affective Commitment effect on Civic Virtue	*Supported*
Normative Commitment effect on Civic Virtue	*Not Supported*
The Mediating Role of Affective Commitment on the Relationship between internal branding and Organizational Citizenship Behavior	*Partial support*
Affective Commitment mediating the relationship between Internal Brand Involvement on Courtesy	*No Mediation*
Affective Commitment mediating the relationship between Internal Brand Involvement on Civic Virtue	*Partial Mediation*
Affective Commitment mediating the relationship between Internal Brand Communication on Courtesy	*No Mediation*

Cont………Table (5.22) Summary of Hypotheses Testing Results

Affective Commitment mediating the relationship between Internal Brand Communication on Civic Virtue	No *Mediation*
Affective Commitment mediating the relationship between Internal brand knowledge on Courtesy	*Partial Mediation*
Affective Commitment mediating the relationship between Internal brand knowledge on Civic Virtue	*Partial Mediation*
The Mediating role of Continuance Commitment on the Relationship between internal branding and Organizational Citizenship Behavior	*Not support*
Continuance Commitment mediating the relationship between Internal Brand Involvement on Courtesy	*No Mediation*
Continuance Commitment mediating the relationship between Internal Brand Involvement on Civic Virtue	*No Mediation*
Continuance Commitment mediating the relationship between Internal Brand Communication on Courtesy	*No Mediation*
Continuance Commitment mediating the relationship between Internal Brand Communication on Civic Virtue	No *Mediation*
Continuance Commitment mediating the relationship between Internal brand knowledge on Courtesy	*No Mediation*
Continuance Commitment mediating the relationship between Internal brand knowledge on Civic Virtue	*No Mediation*
The Mediating Role of Normative Commitment on the Relationship between internal branding and Organizational Citizenship Behavior	*Partial support*
Normative Commitment mediating the relationship between Internal Brand Involvement on Courtesy	*No Mediation*
Normative Commitment mediating the relationship between Internal Brand Involvement on Civic Virtue	*No Mediation*
Normative Commitment mediating the relationship between Internal Brand Communication on Courtesy	*No Mediation*
Normative Commitment mediating the relationship between Internal Brand Communication on Civic Virtue	*No Mediation*
Normative Commitment mediating the relationship between Internal brand knowledge on Courtesy	*Partial Mediation*
Normative Commitment mediating the relationship between Internal brand knowledge on Civic Virtue	*No Mediation*

5.8 Chapter Summary

This chapter displayed the results of the data analysis. The first section discussed the data prepration, examination and description. Started by describing the descriptive statistics of the sample data then respondent's demographic information, section two dealt with the measurement and validation process of constructs, whereas, section three showed the results of the path analysis and hypotheses testing.

CHAPTER SIX

FINDINGS DISCUSSION AND CONCLUSION

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6.0 Chapter Overview

This chapter presents the discussion of the findings and the research conclusion. The first half of this chapter reveals the recapitulation of the findings, the discussion of the findings, summary of major findings. The second half of this chapter presents the implications of the study, limitations and suggestions for future research.

6.1 Recapitulation of the Findings

This study attempted to examine the mediating role of organizational Commitment on the Relationship between internal branding and organizational Citizenship Behavior. The target population of this study was selected to be the employees of Sudanese commercial banks. To realize the research purposes, several questions were articulated as follows:

1. What is the relationship between internal branding and organizational citizenship behavior?

2. What is the relationship between internal branding and organizational commitment?

3. What is the relationship between organizational commitment and organizational citizenship Behavior?

4. Does the organizational commitment mediate the relationship between internal branding and organizational citizenship behavior?

5. What is the level of OCB among the employees of Sudanese banks?

6. To what extend internal branding is managed in Sudanese banks?

7. What is the level of organizational commitment among the employees of Sudanese bank?

The literature review shaped the basis of the study's variables. As for Internal branding, three dimensions were specified (i.e., internal brand involvement, internal brand commitment, internal brand knowledge), whereas organizational commitment had three dimensions mainly, continuance commitment, normative commitment, and affective commitment. OCB was consisted of three dimensions (i.e., courtesy, sportsmanship and civic virtue).

Concerning the methodology, this study embraced a quantitative method and adopted a descriptive design. Accordingly, to gather the data, this study employed a cross-sectional design. A survey of (320) copies was administered to a convenience sample among the employees of Sudanese commercial bank. The response rate was (88%) which considered to be as a high rate for the purpose of this study.

Preceding the analysis phase, the data screening was performed to determine missing data, outlier, unengaged response and data normality. The result of data screening was satisfactory. The descriptive analysis offered a summary of the respondents. Regarding the gender, the male was the most portion of the sample (65.4%), whereas female was (34.6%). In relation to the age, the category of less than 30 was the largest group (24.7%). As regards the qualification, Graduates represented high portion of the research with (47.5%). As for the respondent experience, the employees with less than f years were the largest percentage of the research (24.3%).

The first phase of the analysis in this study was to assess the goodness of measures by evaluating reliability and validity. The reliability was measured through Cronbach's alpha (CA), where all the constructs demonstrated a satisfactory level of internal consistency. Concerning the validity, Both the convergent validity and divergent validity confirmed that the measurement validity had been established.

After validating the measurement model, the descriptive analysis for all variables of the study was conducted. The mean and standard deviation were used to describe the variables. The correlation analysis revealed a positive relationship between the proposed hypotheses. The highest correlations between Civic Virtue and Internal Brand Communication. From the result of the factor analysis, the whole previous conceptual framework had been changed. Accordingly, the earlier hypotheses related to some variables had been changed. To test the hypotheses, structural equation modeling has been employed and a measurement model of these constructs has been assessed.

The finding revealed that two dimensions of internal brand, namely internal brand involvement and internal brand communication have a positive influence on the two components of organizational citizenship behavior (i.e., courtesy and civic virtue). Although internal brand communication has a positive influence on civic virtue, internal brand knowledge and internal brand involvement have a negative influence on courtesy and civic virtue. Also the results show that internal brand involvement has a negative influence on continuance commitment and normative commitment. Conversely, internal brand involvement has a positive influence on affective commitment. Regarding internal brand communication, it has a positive influence on continuance commitment and normative commitment. Contrariwise, internal brand communication has a positive influence on affective commitment. Concerning internal

brand knowledge, it has a positive influence on affective commitment and normative commitment, whereas, it has a negative influence on continuance commitment. In addition, the results indicated that although continuance commitment has a positive influence civic virtue, it has a negative influence on courtesy.

The findings also revealed that affective commitment has a positive influence on courtesy and civic virtue. While normative commitment has a positive influence on Courtesy, the results show that normative commitment has a negative influence on civic virtue. Furthermore, the findings disclose that affective commitment partially mediates the relationship between the internal branding and organizational Citizenship Behavior. Although affective commitment mediates the relationship between the Internal Branding and civic virtue, nonetheless, it does not mediate the relationship between internal branding and Courtesy.

6.2 Findings Discussion

This section addresses the discussion of findings based on the empirical and theoretical results of previous literature. The sections involve discussing the findings portraying the influence of IB on OCB and OC. Also the influence of OC on OCB. Moreover, the mediating role of OC on the relationship between IB and OCB.

6.2.1 The Relationship between Internal Branding and Organizational Citizenship Behavior

The findings reveal that two dimensions of internal brand, namely internal brand involvement and internal brand communication have a positive influence on the two components of organizational citizenship behavior (i.e., courtesy and civic virtue). Although internal brand communication has a positive influence on civic virtue,

internal brand knowledge and internal brand involvement have a negative influence on courtesy and civic virtue.

The current result is in consistency with numerus literature e.g. Khademi et al. (2015) who found that IB has a positive influence on OCB. These results also are in parallel with the results of Hadizadeh Moghadam, Jamali Kapak, and Rezaei (2012) which suggests that internal branding has impact on brand commitment. Furthermore, the relationship between brand internal brand and brand citizenship behavior has been confirmed in the research conducted by Burmann and Koenig (2011), King, and Grease (2012).

Nevertheless, these previous studies in some sense contradict the current findings because internal brand knowledge appeared to have negative impact on civic virtue and courtesy. As well as internal brand involvement has a negative influence on civic virtue. The possible explanation for the consistency among findings may be attributed to theoretical stands that when internal branding efforts are implemented, employees are more likely to understand the brand, take ownership in the brand, and provide evidence of the brand in their organizational responsibilities.

Evidence management is "an organized, explicit approach to presenting customers with coherent, honest evidence of your abilities" (Berry & Neeli, 2003, p. 100). Moreover, by applying consumer behavior to internal communications, leaders within the organization can help employees better understand the brand, have a passion for the brand, and perhaps even "live" the brand vision on a day-to-day basis (Mitchell, 2002). On the other hand, the dissimilarities among findings could also be due to the differences of research setting because the nature of industries affects the brand value as well as the employees' behavior.

