

**Effects of Internal Branding on Frontline Employees
Work Attitudes and Behaviours: Exploring the Role
of Psychological Contract as the Mediator,
The Case of North Cyprus Hotels**

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ABSTRACT

This thesis develops an empirical model to test the effect of internal branding and brand-oriented leadership on employees' service recovery performance and turnover intention, with a particular emphasis on psychological contract as a mediator. Using a quantitative approach, questionnaires were distributed among frontline employees of four- and five-star hotels in Northern Cyprus and responses were collected from. Statistical analyses were performed using the SmartPLS software. The results of the statistical analyses showed internal branding and brand-oriented leadership have a direct and positive effect on psychological contract. Psychological contract also positively influenced service recovery performance and negatively influenced turnover intentions. The results suggest that hotels need to establish effective IB mechanisms to convey their brand messages through internal communication, training, briefing and meeting. It was observed that the overall psychological contract guarantees a partial complementary mediation between internal branding and brand-oriented leadership on service recovery performance and turnover intention. The theoretical contributions and managerial implications were discussed in this research.

Keywords: Internal Branding, Hotel Employees, Psychological Contract, North Cyprus, Work Outcomes, Service Recovery Performance

ÖZ

Bu çalışma içsel markalama ve marka-odaklı liderlik modellerinin, çalışanların hizmette iyileştirme performansları ve geridönme niyetleri üzerine olan etkisini psikolojik kontrat ara etkisi (mediator) de dikkate alarak ölçerek empirik model geliştirmektedir.

Kantitatif bir yaklaşım kullanılarak, anket geliştirilmiş ve KKTCdeki 4 ve 5 yıldızlı otel ön-büro çalışanlarına dağıtılmış ve geri dönütler toplanmıştır.

İstatistiksel analizler SmartPLS programı kullanılarak gerçekleştirilmiştir. İstatistiksel analiz sonuçları bize içsel markalama ve marka-odaklı liderliğin psikolojik kontrat üzerine doğrudan ve pozitif etkisi olduğunu göstermiştir.

Psikolojik kontrat hizmet iyileştirmesini pozitif ve çalışanların geri dönme niyetlerini ise negatif etkilemektedir. Çalışma sonuçları bize otellerin marka mesajlarını iç iletişim, eğitim, bilgilendirme ve toplantılar aracılığı ile yapabilmek için İçsel Markalama (IB) mekanizmalarının etkin bir şekilde oluşturulması gerektiğidir.

Çalışma sonucu bize psikolojik kontrat değişkeninin içsel markalama ve marka-odaklı liderlik değişkenlerinin hizmet iyileştirme ve geri dönme niyetleri üzerinde kısmi etkileme (mediation) yaptığını göstermektedir. Teorik katkılar ve yönetsel etkiler bu çalışmada tartışılmıştır.

Anahtar kelimeler: İsel Markalama, Otel alıřanları, Psikolojik Kontrat, Kuzey Kıbrıs, alıřma ıktıları, Hizmet İyileřtirme Performansı

DEDICATION

To My Lovely Parents

(Mitra & Shahram)

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LIST OF ABBREVIATIONS

BOL	Brand-Oriented Leadership
IB	Internal Branding
PC	Psychological Contract
SET	Social Exchange Theory
SRP	Service Recovery Performance
TOI	Turnover Intention

Chapter 1

INTRODUCTION

1.1 Research Background

Over the last few years, the focus of the economic system has shifted from the production of goods to the quality of services. Hotel industry is characterized as upholding an innate linkage between production and usage of services. In this respect, frontline employees are the main providers of services to customers. What makes this issue even more critical nowadays is that the number of employees involved in different service industries by far exceeds the number of workers engaged in production lines (Hu, Horng, & Sun, 2009). Accordingly, as acknowledged by many service industry researchers, services and hospitality industries have to face fierce competition to develop and retain committed and trained employees (Brien, Thomas, & Brown, 2017; Samuel Seongseop Kim, Im, & Hwang, 2015; Wirtz & Jerger, 2016). Frontline employees' performance in service industries shapes customers' perception of brand image, hence their interaction with customers has emerged as a defining factor in how customers feel and comprehend the excellence of the brand (Rayburn & Gilliam, 2016).

