

Chapter 2

An Empirical Study in Between Internal Branding and Organizational Citizenship Behavior: Mediation Effect of Employee Engagement

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ABSTRACT

This chapter aims to study the impact of internal branding (IB) on employee engagement (EE) and organizational citizenship behaviour (OCB). This study indicated

DOI: 10.4018/979-8-3693-8457-2.ch002

understanding the meditational effect of EE between IB and OCB in the manufacturing industries of India country. The study analyzed the relationship from the data collected from Indian countries like Karnataka, Delhi NCR, and Odisha. The study used reliability, validity, confirmatory factor analysis, and structural equation modelling to test the hypothesis in AMOS version 20. The study shows that IB has a substantial positive impact on EE and OCB. EE has a strong mediation effect between IB and OCB. However, EE could not predict the dimensions of altruism and sportsmanship in OCB. Additionally, there is no significant relationship between IB and OCB in EE. The IB on EE and OCB has been lightly studied previously, and neither has been analyzed to understand its impact on OCB and EE.

1. INTRODUCTION

In India, manufacturing firms have emerged as a fast-growing sector due to their population. India has invested huge capital in initiatives like ‘Make in India’ with the aim of making the South Asian country into a worldwide manufacturing hub. During the financial year 2022, the annual growth rate of manufacturing firms was 11.4% (Manya Rathore, 2023). In addition, during that fiscal year, the new investment and ordering activity also had a great pick-up, with a 210% increase compared to the previous fiscal year 2020–21 (Goldman Sachs, 2022).

It was found that from the Economic Survey 2021–22, there is an overall positive expansion in totalling of the manufacturing sector. Entire employee engagement in this sector has improved from 57 million in the year 2017-18 to 62.4 million in 2019-20 (PBNS, 2022).

Several initiatives, like the PLI scheme, the MITRA scheme, Operation Green scheme, etc., have been taken by the government of India to endorse a vigorous atmosphere in the growth of manufacturing sector in India (Central Statistics Office, FICCI and Economic Survey of India).

“The manufacturing sector has been expanding, and this positive trend has to be maintained if India is to achieve its goal of being self-sufficient” (Rajiev Luthra, 2022).

The manufacturing industry in India is regarded as a rising sector and has the potential to improve the economic development of the country. To extend this diversity, it is only possible through changes in internal branding of company. Internal branding is deliberate, advancing the branding within the organization to influence the brand image by adjusting the organization's values with the member of staff's values. In manufacturing companies, employees may not have any direct communication with customers. Here, the internal branding strategy helps to ensure all associates, apart from their jobs, know the firm's mission and values and are

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