6.2.2 The Relationship between Internal Branding and Organizational Commitment

The findings reveal that internal brand involvement has a negative influence on continuance commitment and normative commitment. Conversely, internal brand involvement has a positive influence on affective commitment. Regarding internal brand communication, it has a positive influence on continuance commitment and normative commitment. Contrariwise, internal brand communication has a positive influence on affective commitment. Concerning internal brand knowledge, it has a positive influence on affective commitment and normative commitment, whereas, it has a negative influence on continuance commitment.

These findings are typically consistent with the result of Almegren et. Al (2012) who indicated that internal branding is positively associated with affective commitment. In addition, the current results support the findings of Shamaila and Sahar (2012) who reported that Internal Branding has a positive influence on employee quality commitment. Furthermore, many prior literature support the current result (e.g. Mangold and Miles, 2007; Punjaisri et al., 2009) who reported that internal branding and employee brand commitment and behavior are positively associated. Although explaining such consistency and discrepancy is not easy, the attempt to do so must address the conceptual link between the underlying variables.

Therefore, previous studies confirmed that when staff have a clear understanding of brand values, they are more likely to be intellectually and emotionally engaged with the brand (Thomson et al., 1999). Furthermore, the organizational identification and the organizational commitment theories have purported that when staff's values area aligned with the organization's, or the internal brand's, their desire

to maintain membership or brand loyalty will be enhanced (e.g. Dutton et al., 1994; Van Dick, 2001), (Punjaisri &Wilson2010). On the other hand, the discrepancy with the previous studies can be explained by the difference in the organizational context as well as the respondents' characteristics.

6.2.3 The Relationship between Organizational Commitment and Organizational Citizenship Behavior

The results indicated that although continuance commitment has a positive influence civic virtue, it has a negative influence on courtesy. The findings also revealed that affective commitment has a positive influence on courtesy and civic virtue. While normative commitment has a positive influence on Courtesy, the results show that normative commitment has a negative influence on civic virtue. Large amount of literature supported this findings (e.g.,Meyer et al., 2002; Peng & Chiu, 2010;Podsakoff et al., 1996; Salehi & Gholtash, 2011; Zheng et al., 2011) who indicated that affective commitment, continuance commitment, and normative commitment, have a positive influence on OCB.

Additionally, Rurkkhum and Bartlett (2012) reported that organizational commitment had a significant effect on organizational citizenship behavior from the perspectives of civic virtue behavior and courteous behavior. Although, the Continuance Commitment appeared to have negative influence on Courtesy, as well as, Normative Commitment has a negative influence on Civic Virtue. However, this result also in line with prior literature (e.g., Shore and Wayne, 1993; Meyer et al, 1993). The possible explanation for the consistency with prior literature could be due to conceptual

view that people with high affective commitment appear to be more willing to engage in extra-role behavior.

Moreover, Scholars also noticed the importance of OCB as a prerequisite for organizational accomplishment and effectiveness (Bolino and Turnley, 2003; Zellars et al., 2002; Kandlousi et al., 2002).As Introduced by Organ (1983), OCB has attracted the interested of the researchers. It has been discussed and proved by several researcher that OCB, aggregated over time and employees contribution to the organizational performance in terms of achieving the organizational goals (Podsakoff et al., 2000; Organ et al. 2006. Therefore, it comes as no surprise if you find a positive association between OC and OCB. On contrary, the disagreement between the current findings and the result of previous studies may be explained by the variation in management systems and leadership styles in the organization. Moreover, the organizational culture plays a big role in promoting the organizational commitment to reflect on the organizational citizenship behavior.

6.2.4 The Mediating role of organizational Commitment on the Relationship between internal branding and organizational Citizenship Behavior

The findings reveal that affective commitment partially mediates the relationship between the internal branding and organizational Citizenship Behavior. Although affective commitment mediates the relationship between the Internal Branding and civic virtue, however, it does not mediate the relationship between internal branding and Courtesy. From the perspective of Continuance Commitment, the findings show that even though Continuance Commitment does not mediate the relationship between internal branding and civic virtue as well as courtesy. On the other hand, Normative Commitment

partially mediate the relationship between internal branding and civic virtue as well as courtesy.

The results of this study in line with many previous studies e.g. Putu (2016) and Fatoni (2018) who reported that there is significant influence of employee engagement through OCB on individual performance. In contrast, the current findings do not support the findings of Maharani et al (2013) who indicated that OCB does not mediate the relationship between transformational leadership on performance. The similarity between the current findings and the result of previous study can be addressed from the perspective of the Organizational commitment value and contribution to OCB.

Organizational commitment is a relative strength of the individual in identifying his or her involvement into the organization. Commitment to the organization means more than just formal membership, as it includes an attitude of loving the organization and a willingness to seek high levels of effort for the benefit of the organization for the achievement of the goal. Under this definition, organizational commitment includes an element of loyalty to the organization, involvement in work, and identification of organizational values and goals. Highly committed employees will be responsible for all their actions or in other words created OCB so that their performance can increase. Contrariwise, the dissimilarity among finding could be due to various factors associated with organizational elements, business context and respondents' awareness and individualities.

5.3 Implications of Research

This section reveals the effects that the results may have on theory and practice. Therefore, the first part presents the theoretical implications while the second one shows the practical implications.

5.3.1 Theoretical Implication

The results of this study offers numerous implications for the knowledge including the following:

1. The findings provide empirical examination to the framework linking internal branding and OCB through a mediating mechanism of Organizational Commitment. Therefore, the knowledge gap identified in the problem statement will be filled.

2. the measurements of variables which were adapted from previous studies, were further validated through a high Chronbach's Alpha value.

3. This results adds to existing literature of OCB by examining the direct and indirect impact of internal on the OCB construct

4. As previous research within the field of internal branding has mainly been carried out within the manufacturing industries this study has also contributed by expanding the field of internal branding also to the banking sector of the service industry.

5. This study contributes to pervious existing knowledge by examining the mediating role of organizational commitment on the relationship internal branding and organizational citizenship behavior

6. This study develops a comprehensive theoretical background with respect to internal branding, OC and OCB. Moreover, it provides insightful suggestion for future research.

7. This study confirms and disconfirms the finding of previous literature along with providing rational justification for consistency and contradiction exist among the current finding and findings of prior research.

8. The current findings explain the development of the brand from the inside out and reflecting its importance for organizations. However, it was found that not all internal brand components have a positive influence on OC and OCB.

5.3.2 Practical Implication

The findings of this study have significant implications for practitioners and managers, these implications involve the following:

1. The findings help decision makers of Sudanese banks in determining the most effective dimensions of internal branding, which have substantial influence on OCB. As a result, internal brand involvement and internal brand communication appeared to have a positive influence on OCB

2. The findings aid decision makers in understanding the factors that lead to reinforcing organizational citizenship behavior. Internal branding and organizational commitment were found to have some influential components better perform as a tool for maintaining and promoting OCB

3. managers should strengthen brand training and orientation programs, and formal and informal internal communication channels, and then use these media/platforms to motivate and assist employees toward the highest

recognition of, and commitment and loyalty to, the brand through spontaneous interactions and social encounters in the workplace.

4. The results provide useful advice to review the current human resource management strategies in order to consider the intangible value of having committed employees, moreover, having employees act with citizenship behavior.

1. The findings direct the manger towards considering that to influence OCB, some mediating factors need to be influenced first such as organizational commitment. This recommendation comes from the empirical finding of the mediating role of OC.

2. The findings provide managers with the necessary insights for understanding and managing the employees' behavior in order to bring the best out of them.

5.4 Limitations:

This research has a number of limitations need to be taken into consideration while interpreting the results. These limitations include the following:

1. The main limitation of this study is that. Data collection through questionnaire because some banks' employees did not show the necessary collaboration in responding the questions of the questionnaire. As a result, the response rate was affected and the accuracy of data is questionable.

2. While cross-sectional data used by this study was time efficient and cost-effective. However, it negatively affects the ability of defining causality between the variables. Furthermore, the attitude may have led to errors resulting from differences in mood or the situation at particular time.

3. despite the fact that the convenience sample selected in this research was easy to access and not time-consuming, however, the possibility of bias always linked with it.

4. This study provided practitioners with a meaningful insight into the concepts of internal branding and OCB as well as mutual relationship of two variables. However, a limitation might make weaken the results. For instance, consideration of any moderating variable was out of the scope of this study.

5. This research was conducted in the context of banking sector located in Sudan, it is undetermined whether the findings are generalizable to firms in other sectors or in other countries.

5.5 Suggestions for Future Research:

Based on the results and limitations discussed above, this study offers numerous recommendations for future research as follows:

1. Future research with different data collection method is likely to result in high response rate and provide a higher degree of statistical significance.