The concept of Internal Branding (IB), defined as 'making available internal products (jobs) that satisfy the needs of a vital internal market (employees) while satisfying the objectives of the organisation', was first introduced by (Berry, Hensel, & Burke, 1976). IB is the process of shaping brand value among all the stakeholders of an

organisation through specific internal procedures. Consistent delivery of services is indeed pivotal to the success of any services. Despite the received attention the concept of IB, relevant research on the effect of IB on the consistent service delivery of frontline employees remains scarce (Iyer, Davari, & Paswan, 2018).

Transformational Leadership theory has been considerably studied in the last two decades. However, it is only within the last decade that the study of leadership style and its influence on service performance and brand building of employees has attracted the attention of researchers, and studies using integrated quantitative and qualitative methods are lacking. It is argued that the effect of this construct on organizational outcomes has not been tested with sufficient empirical results (Burmam & Zeplin, 2005). Transformational brand-oriented leadership (BOL) assists managers in encouraging employees in forming a coherent vision toward the brand promise, and accordingly employees will model their managers in terms of brand guarding (Morhart, Herzog, & Tomczak, 2009). A transformational leader is described as someone who tries his/her best to inspire employees to outstrip their interests and foster employees' via individual consideration, intellectual stimulation, inspirational motivation, and idealized influence with their desired brand value Burns (1978); (Piccolo & Colquitt, 2006). In this style supervisor and employee are both motivating each other. Leaders who incorporates this style are orienting employees toward corporate brand values, hence scholars in the branding literature also named this style as brand-oriented leadership style. Based on the aforementioned introduction, it is stated that to extend brand understanding, managers need to invest in transformational BOL (Burmam & Zeplin, 2005).

In role behavior is a set of behaviours that is expected from employee on what steps every employee need to take to achieve brand congruent goals and is usually predefined by employer. However, extra-role behavior is widely been recognized as those further steps that an employee took as an act of appreciation to take care of his/her brand. In the current thesis we specifically want to focus on the factors which enables the appearance of extra-role bahviour among frontline employees (Shaari, Salleh, & Hussin, 2012).

PC fulfilment as the mediator of this study has been reported as a crucial construct in developing extra-role brand-related positive outcomes (Terglav, Ruzzier, & Kaše, 2016). Despite the importance of PCs in organisational settings, very few studies have evaluated its implications in the hospitality industry. In line with this body of research, we aimed to evaluate the effect of PCs on SRP and turnover intention (TOI).

1.2 Purpose of the Thesis

The overarching purpose of the present study is to expand the current service literature by means of an empirical investigation. To this end, an integrative approach is used to examine how comprehensively the activities of IB and BOL will shape employees' attitudes towards their brands, which, in turn, will model employees' SRP and their desire to stay in or quit their positions. This thesis specifically examines the effects of IB and BOL on delivering consistent SRP performance while at the same time emphasizing on the effects of IB and BOL on TOI through the mechanism of PC.

Employees feel more internally motivated when they receives appropriate level of training and will demonstrate positive performance (Hackman & Oldham, 1975). Service recovery performance definition refers back to the employee's comprehension

of their capability to serve customers the right service after a service failure (Babakus, Yavas, Karatepe, & Avci, 2003). TOI usually occurs before an employee attempts to quit the job, during this transition period the employee's performance decreases and they often provide poor service to customers (Biron & Boon, 2013). The relationship between IB on SRP and TOI of employees was devoted based on the call on an exploration of mechanism that describes the relationship between IB and job outcomes (Xiong & King, 2015).

1.3 Contribution of the Thesis

The study makes empirical and theoretical contributions to the existing literature. Our findings contribute to the understanding of how IB and BOL influence SRP and TOI of frontline employees in hotels and evaluate the role of PCs as an affecting mediator being exchanged between employees and organisations. To cast light on the concept of BOL and IB and employee desirable job outcomes the theoretical and empirical relationships are defined. This study advances the contextual influence of brand orienting leadership and IB knowledge in orienting employees toward a positive SRP and decreased TOI through PC. The results should have meaningful implications for managers, thereby enhancing the current knowledge about best practice in the hospitality industry.

