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**Examining the Role of Internal Branding in
Retail Banking on Brand Supporting Behavior of
Employees**

**A Dissertation submitted in Partial Fulfillment of the Requirements
for the Doctor of Philosophy Degree in Business Administration**

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Abstract

This study examines the effect of internal branding on brand supporting behavior (in-role and extra-role) of bank employees in Egypt. It proposes a model which examines the relationship between internal branding and employees' brand supporting behavior, mediated by employees' role clarity, affective commitment and continuance commitment, to provide insights into the way in which employees can become brand champions.

A single cross-sectional descriptive form of research was employed. A questionnaire was used to collect data from 400 frontline bank employees. Confirmatory Factor Analysis was used to test the validity of the scales and Structural Equation Modeling was used to test the research hypotheses.

The results showed that internal branding did not have a direct significant impact on employees' in-role and extra-role behavior. However, it took effect through employees' role clarity and their affective commitment.

The findings suggest that banks can differentiate their offers and build powerful corporate brands through their employees' brand supporting behavior. Therefore, bank managers need to consider internal branding as part of the corporate marketing orientation. Moreover, enhancing employees' role clarity and affective commitment is likely to ensure the sustainability of their brand supporting behavior.