2. a longitudinal study is needed to provide accurate understanding of the causal relationship between

3. Further research should be conducted to investigate whether internal branding affects OCB in the existence of moderating variables (e.g. Emotional intelligence or leadership styles., 2002).

4. Previous literature have stressed that internal branding should be a cross-functional process managed by the marketing department and human resources department (Aurand et al. 2005, de Chernatony et al. 2006; Punjaisri & Wilson 2007, Punjaisri et al. 2008, Punjaisri et al. 2009a, Punjaisri et al. 2009b,). With this in mind and considering that it is important for companies to have customer

contact employees to who display on-brand behavior, the human resources department within the service industry should be an area in which internal branding should be further investigated as not enough research has been conducted in this field. Suggestions for aims of those future investigations could be to assess the extent to which human resource departments are aware of and working actively with the brand values? Are they implementing them? And if so how, is this adequate or is there a need for improvement that would be beneficial for service firms.

5. In future studies, it is expected that the scope of this research will be extended, including, for example, the brand leadership behavior and degree of support of management personnel at the grassroots, middle, and top levels of an enterprise. Vallaster and De Chernatony (2005) stated that leaders play an intermediary and passing role in brand management

and can influence OCB.

6. It is recommended that future researchers test the model of this research comparatively among public organizations in order to evaluate the viewpoint of employees in public sector.

7. Future research may continue to examine the effect of internal branding on citizenship behavior in different industries such as manufacturing sector.

8. Future research controlling or moderating the demographic characteristics (i.e. age group, seniority, educational level, gender…etc.). These concluding remarks could provide new insights for

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APPENDECES

APPENDICES

APENDIX A.1: SUMMARY OF LITERATURE REVIEW

Author	Title of study	IV	DV	Med or Mod	Research Methodology	Finding	Limitations	Future suggested Study
(1) Rose Du Preez Michael Thomas Bendixen Southern Africa **(2015)**	The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay:	**Internal brand management:** - Brand identity - Internal brand communication - External brand communication	**Intention to stay**	**Mediator:** Brand commitment Employee job satisfaction	This research was conducted using a convenience sample. A single financial services firm operating in Southern Africa was selected. The call center executive invited all frontline employees, supervisors, managers, and Support staff to participate in the survey. The 175 employees were invited to anonymously complete a questionnaire using Survey Monkey	The results of this research confirm that for the financial service firm studied, internal brand management could play an important role in solving this dilemma. Internal brand management was found to be a major contributor to job satisfaction, brand commitment and intention to stay for service staff. While brand identity and external brand communication play important roles in creating sound internal brand management, internal brand communication is the most important contributor.	This research was conducted in a single financial services firm in a single geographic location. In order to generalize the findings, further studies are required in different firms and different locations	Future research could establish whether this result is: specific to the organization studied, typical of financial service firms or if the components of internal brand management are context specific
(2) Fathima Zahara Saleem Oriol Iglesias **(2016)**	Mapping the domain of the fragmented field of internal branding (systematic review)	**Mapping the domain:**	**internal branding:** -brand identification -brand commitment -brand citizenship behavior					for future research in the field of internal branding have emerged from the systematic literature review, some suggested research questions are: - How can internal branding help to also align the behavior of employees from brand partners? - What are the internal branding tools and processes that can better align the behavior of employees from brand partners?

(No) Author / Country / Year	Title	Independent Variable	Dependent Variable		Methodology	Results	Context	Future Studies
(3) Narissara Sujchaphong And other UK **(2015)**	Internal branding in universities and the lessons learnt from the past: the significance of employee brand support and transformational leadership	Internal branding in universities					The study is not without its limitations, which provide fruitful venues for future studies. We acknowledge that while universities are indeed behaving more like corporations in terms of their focus on bottom line results and in some cases their approaches to hiring and compensating some faculty, there remain distinct differences in the ways that professors interact with their supervisors and peers than do employees in other service sectors	Future studies could investigate how such individual brands co-exist and interact with the broader university brand.
(4) Homa Javid And other **(2016)**	Internal Brand Management Relationship with Brand Citizenship Behavior, Job Satisfaction and Commitment in Saipa Teif Company	Internal Brand	Brand Citizenship Behavior, Job Satisfaction and Commitment		The sampling method is also simple random sampling. Data gathering tool is standard questionnaire and in order to evaluate its validity, viewpoints of marketing management professors and directors of the company and also the load factor are used	Internal brand management and job satisfaction have a positive and significant relationship at 99% confidence level. Internal brand management and brand commitment also have a positive and significant relationship.		The company must focus on brand citizenship behaviors as one of the factors influencing brand value along with other factors such as product quality, customer relations, relationship marketing, and advertising
(5) Galina Biedenbach Siarhei Manzhynski **(2016)**	Internal branding and sustainability: investigating perceptions of employees	**Internal branding** - Internal brand commitment - Brand orientation - Internal brand Knowledge - Internal brand involvement	**Sustainability** - Sustainability Importance - Sustainability Objectives - Sustainability policies - Sustainability decision-making and disclosure		The study was conducted among employees of industrial companies operating in Belarus. 238 responses were analyzed by using the K-means cluster analysis. The ANOVA was applied for evaluating differences between the three identified clusters.	The results show that the three clusters differ in regard to the main determinants of internal brand commitment, which are brand orientation, internal brand knowledge, and internal brand involvement. The findings demonstrate significant perceptual differences between the three clusters regarding their evaluations of a company's sustainability performance	The study was conducted in the context of a transition economy	Future studies are recommended to develop a cross-cultural comparison of relationships between employees' perceptions about sustainability performance, different determinants and the outcomes of internal brand commitment.

(6) Ezgi Erkmen Murat Hancer **(2015)**	"Do your internal branding efforts measure up?" Consumers' response to brand supporting behaviors of hospitality employees	internal branding efforts	Consumers' response to brand supporting behaviors of hospitality employees	Consumer based brand performance	Data were collected from both customer-contact employees and passengers of a corporate airline company. Structural equation modeling was used to test the proposed	brand citizenship behaviors of employees did not affect brand commitment of customers directly;		
(7) Khanyapuss Punjaiand Alan Wilsonsri **(2016)**	Internal branding process: key mechanisms, outcomes and moderating factors	**Internal branding** -Internal communication -training	**Outcomes** -brand identification -brand commitment -brand loyalty -brand performance	-	The survey was conducted with customer-interface employees from the three departments (food and beverage, housekeeping and front office) in the five hotels. The questionnaires were distributed to each hotel individually and respondents were assured of their anonymity. Of the 797 questionnaires sent out, 699 were returned, giving a response rate of 94 percent. A total of 19 questionnaires were discarded as a result of missing data, leaving 680 to be included in further analysis	Corporate service brands need to coordinate internal branding activity to enhance their employees' identification with, commitment to, and loyalty to, the brand. The relationships between the concepts of identification, commitment and loyalty of employees are determined	this study has looked at the perspectives of customer-interface employees' who are considered as the key audience of internal branding activities .As this study measured employees' brand identification, commitment, and loyalty together, it also identifies the relationships among these concepts and how they mediated the strength of internal branding's effect on employees' brand behaviors'	suggesting that there is a need for researchers to extend this research into other service industries and other national cultures to enrich internal branding knowledge in the wider service sector
(8) Katja Terglav∗ , Maja Koneˇcnik Ruzzier, Robert KaˇseFaculty **(2016)**	Internal branding process: Exploring the role of mediators in top management's leadership–commitment relationship	**Internal branding**	**commitment**	**Mediator** **Top management**	we conducted an employee survey Using a sample of 226 hospitality employees working in a European hotel chain, our results indicate that employee brand knowledge, employee-brand fit, and psychological contract fulfillment fully mediate the relationship between brand-oriented leadership and brand com-mitment.	findings are in line with the theory of Miles and Mangold(2004, 2005) who emphasize the importance of the critical mediators between internal branding and positive brand-related outcomes	In the current study, a single respondent approach was applied ,as only employees were invited to participate	For future research in internal brand management, we recommend a multilevel study with members of top management as respondents

| (9)
Isabel Buil a, Eva Martínez b, *, Jorge Matute c

(2016) | From internal brand management to organizational citizenship behaviors': Evidence from frontline employees in the hotel industry | **internal brand management:**
-internal brand communication

-brand – centered training

-transformational leadership | **organizational citizenship behaviors**
-courtesy