In order to develop a theoretical model, the proposed model is derived from social exchange theory (SET) (Homans, 1961). This theory contributes to the understanding of employee-organization and employee-supervisor relationship and promotes their positive exchange. Brand-oriented leadership concept is also founded on the basis of Transformational leadership theory (Ruediger Kaufmann, Vrontis, Czinkota, & Hadiono, 2012). Building on theories of SET (Blau, 1964; Eisenberger, Huntington,

Hutchison, & Sowa, 1986); and transformational BOL theory (Morhart et al., 2009) this study explains:

- ✓ How BOL and IB mechanism may enhance the perception of PC fulfilment?
- ✓ How fulfilled PC perception may result in enhancing employee SRP and decreasing their TOI? And how are these factors are linked together?
- ✓ Does fulfilled PC perception plays the role of a mediator between IB, BOL and employee SRP, TOI?

Accordingly, the aim of this thesis is to empirically investigate the effect of IB and BOL on extra-role behavior of frontline employees, with samples collected from hotel employees. Additionally, PC is regarded as the mediator of the model. To consolidate the relationships, we architected our model based on SET.

Overall, the main reason for developing an empirical model to test the effect of IB mechanism on extra-role behaviour of employees is to dedicate a thesis to the expansion of knowledge on developing and orienting employee extra-role behavior as a means to help managers and academicians in tuning a rhythm that firstly appreciates each individual employee equally important and secondly enables positive job outcomes which eventually will satisfy employee, employer and customers in the hospitality industry.

1.4 Proposed Methodology

After developing our survey based on the validated measures we arranged the survey distribution. To confirm the ease of filling the questionnaire, the field study were piloted among frontline workers of four- and five-star hotels in North Cyprus. The results showed no difficulties for the respondents while filling the questionnaire, hence

after pre analysis the rest of questionnaires were distributed. The survey were allotted to each hotel exclusively and senior management helped to assure respondents of their anonymity so threat of social desirability of responses were minimised. The study was conducted in North Cyprus hotels and the scope was limited to this region. In total, 15 hotels consented to participate, 325 questionnaires gave out and due to the same opportunity for filling the questionnaires among the employees, selection bias did not exist at all. The response number was 251 (77.23%), by assessing the top third and also the bottom third of the 251 respondents, the results showed no significant variable differences, so there were no non-response bias (Cheng, Yang, Wan, & Chu, 2013).

While analyzing data Partial least square path modeling technique (PLS) were used. For this purpose special software package program Smart-PLS 2.0 M3 was used. PLS is one the elements of the SEM technique, this technique is planned to handle the characteristics of social sciences regarding the behavioral characteristics, and it is using for theories with inadequate support or little information available (Gerlach, Kowalski, & Wold, 1979b). PLS is a useful technique whenever the sample size is small in number (Marcoulides, Chin, & Saunders, 2009). PLS had the opportunity to test hypotheses simultaneously and allow measures with single and multiple items and using the formative and reflective indicators (Fornell & Bookstein, 1982).

1.5 Thesis Structure

In total, the thesis incorporated seven chapters. Each chapter begins with a short brief. Chapter one briefly explains the research background, purpose, and contribution of the study, and the proposed methodology of the research.

In the following chapter, the study revolves around the literature review on work outcomes, IB, and BOL as independent variables and the mediatory effect of the psychological contract. The theoretical baseline are also discussed.

Within Chapter three, we explain the relationships between the variables and propose the hypotheses of the thesis. The conceptual model is also presented in this section. In total, this study entails twelve hypotheses.

In chapter four, we explain the data collection steps, the context of the survey, followed by the measurement used in developing the questionnaire. Subsequently, we describe the data analysis process.

Tables and results of the partial least square path modeling and mediation analysis are shown in chapter five. It is incorporated demographic characteristics as well. All hypotheses are supported.

In chapter six, the findings are discussed. Managerial implications, limitations, and future research propositions are being discussed.

Finally, in chapter seven, we consolidate and finish our study by summarizing the whole thesis, procedure, and results.

Chapter 2

LITERATURE REVIEW

2.1 Internal Branding

Successful service providers set up IB initiatives to promote their brands. Since 1980, scholars became aware of the importance of branding in organizations' financial well-being (Wallace, de Chernatony, & Buil, 2011). Since then there has been a shift in the literature from merely emphasizing brand image to brand identification which focuses on employees as a way of brand management (Saleem & Iglesias, 2016). This approach is the result of the vital effect of employees on customers via service encounters (Tuominen, Hirvonen, Reijonen, & Laukkanen, 2016). For a successful IB management, employees need to understand and embrace the branding programs (Burmamann & Zeplin, 2005).