-sportsmanship

-civic virtue | - | We initially collected 327 questionnaires. However, after discarding incoherent and incomplete questionnaires, 323 were finally considered valid, which represents 36.6% coverage of the target population | The findings suggest that internal branding activities have asymmetrical effects on employees' work-related states of mind and sense of identification.
The findings of this study also have implications for hotel managers. Although organizations typically concede more relevance to external brand management, this research demonstrates that internal branding leverages favorable responses from hotel employees. | the study is restricted to analysing organizational identification. In this sense, it would be desirable to differentiate work-group identification from organizational-level identification. Work-group identification has been predicted to have different effects on organizational attitudes and behaviors (Van Knippenberg & van Schie, 2000). Since organizational identification is not significantly related to OCBC and OCBE in this study,
it is necessary to explore whether work-group identification explains these extra-role behaviours in the hospitality industry. Second,
this paper has explored the role of leadership at a micro level.
That is, it has analysed the role of direct supervisors as catalysts of
the brand values from the organization to employees. Thus,
following Burmann and Zeplin (2005), it would be interesting to
explore the macro-level facet of transformational leadership. This
analysis would involve analysing whether the CEO and other executives influence insiders' evaluations of their jobs and, by
extension, their willingness to adopt citizenship behaviours | Future research could explore from a
dyadic perspective how leadership at the micro (supervisory) and
macro (managerial) levels affects the variables under study.
future
research could also explore the potential alternative effects of work
engagement and identification. For example, Hakanen et al. (2008)
suggest an exploration of how engagement contributes to enhancing employees' creativity and work-unit innovativeness. |

| (10) Gaye Özçelika, Mine Afacan Fındıklıb, a (2014) | The Relationship between Internal Branding and Organizational Citizenship Behaviour: The Mediating Role of Person-Organization Fit | **Internal Branding** - HR Involvement - Training - Internal Communication | **Organizational Citizenship** - Helping Behavior - Civic Virtue - Sportsmanship | **Mediator Person-Organization Fit** | The survey of this study was conducted on 349 employees from selected organizations operating in various industries in Turkey. There were non-responded items in 22 questionnaires out of 327. Therefore these 22 questionnaire forms were excluded from the analysis. Therefore, data obtained from 327 employees, 187 of which were female making up 57,2 % of the sample. The age of the participants ranged from 18 years to 60 years. The mean age of the sample is 33. The participants having a university degree and master degree make up the 51 % and 10 % of the sample respectively. The tenure of the employees, which ranged between 1 to 28 years were put into analysis. | The findings showed that there is a significant association between internal branding and organizational citizenship behavior. On the other hand, it was found that person-organization fit does not mediate the relationship between internal branding and citizenship behavior | Some limitations of the study should also be noted. Since "convenience sampling" methodology was used to determine the study population, the method of sampling can be regarded as a limitation by definition. Another limitation can be the scale that has been used in the current study. When defining the internal branding scale, translation-back translation method was employed | This study tries to be a prologue for further research in the areas of internal branding and organizational studies From an international perspective, it is mostly seen as a projection of various marketing strategies in the contemporary scientific publications. |
| (11) Timothy A. Hart a,□,1, J. Bruce Gilstrapb,1, Mark C. Bolino c (2016) | Organizational citizenship behavior and the enhancement of absorptive capacity | **Organizational citizenship** - Helping - Organizational loyalty - Organizational compliance - Individual initiative - Civic virtue - Self-development | **enhancement of absorptive capacity** | - | | | | First and foremost, we have dealt only with OCB as a positive contributor to AC. However, OCBs are not without costs. OCB research suggests that many of the antecedents of such behaviors are at least partially under the control of the organization. |

(12) María Zay Ernesto Rosa Eulalia Marquez and Pablo Colón Gruñeiro rio **(2015)**	Relationship between organizational commitments and organizational citizenship behavior in a sample of private banking employees	**organizational commitments:** - affective commitment - necessary commitment - moral commitment	**organizational citizenship behavior:** - altruism - courtesy - "chivalry - awareness - civic virtue	-	Descriptive research The population of interest consisted of 254 employees from a private bank, and the sample size was 154 with a 5 per cent margin of error and a confidence level of 95 per cent.	The paper finds that there is a positive correlation between the organizational commitment and the indicators of organizational citizenship behavior and civic virtue, courtesy and altruism dimensions shown by the employees. The dimensions of affective and moral commitment had the strongest correlation with the civic virtue dimension of organizational citizenship	Sample consist only of private banking employees	
(13) Donghwan Yoon Jichul Jang JungHoon (Jay) Lee **(2016)**	Environmental management strategy and organizational citizenship behaviors in the hotel industry The mediating role of organizational trust and commitment	**Environmental management strategy**	**organizational citizenship behaviors**	The mediating role of organizational trust and commitment	An online survey of US hotel employees yielded 373 complete responses. Data were analyzed with structural equation modeling.	EMS positively affected organizational trust and commitment, which ultimately influenced organizational citizenship behavior. Furthermore, organizational trust and commitment fully mediated the relationship between EMS and organizational citizenship behavior.	This research also faced several limitations. First, because we used a self-report survey to collect the data, common method bias may have affected the results.the sample comprised frontline hotel employees in one country, raising the issue of generalizability.	Future studies should use a larger sample including other service contexts. Finally, as this study used OCB as an organizational outcome, future research should also consider other performance measures, particularly objective hotel performance (Moncarz et al., 2009; Xiao et al., 2012).
(14) Ji Wen, Yina Li and Pingping Hou **(2016)**	Customer mistreatment behavior and hotel employee organizational citizenship behavior The mediating role of perceived organizational support	**Customer mistreatment behavior**	**hotel employee organizational citizenship behavior**	**The mediating role of perceived organizational support**	Through a questionnaire survey of 231 employees and their direct supervisors of five hotels in Guangzhou. This paper analyzed five variables (customer mistreatment, POS, locus of control, job autonomy and organizational citizenship behavior) relationships through a variety of data analysis.	Results indicate that customer mistreatment behavior has a negative effect on employees' organizational citizenship behavior. The relationship between customer mistreatment behavior and employees' organizational citizenship behavior is partially mediated by employees' POS	the study was conducted in Korea, Koreans tend to be collectivistic, focus on solidarity and have concern for others, hence perceive interpersonal relationships differently from other cultures. although the study was longitudinally designed, T2 surveys measured task conflict, coworker conflict and supervisor conflict with organizational citizenship behavior.	studies need to further understand why ostracized individuals can retaliate to all people whether they are involved or uninvolved (Twenge et al., 2001). ostracism includes many forms of behaviors such as the silent treatment and exile.

(15) **Dr. Ambrose Kemboi1** **(2015)**	Performance Contracting As a Strategy for Enhanced Employee Commitment: A Case of the Vocational Training Centre Sikri, Kenya	**- Performance Contracting:** -Achievable targets -service Delivery -service charter -Effective communication **Organization performance:** -Efficiency -productivity -Quality	**Employee Commitment:** Affective Commitment Continuance Commitment Normative Commitment	-	Descriptive research Stratified sampling was used to select 107 participants because the researcher wanted to collect information from all the sub groups in the target population	The study found employee commitment to positively affect performance contracting. The study also found a positive relationship between employee commitment, performance contracting (r=0.159), employee productivity (r=0.147) and performance contracting to positively and significantly (p=.000) employee commitment		The study recommends that the institute's board of governors should develop and put to use an effective performance management policy document that will synchronize performance based system with employee commitments for the overall organizational development.
(16) Shafazawana, Mohamed Tharikha, Cheah Yeh Yingb*, Zuliawati, Mohamed Saada, Kavitha a/p Sukumarana **(2016)**	Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors	**Job Satisfaction:** - pay - Promotion -supervision -fringe benefits -contingent reward - operating conditions -co-workers -nature of the work - communication **Organizational Commitment:** - affective commitment - normative commitment	**Organizational Citizenship Behaviors**	-	Descriptive research Data was collected through the administration of questionnaire to 250 secondary school teachers at Perak. A 80% response rate was achieved	the findings of this study may help the school administrators to attain an understanding regarding teachers job attitude and its impact on organizational citizenship behavior.	This study has conclusively proven to be informative but limitation does exist that will need to be addressed in future research. The study was limited to the schools in the northern state of Malaysia. The results of this study indicate that the relationship between job attitudes and commitment merit additional research. The convenience sample directly limits its generalizability.	Further research using a similar design, with larger samples and in differing context would provide important information.