In the service sector, the compatibility between the organization, employee, and supervisor is equally as important as one's experience and skills. Before engaging in any outside of company marketing strategy, IB school of thought emphasizes that organizations should first focus on their employees. This is because external customers will only become loyal to a brand if employees support external customer relationship orientation programs (Conduit, Matanda, & Mavondo, 2014). It has been discovered that to expect positive outcomes from employees, IB efforts require close cooperation between human resource management and marketing departments.

A few of the results of the successful implementation of IB are brand identification, brand commitment, brand loyalty, and brand supporting behaviors (Lee, Kim, & Kim, 2013). A number of authors underscored the magnitude of the IB process as part of employees' work setting. IB is recognized as a school of thought to guarantee consistent employee behavior (Adamu, Abd Ghani, & Rahman, 2020). This means how a brand is seen by frontline staff could directly affect customers on how to perceive the brand (Seongseop Sam Kim, Kim, Kim, & Kruesi, 2020).

Given the impact of IB on brand success, Kleinaltenkamp, Ehret, Hunt, Arnett, and Madhavaram (2006) emphasized the necessity to “conceptualize a brand management capability” that illustrates the organizational capability in fostering a powerful brand. In the hospitality industry, employees are assumed to continually go above their way and come up with innovative solutions to remediate and enhance the service experience of the customers. The concept of IB is more relevant to private sectors. The concept of IB is relatively a new area and recent researchers are nowadays emphasizing more on engaging employees in strategic development of brands, which will eventually lead employees to live the brand (Eid, Al Zaabi, Alzahmi, & Elsantil, 2019). It has been said that IB helps organizations to align their strategic visions with company's human capital.

Service recovery procedures could potentially be tough for employees. Hence, employers utilize IB to convince employees to keep the promise of delivering excellent service. Employers are capable of practicing various forms of IB initiatives to enhance the brand value proposition to their employees.

Although it is approbated that IB is connected with nurturing the brand from within and holds employees as the major assemblage, to date, the accumulated knowledge is mainly obtained from managerial frame of reference (Punjaisri, Evanschitzky, & Wilson, 2009b). IB is generally a well-defined concept in knowledge sharing companies, however, very few scholars paid attention to this important factor in hotel industries (Nart, Sututemiz, Nart, & Karatepe, 2019). Intrinsically, every hotel must invest in IB as a means of the value building procedure.

In the past, there are several definitions for IB, each differing contextually. For example, Wallström, Karlsson, and Salehi-Sangari (2008) defined IB as encompassing three phases, from “brand audit to brand identity and position statement.” Balmer, Powell, Punjaisri, and Wilson (2011) Contended that training and communication are two principal components of IB in shaping employee positive behavioural reactance. Further, Saleem and Iglesias (2016) proposed that IB encompasses five different dimensions, brand ideologies, leadership, human resource management, communications and communities. In this current study we are specifically keen to research the elements that are more aligned to employee behavioural responses (Lee, Kim, & Kim, 2014).

2.2 Brand-Oriented Leadership

There are several studies on the concept of leadership, and it’s important role in branding literature (Burmamann & Zeplin, 2005; Morhart et al., 2009). On this note, a number of management styles were recommended in the management literature, researchers found out the most successful style of all is transformational leadership especially in the hospitality industry (Burmamann & Zeplin, 2005; Morhart et al., 2009; Waldman, Bass, & Yammarino, 1990). The concept of transformational leadership

was first introduced by Burns (1978), which defined a leader as someone who tries his best to foster the motivation, perceptions, morals, and beliefs of employees in associations with their organization. It has been showed in earlier literature notes that managers could fortify positive brand perception for external customers through employees (Khanyapuss Punjaisri et al., 2016).

Later, Avolio and Bass (1995) contributed to the definition of transformational leadership by dividing it into four parts, namely, "charismatic role-modeling, individualized consideration, inspirational motivation, and intellectual stimulation." It has been said that leaders with transformational styles are encouraging employees to think differently (Schepers, Wetzels, & Ruyter, 2005). The values of an organisation will be protected via transformational leadership (Philip, 1957). Hence, leadership has been known as the creator of the social structure in organizations. On one side, transformational leaders are capable of transmitting the value system to employees, where on the other side employees as the receivers will commit (Bryman, 1986, p. 50). It has been found that senior management are the forerunner of the brand building behavior among employees (Wieseke, Ahearne, Lam, & Van Dick, 2009).