			- continuance commitment					
(17)Rajib Lochan Dhar* (2015)	Service quality and the training of employees: The mediating role of organizational commitment	Service quality	training of employees	The mediating role of **organizational commitment**: - affective commitment - continuance commitment - normative commitment	Using a sample of 494 employees, structural equation modeling was conducted to establish this relationship by analyzing the responses of employees working in small and medium size tourist hotels operating in Uttarakhand, India	The findings of the study reveal a strong relationship between employee training and the quality of services offered by employees in tourist hotels.	This study has several limitations. First, the findings of this study are survey based and cross-sectional in nature. This makes it hard to establish that the relationships unearthed between the different factors are causal in nature.	it is recommended that further studies be carried out that are experimental as well as longitudinal in nature to conclusively establish the relationships unearthed in this study.
(18) Nirmala Chaudhry*, Meenu Saini** (2014)	Impact of psycho-Demographic Variables on organizational commitment In banking sector: a comparative study	of psycho-Demographic Variables	**organizational commitment:** - affective commitment - continuance commitment - normative commitment	-	study is descriptive as well as comparative in nature in context of public and private sector banks. **Sample:** Manager and non-manager employees working in different branches of public sector banks (SBI and PNB) and private sector banks (HDFC and ICICI) located in Haryana. The total no of respondents were 302 managers as well as non-managers	The results of the study reported that on the basis of work experience there is no difference in the organizational commitment level of bank employees. Further, on the basis of designation and gender, it was concluded that managerial employees and male employees has greater level of organizational commitment level than the non-managers and female employees.		
(19) Thamaraiselvan Natarajan1, Senthil Arasu Balasubramaniam1 & Thushara Srinivasan1 (2016)	**Relationship between Internal Branding, Employee Brand and Brand Endorsement**	**Internal branding:-**	**Brand Endorsement**	**Employee Brand**	Using an online survey, data were collected from the teaching faculty members of higher educational institutions in India (274 samples) and the United States of America (274 samples).	Findings of this study emphasised that obtained knowledge of the brand and the generated commitment to transfer the desired brand image to organisational constituents influenced employee brand image	Consideration of limitations of this study is essential while discussing the results. This study used a sample of teaching faculty in selected engineering and management institutes in India and USA	Future research may focus on highlighting other consequences of employee brand like employee brand performance and employee brand equity.

| (20)

Saraih Ummi Nai
Ain Zuraini Zin Aris,
Khofizhoah Mohd
Karim emah,,
Irza Hanie Abu
Samah*
Syahira Sa'aban*
Abdul Mutalib,
Suhana*

(2017) | **Relationships between Organizational Commitment, OCB, Organizational Justice and Turnover Intention** | **Organizational Citizenship Behavior Organizational Justice** | **Turnover Intention** | **Organizational Commitment** | Descriptive research. The population of this research included all academicians from one of the public educational institution located in the northern region of Peninsular Malaysia. | in this study, OC is proposed as a moderator since there are inconsistent findings regarding the relationship between OCB towards employees' TI. Thus, OC is expected to strengthen the relationships between OCB and OJ to employees' TI in this study. relationship between OCB and TI with a negative interaction. However, OC did not moderate the relationship in between OJ and TI. Thus, this indicated that commitments towards organization (OC) unable to be a catalyst in the relationship between OJ and TI; however OC is negatively interacted for the relationship between OCB and TI | | |

Appendix B.1: Questionnaire (English)

<div align="center">(Questionnaire statement)</div>

Dear respondent (Mr/Mrs),

Thank you for taking time to complete this questionnaire, about *""* **The Mediating role of Organizational Commitment on the Relationship between internal branding and organizational Citizenship Behavior** in Sudanese bank.

There is no correct answer for each question; you just fill in according to your true thoughts. Questionnaire results only for academic research, the questionnaire does not involve your name, address, privacy things.

<div align="center">,,, With best wishes ,,,</div>

Prepare by student:

Hala Abdelbagi Ahmed Mohammed

<div align="center">Supervision by:</div>

<div align="center">Dr. Seddig Balal Ibrahim</div>

<div align="center">*January 2019*</div>

*Primary data :-

Gender :   male ☐   female ☐

Age: less than30 ☐ and less than 35 ☐ less than40 ☐

40and less than 45   an 45 years ☐

Qualification:

high school ☐ graduate ☐ graduate ☐

Other ………… ☐

Job title:

Manager department ☐ d of the department ☐ supervisor ☐

employee ☐ Other …… ☐

Experience:

Less than5years ☐ om5 and less than 10 ☐

from10 and less than 15 ☐ om15 and less than 20 ☐

more than 20years ☐

NO	The Element Corner	Strongly agree	Agree	Average	Disagree	Strongly disagree
	Internal Branding					
	Internal Brand Involvement					
1	am aware that our brand significantly contributes to the overall success of our bank.					
2	I am convinced that our brand allows us to achieve a higher price for our products.					
3	I believe that our brand accounts considerably for the loyalty of our customers.					
4	I am convinced that our customers recommend our brand to others.					
5	I use knowledge about the bank brand to perform my job.					
6	Our bank's brand values guide the way I deal with customers .					
	Internal Brand Communication					
1	I am adequately informed about my bank's financial position.					
2	I am made aware of the overall policies and goals of my bank.					
3	I receive communication from the personnel department on a regular basis.					
4	Written communication (newsletters, memos) are adequate within this bank.					
5	am regularly notified of important changes that occur in my bank.					
6	The bank communicates the corporate brand values to employees.					
	Internal brand knowledge					
1	I understand how our customers can benefit from our brand.					
2	understand my role in delivering the brand's promise.					
3	I am well informed about the values of the brand name					
4	I know how our brand is different from those of the competitors.					

Organizational citizenship behavior (OCB)

courtesy

1	There is a healthy atmosphere of continuous interaction among bank teams					
2	There is a positive behavior of communicating within the members of the bank.					
3	Courteous environment enrich collective behavior of communicating with the other members in the bank.					
4	Member affected by decisions are provided with environment in which all affected by decisions could contribute to the decision making process					
5	There is no good chance of communication channels getting opened for required flow of communication in a courtesy based bank.					

sportsmanship

1	There exists no prostration culture on negativities arising in work and focus on system that caused the negativity.					
2	Annoying issues are handled with positive attitude and with great demonstration of resistance.					
3	The team in the bank display sportsmanship when there is an error made by a team and camouflage avoiding bigger damage.					
4	The sportsmanship helps in learning and recording of the problems encountered in the bank.					

civic virtue

1	The team and its members keep pace with the developments of the bank and have their active involvement in others adopting those changes					
2	The team members demonstrates development and support for bank's policies.					
3	There exists expression of opinions and also encourage colleagues to do so in our bank.					

4	There is no clear personal discretion and suggestions in solving problems in the bank.					
5	There is a clear demonstration of members in their involvement towards operations of the bank.					
6	The unit function is improved through constructive suggestions, participation in the decisions by the members					

Organizational Commitment

Affective Commitment

1	I am willing to put in a great deal of effort beyond that normally expected in order to help this bank be successful.					
2	I am proud to tell others that I am part of this bank.					
3	This bank really inspires the very best in me in the way of job performance.					
4	I really care about the fate of this bank.					
5	I am extremely glad that I chose this bank to work for over others I was considering at the time I joined.					
6	I find that my values and the bank's values are very similar.					

Continuance Commitment

1	I could just as well be working for a different organization as long as the type of work was similar.					
2	It would take very little change in my present circumstances to cause me to leave this bank. There's not too much to be gained by sticking with this bank in definitely.					
3	Often, I find it difficult to agree with this bank's policies on important matters relating to its employees.					
4	Deciding to work for this bank was a definite mistake on my part.					

Normative Commitment

1	I would feel guilty if I left this bank now.					
2	This bank deserves my loyalty.					

3	I would not leave this bank right now because I have a sense of Obligation to the people in it					
4	I owe a great deal to this bank.					

Please Check (√) for the Most Suitable Options of the Scales

Dear Respondent if you want the result of this research please give us your

E-MAIL	……………………………………………………………………..
Phone N.O	……………………………………………………………………..

Appendix B.2: Questionnaire (Arabic)

بسم الله الرحمن الرحيم

جامعة السودان للعلوم والتكنولوجيا

كلية الدراسات العليا والبحث العلمي

<div align="center">نموذج استبانة</div>

نرجو التكرم بمنحنا بعض من وقتكم النفيس لاستكمال الاستبانة المتعلقة باجراء بحث لنيل درجة ماجستيرالعلوم في ادارة الاعمال بعنوان :(الدور الوسيط لسلوك المواطنة التنظيمية في العلاقة بين العلامة الداخلية والإلتزام التنظيمى) بالتطبيق علي المصارف السودانية ، مع الاخذ في الاعتبار ان البيانات التي ستدلي بها ستكون لأغراض البحث العلمي فقط وستعامل بسرية تامة ، لكم مني خالص الشكر والتقدير علي حسن التعاون والاستجابة لترقية البحث العلمي والاسهام المعرفي.