There are a few terminologies similar in meaning that seek to explain leadership roles, and so in this study, we chose the term brand-oriented leadership (BOL) (Ruediger Kaufmann et al., 2012). Morhart et al. (2009) describe how employees will exert their best efforts in building a seamless brand experience for customers in response to initiatives of their subordinates' BOL style. Ruediger Kaufmann et al. (2012) point out that BOL will elicit a positive employee response in different ways, such as retention and extra-role brand-building behaviour.

2.3 Psychological Contract

A PC is an arrangement in regard to the exchange relationship between an individual employee and the administration (Birtch, Chiang, & Van Esch, 2016). Indicated that there two sets of PC, implicit and explicit, implicit sets of PC refers to the interpretations of repeated trends of exchange between employee and employer within a time frame. In contrast, explicit ones refer to the expectations and perceptions of the employee via verbal and written agreements. Explicit PC is a subjective kind of interpretation which commonly differs for each employee as each individual beholds their way of perceiving mechanism through their interactions with parties of the organization. Hence each employee has their crosschecks of a fulfilled PC perception (D. M. Rousseau & McLean Parks, 1993).

There are also two types of contracts, relational and transactional. Various dimensions define the level of these two types of contracts. Factors affecting these differentiations include; consistency, focus, and tangibility (J. A. Coyle-Shapiro & Parzefall, 2008). Relational contracts often are more long term based, whereas the transactional ones are more focused on rewarding within a point in time. Relational type of contracts is focused on career development within an organization in exchange for loyalty and intention to stay and contribute from employee side (J. A.-M. Coyle-Shapiro, Pereira Costa, Doden, & Chang, 2019). D. Rousseau (1995) suggested a balanced PC, which incorporates both the relational and transactional forms of PC. PC fulfillment is known as a tool that supports a positive relationship between employees and the company.

Employees' job-specific contribution is regarded as intellectual, physical, and emotional efforts. Managers are the ones who usually assess the level of the delivered

job performance of their employees. However, employees commonly have their perceptions regarding the contribution they provided for their job. Hence, PC perception is an accumulation of employees committed job, and also their perceptions of job-related contributions (Bankins, 2014). Solberg and Dysvik (2016) argue that with regard to PC, employees expect a reasonable amount of training and development from their employers, and in response, they will demonstrate positive employee behaviour.

Contributions are employees' reactions to their obtained inducements. Staff who are recognized and valued because of the contribution they have made are usually responding on a cognitive level by showing boosted levels of working hard and attentiveness (Lambert, Bingham, & Zabinski, 2020; Vantilborgh et al., 2014). These contributions sometimes precede the inducement. For example newcomers who shows up early at work or by devoting their state of ease while satisfying a problematic customer. Various trends affect the way PC is handled in the hospitality industry and hotels. For example, downsizing due to pandemic, restructuring, and many more organizational changes could affect the direction PC is being handled. These changes usually make it hard to realize what's been exchanged and what's not attended by each party (employee vs employer). The state of uncertainty that the hospitality industry is encountering all the time, and specifically in recent days make it harder to fulfill all the promises they initially made to employees. As a result of the above-mentioned difficulty, employees would perceive that some parts of their initial PC are broken. This will induce boredom and burnout (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014).

By contributing their time and effort, employees might get the chance to be recognized. Meanwhile, this exercise exposes them to the actual mission and vision of the brand. It makes them more familiar with what is not only expected but also desirable in their service encounters. Despite the importance of PCs in organisational settings, limited studies have evaluated its mediation effect in the hospitality industry. For instance, many studies have tested the relationship between leadership behaviour and PCs (Antoni & Syrek, 2012). However, few studies have specifically examined the effect that BOL has on employee job outcomes through PC. On account of the information as mentioned, we aim to evaluate the mediation effect of PCs between BOL and IB on service recovery performance (SRP) and TOI.

2.4 Outcomes of Psychological Contract

2.4.1 Service Recovery Performance

Frontline employees (FLEs) are known to display more commitment to their duties if the management priority is providing excellent service. Thus management should see the FLEs as their strategic partners in delivering a successful service to customers. Given that, service failure is inevitable, “do things very right the second time” (De Ruyter, Wetzels 2000: 91) should be the guideline of employees' behaviors. Frontline employees could easily capture the inherent expectations of employees, hence they could easily influence employees by their service delivery capabilities. In this respect, employees' attempts should show their attentiveness in the process of service recovery; otherwise, the organization will lose their valuable loyal customers, and negative word of mouth will be disseminated tremendously (Davidow, 2003). Customers and stakeholders think of employees as brand ambassadors (Berry, Lefkowitz, & Clark, 1988). Employees are the measures that size the extent of customer's service recovery satisfaction.

The very first point of contact in time of service failure are frontline employees, how they handle the situation define the service performance. Frontline employees are very influential in customers' perceptions. A leader with a brand-orienting leadership style, a reasonably well established internal branding procedure, and a reasonable psychological contract fulfilment will orient employees to become brand ambassadors.

It is necessary from a branding point of view to handle every conflict's consistency, which is often hard during a failure time. Hence, it is deemed important for the hospitality industry to put their effort into creating an environment that encourages employees to learn the principals of recovery policies. That, along with framing a set of limitations, gives a certain level of flexibility and openness to spontaneous conflict resolution initiations from employees.

In essence, leaders are capable of creating an environment where they can reinforce employees to generate new ideas for service improvement, and go beyond their norm to satisfy customer expectations. Individuals in working places hold different levels of working needs. Supervisors can influence these levels. It has been argued that employees' responses are highly dependent on how they perceive their supervisor's support. Managers could increase the social and structural resources for employees these resources ranges from educating employees and upskilling them to establishing an internal feedback system (Luu, 2017).

It has been shown in previous literature that managers could fortify positive brand perception for external customers through frontline employees (Khanyapuss Punjaisri et al., 2016). This is because of the fact that frontline employees in service sector often

show their appreciation to their brand by withstanding difficult situations and recovering service failures properly as a form of repay (X. Wang, Guchait, & Pasamehmetoglu, 2020).

2.4.2 Turnover Intention

Turnover intention (TI) is defined as ‘a conscious and deliberate willingness to leave the organization’ (Tett & Meyer, 1993). TI is a threat to the success of any organization. The results of extensive previous research on TOI (Cotton & Tuttle, 1986; TSE, 2008) suggest that turnover costs generate a heavy burden on organizations, amounting 90% - 200% of an employee’s yearly salary (Allen, Bryant, & Vardaman, 2010). In addition, turnover among team members often leads to the malformation of informal internal groups (Boshoff & Allen, 2000a). This disruption will decrease efficiency and expands other employee’s emotional detachment.

Timely determination of the factors that escalate the emergence of intention to leave would help minimize corresponding organizational costs (Joiner, Garreffa, & Bartram, 2004). Organizations should put aside appropriate time and resources to train and orient employees into becoming their better selves. Lack of recognition and training, handling awkward moments, and wage dissatisfaction have been reported as common reasons increasing the tendency to quit (Oliveira, Moro, & Torres, 2019). Those employees who feel untouched in terms of career and personal development would feel misbehaved, and in return, they may quit their job (Carmeli & Weisberg, 2006). Based on the argument mentioned above, some level of tenure is vital in any organization.

Accordingly, numerous studies have investigated organization-based facets of intention to leave. Making an effort to allocate necessary job supplies and devoting

organizational attention to the needs of employees will support the brand in the longer term. It has been argued that there is a positive correlation between supervisor support and intention to stay (Firth, Mellor, Moore, & Loquet, 2004; Kalliath & Beck, 2001). Not surprisingly, the relationship between leader behavior and turn over intention has been identified by other researchers (Mulki, Jaramillo, & Locander, 2006). Hence, based on the above discussion, in the present study, we chose the intention to leave construct as one of the two dependent variables of this study.

2.5 Theoretical Background

Evidence from a number of studies is consolidated to prepare the theoretical basis of this thesis. In the research reported here, the authors hypothesised the relationship between employees and their immediate supervisors based on the SET and brand-oriented leadership theory.