مع اطيب التمنيات ،،،

الدارسة:
هالة عبدالباقي احمد محمد
الهاتف:0915368585
البريد :halaabdelbagi2013@gmail.com

المشرف:

د.صديق بلل ابراهيم

جامعة السودان للعلوم والتكنولوجيا

كلية الدراسات التجارية

استاذ المشارك بقسم ادارة الاعمال

Siddig1@hotmail.com

فبراير 2017م

المعلومات الأولية:-

النوع :   ذكر   ☐   أنثي   ☐

الحالة الاجتماعية :   أعزب   ☐   متزوج   ☐

العمر: 30-20 سنة   ☐   31-40 سنة   ☐

41 – 50 سنة   أكثر من☐ 50 سنة   ☐

المستوي التعليمي: بكالاريوس   ☐   ماجستير   ☐

دكتوراة   ☐   اخري أذكرها   ☐

الخبرة :   أقل من 5   ☐   5-10   ☐

11-15   ☐   16 فأكثر   ☐

الدرجة الوظيفية :   مدير إدارة   ☐   رئيس قسم   ☐

مشرف   ☐   موظف   ☐

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لااوافق بشدة	لا اوافق	محايد	اوافق	اوافق بشدة	العبارات والمحاور	
					العلامة التجارية الداخلية	
					مشاركة العلامة التجارية الداخلية	
					أدرك أن علامتنا التجارية تساهم بشكل كبير في نجاح البنك بشكل عام	1
					مقتنع بأن علامتنا التجارية تسمح لنا بتحقيق سعر عالي لمنتجاتنا	2
					أعتقد أن علامتنا التجارية تمثل الكثير لولاء عملائنا	3
					مقتنع بأن عملائنا يوصوا بعلامتنا التجارية للآخرين	4
					استخدم معرفتي بعلامة البنك التجارية لأداء وظيفتي	5
					قيمةالعلامه التجارية الخاصة بالبنك تدفعني للطريقة التى اتعامل بها مع العملاء	6
					اتصالات العلامة التجارية الداخلية	
					يتم اطلاعي بشكل ملائم علي الوضع المالي للبنك	1
					يتم اطلاعي بالسياسات والأهداف العامة للبنك	2
					الاتصالات تتم بشكل منتظم بين الإدارات المختلفة في البنك	3
					الاتصالات المكتوبة مثل (النشرات الاخبارية ،والمذكرات) تعتبر ملائمة فى هذا البنك	4
					يتم اخطارى بشكل منتظم عن التغييرات الهامة التي تحدث في البنك	5
					يعمل البنك على توصيل قيمة العلامة التجارية للموظفين	6
					معرفة العلامة التجارية الداخلية	
					أدرك كيف يمكن لعملائنا الاستفادة من علامتنا التجارية	1
					أتفهم دوري في تقديم وعود العلامة التجارية للعملاء	2
					لدي معرفة كافية بقيمة العلامة التجارية	3

					#	العبارة
					4	أعرف كيف تختلف علامتنا التجارية عن العلامات التجارية للمنافسين

الإلتزام التنظيمي

الإلتزام العاطفي

					#	العبارة
					1	أنا على استعداد لبذل قصارى جهدي لمساعدة البنك فى تحقيق النجاح
					2	افتخر بإخبار الآخرين بأنني جزء من هذا البنك
					3	هذا البنك حقا يلهمنى تقديم افضل مالدي من اداء وظيفي
					4	انا حقيقة اهتم بكل مايتعلق بمصير البنك
					5	بالنسبة لي هذا البنك هو الأفضل من جميع الخيارات المتاحة للعمل بها
					6	أجد أن القيم الخاصة بي وقيم البنك متشابهة جدا.

الإلتزام المستمر

					#	العبارة
					1	أشعر بولاء قليل جدا تجاه هذا البنك
					2	يمكن أن اعمل فى بنك مختلف طالما ان نوع العمل سيكون مماثل
					3	اى تغيير فى الوصف الوظيفى يتسبب فى تركى للعمل
					4	في كثير من الأحيان، أجد صعوبة في الاتفاق مع سياسات هذا البنك على المسائل الهامة المتعلقة بالموظفين
					5	اتخاذى لقرار العمل بهذا البنك كان خطأ واضحا من جهتي

الإلتزام المعيارى

					#	العبارة
					1	سوف اشعر بالاسف اذا تركت هذا البنك الان
					2	هذا البنك يستحق ولائى
					3	لن اترك هذا البنك الان لان لدى الشعور بالالتزام تجاه العاملين به
					4	انا مدين بالكثير لهذا البنك

سلوك المواطنة التنظيمية

الكياسة

						رقم
					هناك مناخ جيد للتفاعل المستمر بين فرق العمل بالبنك	1
					يوجد سلوك إيجابي للتواصل بين أعضاء البنك	2
					بيئة التقدير والاحترام السائدة تثري السلوك الجماعي للتواصل مع الأعضاء في البنك	3
					الموظفين لديهم القدرة على اتخاذ القرارات الجريئة فى ظل مناخ هذا البنك الذى يتصف بالكياسة	4
					لا توجد فرصة جيدة لجعل قنوات الاتصال مفتوحة من اجل تحقيق التدفق المطلوب للمعلومات في بيئة يسودها التقدير والاحترام	5
					الروح الرياضية	
					في وقت الصعوبات يسود التسامح بين فرق العمل في هذا البنك	1
					لا توجد ثقافة التركيز على السلبيات التي تنشأ في العمل بل التركيز يكون على النظام الذي يتسبب في السلبيات	2
					يتم معالجة القضايا المزعجة بطريقة ايجابية	3
					فريق العمل في البنك يظهر الروح الرياضية عندما يحدث خطأ من قبل اعضاء الفريق ويتم معالجة واخفاء هذا الخطأ تجنبا لضرر أكبر	4
					الروح الرياضية تساعد في التعلم وتدوين المشاكل التي يواجهها البنك	5
					السلوك الحضارى	
					فريق العمل يواكب التطورات و يشارك فى تبنى اى تغيير للبنك	1
					فريق العمل يظهر الدعم والتطوير لسياسات البنك	2
					يشجيع البنك حرية التعبير عن الرأي لجميع الموظفين	3
					ليس هناك تحفظ شخصى واضح للمقترحات المتعلقة بحل المشاكل فى البنك	4
					هناك اظهار واضح لمشاركة الموظفين فى عمليات البنك	5
					الاقتراحات البناءة والمشاركة في اتخاذ القرارات تعمل علي تحسين وظائف البنك	6

المستجيب الكريم اذا وددت الحصول علي نسخة مجانية من نتائج هذه الدراسة نرجو امدادنا بالمعلومات الاتية:-

	الإميل
	رقم التلفون

Appendix B.3: Validator's Names

<div align="center">

Names of the questionnaire's validators

</div>

	Names	Qualification level	Department
1	Siddig Balal	Associate professor	Marketing
2	Mohamed Hamad	Associate professor	Banking and finance
3	Abdelsalam Adam	Assistant professor	Business administration
4	Adil Essa Badawy	Assistant professor	Business administration

Appendix C: Output of SPSS &AMOS

Appendix C.1: Factor Analysis

Correlation

	Involvement	Involvement2	Involvement3	Involvement4	Involvement5	Involvement6	Communication1	Communication2	Communication3	Communication4	Communication5	Communication6	knowledge2	knowledge3	Courtesy1	Courtesy2	Courtesy3	civic_virtue1	civic_virtue2	civic_virtue3	civic_virtue4	civic_virtue5	civic_virtue6	Affective2	Affective3	Affective4	Affective6	Continuance2	Continuance3	Continuance4	Normative1	Normative2	Normative3	Normative4
Involvement	1.000	.721	.657	.564	.573	.527	.449	.483	.469	.346	.341	.408	.545	.484	.452	.433	.437	.407	.322	.259	.309	.372	.228	.527	.441	.482								
Involvement2	.721	1.000	.693	.638	.621	.590	.426	.468	.405	.366	.356	.445	.489	.494	.465	.461	.440	.385	.333	.298	.275	.328	.339	.462	.448	.463								
Involvement3	.657	.693	1.000	.714	.663	.575	.441	.452	.400	.312	.391	.444	.513	.443	.415	.441	.393	.348	.303	.311	.277	.317	.290	.413	.411	.381								
Involvement4	.564	.638	.714	1.000	.621	.562	.437	.460	.394	.323	.374	.455	.461	.507	.423	.387	.353	.429	.320	.374	.368	.373	.348	.373	.454	.465								
Involvement5	.573	.621	.663	.621	1.000	.592	.385	.336	.378	.351	.396	.462	.476	.470	.437	.425	.362	.442	.353	.392	.362	.329	.363	.361	.311									
Involvement6	.527	.590	.575	.562	.592	1.000	.412	.394	.363	.327	.329	.443	.484	.506	.335	.377	.352	.294	.232	.250	.325	.325	.242	.408	.329	.343								
Communication1	.449	.426	.441	.437	.385	.412	1.000	.670	.548	.435	.485	.464	.447	.521	.407	.363	.341	.396	.346	.272	.274	.308	.329	.427	.427	.378								
Communication2	.483	.468	.452	.460	.336	.394	.670	1.000	.679	.518	.561	.539	.524	.456	.520	.458	.445	.423	.419	.284	.340	.405	.417	.523	.491	.520								
Communication3	.469	.405	.400	.394	.378	.363	.548	.679	1.000	.614	.651	.628	.573	.542	.502	.483	.563	.555	.479	.421	.425	.514	.372	.417	.496	.388								
Communication4	.346	.366	.312	.323	.351	.327	.435	.518	.614	1.000	.537	.534	.460	.433	.386	.404	.489	.402	.352	.369	.450	.398	.403	.353	.350	.274								
Communication5	.341	.356	.391	.374	.396	.329	.485	.561	.651	.537	1.000	.637	.430	.487	.491	.483	.458	.470	.423	.391	.384	.463	.355	.397	.415	.334								
Communication6	.408	.445	.444	.455	.462	.443	.464	.539	.628	.534	.637	1.000	.558	.582	.521	.526	.463	.543	.520	.476	.456	.471	.349	.420	.474	.390								