SET conceptualises the relationship between employees and their managers, and with respect to that relationship, it predicts employees' future behavior (Hughes, Lee, Tian, Newman, & Legood, 2018). The positive social exchange commences when an individual in an organization behaves positively, towards the wellbeing of another individual or entity (Cropanzano, Anthony, Daniels, & Hall, 2017; Farrell & Rusbult, 1981). The other party usually attempts to counteract, and SET explains that individuals often try to increase their positive reactions or decrease the number of their negative responses in response to the kind. Those responses are often categorized into two types: behavioural and relational. A common behavioural response is extra-role behaviour. Vandewalle, Van Dyne, and Kostova (1995) explained extra-role behaviour as "behaviour which benefits the organization, and/or is intended to benefit

the organization, which is discretionary and which goes beyond existing role expectations”.

SET approach offers a possibility to review the leadership-brand-aligned SRP and relationship empirically, the authors assert that the PC is the crucial concept that connects leadership to TOI and SRP aligned with brand values (Punjaisri, Evanschitzky, & Rudd, 2013).

Finally, as postulated in leadership theory, leaders have a substantial impact on employees in terms of honouring an organisation’s brand identity (Hiller, DeChurch, Murase, & Doty, 2011). Employees have to accept the brand as their own to go above and beyond just brand compliance and become active performers who internalise brand identity into their role identity (Ruediger Kaufmann et al., 2012). The process that frontline employees experience to internalise the brand awareness and acceptance happen when a brand-building manager supports employees by increasing their brand identification (Buil, Martínez, & Matute, 2019).

Chapter 3

HYPOTHESES

3.1 Hypotheses Development

One of the preliminary well-established models of IB has been done by (Miles & Mangold, 2005). They conceptually argued that IB is a sharp weapon in the hand of the companies, which would enable them to locate themselves desirably in the perception of its employees. Providing a noteworthy customer experience will enhance company performance. That being so, a specified brand identity that comprises brand vision, promises, and values is the basis of IB process. These values should constantly be matched with company expectations in terms of employee attitudes and behaviours and should be transferred through all means of channels to the employees. Up until today, several sources of transferring messages have been suggested by researchers, including leaders and managers.

A well-established communication will bring about at least three effects (Terglav et al., 2016). Firstly, employees who are the internal customers will be notified of the brand value and will comprehend it. Secondly, the PC will be hugely fulfilled and sustained in the relationship between front line employees and organization. And last but not least, it will intensify the brand value internalization.

3.1.1 Internal Branding, Brand-Oriented Leadership, and Psychological Contracts

In terms of the definition of PCs, and the context of SET, Guest and Conway (2002) defined the meaning of exchange and contract as “the perception of both parties to the employment relationship, organisation, and individual, of the reciprocal promises and obligations implied in that relationship.” This promise is interpreted as any communication of potential attempts. Punjaisri, Evanschitzky, and Wilson (2009a) contend that IB has the following four components: (1) internal communication, (2) training, (3) meeting, and (4) briefing. Miles and Mangold (2005) argue that internal communication using various training programmes reinforce PCs. It is suggested that although individuals perceive PCs differently, organisations can shape employees' understanding of PCs with a robust IB process. Overall, effective internal communication improves employees' comprehension of the preferred brand image and strengthens the PC through continual value-based content. The IB mechanism induces positive perceptual exchange between employees and the organisation.

Early researchers of PC emphasized the importance of the employment relationship where both parties are eliciting effort (D. M. Rousseau & Tijoriwala, 1998). This, gives rise to the process of trust-building in which the leader's perception is one of the operating elements of the exchange relationship. Transformational leaders appoint PCs to stimulate employees (Antoni & Syrek, 2012). Turnley, Bolino, Lester, and Bloodgood (2003) argue that a unified perception of the PC is hard to attain, that individuals tend to derive their perceptions of PCs based on multiple sources, and that managers often play a crucial role in PC assurance. Managers need to convey their messages via verbal communication and actual actions, and as researchers suggest,

they constantly enforcing consistent brand messages by managers boost PC satisfaction (Morrison & Robinson, 1997). Terglav et al. (2016) have presented empirical evidence of the relationship between BOL and PCs, and they argue that employees tend to weight a stronger value to the fulfilled promises offered by supervisors. Cassar, Bezzina, and Buttigieg (2017) also suggested that a fulfilled sense of PC is proportionally dependent by the manner managers' plot themselves. Hence, we proposed that:

H1: Both IB (a) and BOL (b) have a direct positive relationship with PC.