knowledge2	.545	.489	.513	.461	.476	.484	.447	.524	.573	.460	.430	.558	1.000	.700	.451	.421	.476	.473	.442	.329	.472	.447	.335	.520	.514	.480
knowledge3	.484	.494	.443	.507	.470	.506	.521	.456	.542	.433	.487	.582	.700	1.000	.546	.489	.443	.479	.494	.381	.421	.452	.328	.525	.522	.458
Courtesy1	.452	.465	.415	.423	.437	.335	.407	.520	.502	.386	.491	.521	.456	.546	1.000	.766	.606	.621	.636	.504	.478	.498	.443	.577	.632	.517
Courtesy2	.433	.451	.441	.387	.425	.377	.363	.458	.483	.404	.483	.526	.421	.489	.766	1.000	.692	.527	.495	.470	.458	.513	.405	.527	.527	.454
Courtesy3	.437	.440	.393	.353	.362	.352	.341	.445	.563	.489	.458	.463	.476	.443	.606	.692	1.000	.568	.478	.416	.472	.562	.469	.485	.542	.434
civic virtue1	.407	.385	.348	.422	.442	.294	.396	.423	.555	.402	.470	.543	.473	.479	.621	.527	.568	1.000	.751	.611	.557	.614	.575	.482	.576	.433
civic virtue2	.322	.333	.303	.369	.353	.232	.346	.419	.479	.352	.423	.520	.442	.494	.636	.495	.478	.751	1.000	.628	.512	.566	.594	.532	.576	.453
civic virtue3	.259	.298	.311	.320	.392	.250	.272	.284	.421	.369	.391	.476	.329	.381	.504	.470	.416	.611	.628	1.000	.617	.631	.566	.332	.393	.333
civic virtue4	.309	.275	.277	.374	.362	.325	.274	.340	.425	.450	.384	.456	.472	.421	.478	.458	.472	.557	.512	.617	1.000	.632	.556	.392	.402	.303
civic virtue5	.372	.328	.317	.348	.313	.325	.308	.405	.514	.398	.463	.471	.447	.452	.498	.513	.562	.614	.566	.631	.632	1.000	.590	.485	.496	.418
civic virtue6	.228	.339	.290	.373	.329	.242	.329	.417	.372	.403	.355	.349	.335	.328	.443	.405	.469	.575	.594	.566	.556	.590	1.000	.458	.494	.426
Affective2	.527	.462	.413	.454	.363	.408	.427	.523	.417	.353	.397	.420	.520	.525	.577	.527	.485	.482	.532	.332	.392	.485	.458	1.000	.778	.777

Affective3	.441	.448	.411	.463	.361	.329	.427	.491	.496	.350	.415	.474	.514	.522	.632	.527	.542	.576	.576	.393	.402	.496	.494	.778	1.000	.751
Affective4	.482	.463	.381	.465	.311	.343	.378	.520	.388	.274	.334	.390	.480	.458	.517	.454	.434	.433	.453	.333	.303	.418	.426	.777	.751	1.000
Affective6	.370	.406	.375	.433	.361	.336	.378	.452	.385	.323	.384	.466	.483	.477	.562	.511	.484	.554	.581	.445	.483	.505	.508	.630	.686	.636
Continuance2	-.068	-.019	.052	.088	.088	.034	.034	-.025	.041	.074	.085	.106	-.031	-.012	-.010	.067	.024	.124	.028	.137	.150	.053	.122	-.061	-.016	-.062
Continuance3	-.154	-.153	-.156	-.145	-.092	-.078	-.182	-.259	-.195	-.137	-.131	-.127	-.220	-.133	-.124	-.093	-.149	-.086	-.127	.037	-.074	-.125	-.067	-.202	-.278	-.203
Continuance4	-.234	-.235	-.179	-.158	-.153	-.124	-.149	-.282	-.198	-.151	-.091	-.112	-.218	-.159	-.198	-.163	-.205	-.073	-.136	.013	-.064	-.082	.000	-.249	-.234	-.272
Normative1	.100	.138	.191	.131	.112	.141	.088	.162	.150	.111	.150	.198	.239	.217	.283	.244	.250	.220	.177	.042	.111	.086	.085	.193	.231	.157
Normative2	.293	.270	.352	.307	.230	.268	.262	.359	.242	.252	.331	.380	.411	.368	.482	.406	.432	.273	.338	.150	.218	.204	.216	.403	.444	.438
Normative3	.279	.279	.327	.301	.206	.252	.248	.355	.293	.217	.290	.345	.422	.297	.399	.365	.410	.310	.289	.152	.272	.266	.306	.416	.500	.421
Normative4	.321	.316	.326	.315	.234	.247	.246	.369	.270	.221	.343	.324	.368	.328	.457	.391	.417	.258	.291	.137	.221	.258	.272	.406	.435	.473
Sig. (1-tailed) Involvement		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Involvement2	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

149

Involvement3	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Involvement4	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Involvement5	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Involvement6	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Communicati	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
knowledge2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
knowledge3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

150

Courtesy1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Courtesy2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Courtesy3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
civic virtue1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
civic virtue2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
civic virtue3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
civic virtue4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
civic virtue5	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
civic virtue6	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
Affective2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
Affective3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
Affective4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	

Affective6	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Continuance2	.135	.382	.202	.077	.076	.291	.291	.344	.254	.116	.084	.043	.307	.422	.437	.138	.350	.022	.323	.013	.008	.198	.024	.160	.400	.156
Continuance3	.006	.006	.006	.009	.068	.103	.002	.000	.001	.013	.017	.020	.000	.015	.022	.065	.008	.083	.019	.273	.116	.021	.141	.000	.000	.000
Continuance4	.000	.000	.002	.005	.007	.023	.008	.000	.001	.007	.071	.035	.000	.005	.001	.004	.000	.120	.014	.416	.149	.092	.497	.000	.000	.000
Normative1	.053	.013	.001	.017	.035	.011	.078	.004	.008	.036	.007	.001	.000	.000	.000	.000	.000	.000	.002	.250	.030	.087	.082	.001	.000	.005
Normative2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.007	.000	.000	.000	.000	.000	.000
Normative3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.007	.000	.000	.000	.000	.000	.000
Normative4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.013	.000	.000	.000	.000	.000	.000

Appendix C.2: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	6390.332
	df	561
	Sig.	.000

Appendix C.3: Communalities

Communalities[a]		
	Initial	Extraction
Involvement	.686	.630
Involvement2	.693	.697
Involvement3	.708	.750

Involvement4	.647	.654
Involvement5	.626	.648
Involvement6	.536	.530
Communication1	.557	.517
Communication2	.712	.726
Communication3	.731	.762
Communication4	.519	.493

Appendix C.3: Communalities

Communication5	.587	.571
Communication6	.632	.612
knowledge2	.671	.656
knowledge3	.664	.761
Courtesy1	.748	.726
Courtesy2	.705	.896
Courtesy3	.651	.601
civic_virtue1	.718	.687
civic_virtue2	.714	.682
civic_virtue3	.646	.654
civic_virtue4	.605	.547
civic_virtue5	.641	.598
civic_virtue6	.617	.604
Affective2	.755	.789
Affective3	.772	.772
Affective4	.742	.776
Affective6	.624	.611
Continuance2	.449	.471
Continuance3	.540	.550
Continuance4	.578	.763
Normative1	.477	.438
Normative2	.773	.859
Normative3	.622	.605
Normative4	.715	.740

Appendix C.4: Total Variance Explained

	Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	13.885	40.838	40.838	13.461	39.592	39.592	9.856
2	2.798	8.229	49.067	2.403	7.068	46.660	9.185

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3	2.268	6.671	55.738	1.896	5.575	52.235	10.266
4	1.760	5.175	60.913	1.268	3.729	55.964	6.681
5	1.476	4.342	65.255	1.164	3.424	59.388	9.332
6	1.162	3.419	68.674	.873	2.569	61.957	2.639
7	.879	2.585	71.259	.814	2.395	64.352	8.184
8	.818	2.405	73.664	.495	1.456	65.808	6.432
9	.746	2.195	75.858				

Cont….. Appendix C.4: Total Variance Explained

10	.633	1.862	77.720				
11	.585	1.720	79.440				
12	.549	1.615	81.055				
13	.527	1.551	82.606				
14	.485	1.426	84.032				
15	.452	1.328	85.360				
16	.410	1.206	86.566				
17	.385	1.132	87.698				
18	.382	1.123	88.821				
19	.361	1.061	89.882				
20	.352	1.037	90.919				
21	.344	1.010	91.929				
22	.313	.921	92.850				
23	.308	.905	93.755				
24	.278	.817	94.571				
25	.259	.760	95.332				
26	.253	.743	96.074				
27	.220	.647	96.722				
28	.206	.606	97.328				
29	.192	.564	97.891				
30	.174	.511	98.402				
31	.148	.435	98.837				
32	.145	.425	99.263				
33	.131	.386	99.649				
34	.119	.351	100.000				

Extraction Method: Maximum Likelihood.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Appendix C.5: Factor Matrix

Factor Matrix[a]								
	Factor							
	1	2	3	4	5	6	7	8
Involvement	.652		-.419-					
Involvement2	.657		-.441-					
Involvement3	.643		-.456-					

Involvement4	.645							
Involvement5	.599							
Involvement6	.560							
Communication1	.589							
Communication2	.697							
Communication3	.691							
Communication4	.564							

Cont………….Appendix C.5:   Factor Matrix

Communication5	.634							
Communication6	.703							
knowledge2	.708							
knowledge3	.714							-.443-
Courtesy1	.794							
Courtesy2	.766							
Courtesy3	.722							
civic_virtue1	.706							
civic_virtue2	.687							
civic_virtue3	.563	.408						
civic_virtue4	.587							
civic_virtue5	.647							
civic_virtue6	.583							
Affective2	.756							
Affective3	.779							
Affective4	.711							
Affective6	.705							
Continuance2		.409						
Continuance3								
Continuance4		.461		.417				
Normative1		-.429-						
Normative2	.591	-.634-						
Normative3	.558	-.452-						
Normative4	.578	-.578-						
Extraction Method: Maximum Likelihood.								
a. Attempted to extract 8 factors. More than 25 iterations required. (Convergence=.001). Extraction was terminated.								

Appendix C.6: Pattern Matrix

Pattern Matrix[a]								
	Factor							
	1	2	3	4	5	6	7	8
Involvement		.660						
Involvement2		.804						
Involvement3		.914						
Involvement4		.769						

Involvement5		.812						
Involvement6		.650						
Communication1			.657					
Communication2			.851					
Communication3			.885					
Communication4			.676					
Communication5			.700					

Cont………….Appendix C.5:   Factor Matrix

Communication6			.455					
knowledge2								.464
knowledge3								.680
Courtesy1							.529	
Courtesy2							.935	
Courtesy3							.444	
civic_virtue1	.735							
civic_virtue2	.769							
civic_virtue3	.898							
civic_virtue4	.744							
civic_virtue5	.678							
civic_virtue6	.775							
Affective2					.865			
Affective3					.747			
Affective4					.908			
Affective6					.544			
Continuance2						.693		
Continuance3						.720		
Continuance4						.857		
Normative1				.745				
Normative2				.933				
Normative3				.723				
Normative4				.825				

Extraction Method: Maximum Likelihood.

 Rotation Method: Promax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

Appendix C.7: Structure Matrix

	Factor							
Structure Matrix								
	1	2	3	4	5	6	7	8
Involvement		.774	.554		.539		.450	.453
Involvement2	.411	.828	.531		.517		.461	.419
Involvement3		.858	.525		.449		.434	
Involvement4	.463	.797	.519		.514			.415

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	1	2	3	4	5	6	7	8
Involvement5	.477	.778	.467				.431	.466
Involvement6		.709	.474					.493
Communication1		.531	.694		.473			.433
Communication2	.466	.543	.824	.413	.598		.468	
Communication3	.588	.490	.859		.465		.513	.529
Communication4	.501	.415	.686				.426	.421
Communication5	.537	.451	.737		.406		.507	.459

Cont. …Appendix C.7: Structure Matrix

	1	2	3	4	5	6	7	8
Communication6	.612	.542	.721	.423	.450		.545	.606
knowledge2	.523	.612	.656	.460	.549		.442	.716
knowledge3	.545	.591	.627	.403	.534		.517	.842
Courtesy1	.686	.513	.597	.535	.628		.806	.506
Courtesy2	.623	.513	.575	.464	.540		.944	.454
Courtesy3	.630	.472	.610	.489	.528		.722	.412
civic_virtue1	.824	.458	.586		.534		.559	.485
civic_virtue2	.808		.527		.567		.531	.481
civic_virtue3	.790		.439				.485	
civic_virtue4	.733		.486				.472	.430
civic_virtue5	.764	.402	.554		.500		.529	.418
civic_virtue6	.733		.473		.516		.401	
Affective2	.553	.534	.551	.459	.879		.540	.457
Affective3	.631	.504	.580	.516	.864		.551	.452
Affective4	.490	.506	.510	.491	.880		.461	
Affective6	.655	.471	.507	.436	.726		.518	.419
Continuance2						.650		
Continuance3						.730		
Continuance4						.869		
Normative1				.632				
Normative2				.922	.484		.452	
Normative3			.405	.765	.514			
Normative4			.401	.854	.509		.428	
Extraction Method: Maximum Likelihood.								
Rotation Method: Promax with Kaiser Normalization.								

Appendix C.8: Factor Correlation Matrix

Factor Correlation Matrix

Factor	1	2	3	4	5	6	7	8
1	1.000	.501	.644	.388	.595	-.022-	.648	.524
2	.501	1.000	.634	.410	.572	-.180-	.512	.527
3	.644	.634	1.000	.464	.608	-.221-	.598	.571
4	.388	.410	.464	1.000	.557	-.297-	.506	.358

5	.595	.572	.608	.557	1.000	-.299-	.551	.421
6	-.022-	-.180-	-.221-	-.297-	-.299-	1.000	-.158-	-.115-
7	.648	.512	.598	.506	.551	-.158-	1.000	.497
8	.524	.527	.571	.358	.421	-.115-	.497	1.000

Appendix C.9: Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.907	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Involvement	18.26	20.811	.728	.894
Involvement2	18.35	20.634	.791	.884
Involvement3	18.29	20.764	.800	.883
Involvement4	18.36	21.513	.742	.891
Involvement5	18.36	21.415	.733	.892
Involvement6	18.27	21.982	.671	.901

Reliability Statistics

Cronbach's Alpha	N of Items
.886	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication1	18.22	20.018	.634	.878
Communication2	18.09	19.770	.742	.860
Communication3	18.15	19.366	.785	.853
Communication4	18.21	20.548	.644	.875
Communication5	18.35	19.517	.711	.865
Communication6	18.15	20.310	.692	.868

Reliability Statistics

Cronbach's Alpha	N of Items
.821	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
knowledge2	3.74	1.187	.700	.
knowledge3	3.81	.958	.700	.

Reliability Statistics

Cronbach's Alpha	N of Items
.867	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Courtesy1	7.60	3.814	.745	.818
Courtesy2	7.39	4.055	.815	.752
Courtesy3	7.37	4.433	.688	.864

RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.899	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
civic_virtue1	18.01	20.061	.755	.877
civic_virtue2	17.90	20.696	.741	.880
civic_virtue3	18.18	19.402	.743	.879
civic_virtue4	18.21	20.143	.694	.886
civic_virtue5	18.02	20.228	.739	.880
civic_virtue6	17.97	20.488	.693	.886

Reliability Statistics

Cronbach's Alpha	N of Items
.905	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Affective2	11.60	8.966	.815	.869
Affective3	11.79	8.313	.831	.861
Affective4	11.66	8.988	.805	.872
Affective6	11.91	8.828	.708	.908

Reliability Statistics

Cronbach's Alpha	N of Items
.784	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Continuance2	5.65	5.762	.553	.783
Continuance3	5.46	5.738	.630	.701
Continuance4	5.88	5.100	.691	.630

Reliability Statistics

Cronbach's Alpha	N of Items

.864	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Normative1	11.19	11.788	.589	.882
Normative2	10.65	11.158	.815	.786
Normative3	10.79	11.538	.707	.829
Normative4	10.57	11.666	.764	.808