3.1.2 Psychological Contracts and Employee Work Outcomes

According to the extant literature, frontline employees' TOI and SRP are among the most eminent outcomes of service professions (Babakus et al., 2003). SET suggests that employees will only reciprocate positively if they reap benefits in respect of either their relationship with their managers or of getting proper training and appraisal in terms of career development (Cropanzano et al., 2017). Employees should sense a reasonable amount of fairness and equity in their relationship. Inadequate job resources will inhibit inequitable employee-employer relationships and in return, will negatively foreshorten work outcomes (Robinson & Rousseau, 1994). Such perceptions, along with the limited number of research that evaluates PC fulfilment as an underlying mechanism affecting work-related attributes and outcomes, increase the need for further research (Birtch et al., 2016).

Turnley et al. (2003) noted that employees who experience a satisfying level of PC perception would counteract in a manner that will benefit the organisation in ways that are beyond what they agreed, and that based on exchanges occurring between the two parties, mutual obligations that ascertain positive job attitudes and behaviour will

occur. As a result, higher PC fulfilment induces lower TOI. Clinton and Guest (2014) reported that breach of PCs exacerbated the level of voluntary TOI. Failing to satisfy employees in terms of PC fulfilment can induce negative emotions, such as frustration, which can eventually lead to TOI (Peng, Wong, & Song, 2016). A report of a large sample study in Norway found a positive association between relational PCs and intention to stay (Kalleberg & Rognes, 2000). Not surprisingly, services and hospitality industries have to face fierce competition to develop and retain committed and trained employees (Wirtz & Jerger, 2016). Blomme, Van Rheede, and Tromp (2010) have emphasised the importance of examining the relationship between TOI and PCs in the hospitality industry.

As discussed in the literature review, researchers believe that PCs are a mix of transactional and relational agreements, where a transactional PC includes monetised incentives, and a relational one consists of broad and open-ended mandates (Morrison & Robinson, 1997). Once employees feel motivated in terms of a fulfilled PC, they will engage in actions aimed at rebalancing their relationships. One of how they exhibit their appreciation is the devotion of their time and capacity to an effective SRP. One of the reasons behind this counteract is that employees who found their current employer caring about their professional development and well-being will have a higher tendency to want to stay employable. For that reason, they will accept a reasonable amount of change in their way of doing tasks and are also more open to developing new skills (Strauss & Parker, 2018). Hence, fulfilled PC triggers a sense of inner tendency for employees to be more vigilant during their everyday job, efficiently, and at the same time bolsters their desire to stay within the same organization.

In practice, PC fulfilment and its relative work-behaviour outcomes have been relatively ignored in the literature, especially in delineating between the most effective job characteristics that induce positive work outcomes (Ayrom & Tumer, 2020; Birtch et al., 2016). Our reasoning is in line with the notion of an exchange between employee and employer. Therefore, we proposed that:

H2: Fulfilled PC has a positive effect on SRP (a) and a negative effect on turnover intention (b).

3.1.3 Effect of Brand-Oriented Leadership on Employee Work Outcomes

Researchers argue that when employees are no longer identifying with a brand, they will demonstrate withdrawal reactions in critical moments, such as poor SRP and TOI (Ashill, Rod, & Carruthers, 2008). As per the result of a recent work by Ponting (2020), employee performance and wellbeing are highly dependent on how they perceive the leadership efforts in easing their life. Leaders have a substantial impact on employees in terms of honouring an organisation's brand identity. Employees who get noticed and empowered by their subordinates showed higher service recovery performance. Burmann and Zeplin (2005) asserted that some leadership styles are more successful in evoking positive employee reactions and building commitment among staff.

Employees have to accept the brand as their own to go above and beyond just brand compliance and become active performers who internalise brand identity into their role identity (Ruediger Kaufmann et al., 2012). Quaratino and Mazzei (2018) previous study has explored the positive effect of BOL on employee brand identification, and they contend that maintaining service vigilance is highly dependent on BOL.

In this study, Morhart et al. (2009) definition of brand-specific transformational leadership is adopted as the basis of the BOL mechanism. As highlighted by them,

transformational leadership facilitates the act of internalising brand values and decreases the intention to leave. BOL leaders are very influential in transferring the explicit and implicit cues of the brand to their subordinates through empowering, visioning, and inspiring. Managers play an important role in taking reasonably practicable steps to create an environment where front line employees could openly express their service delivery suggestions. In essence, leaders could effectively facilitate the open discussion and ensure such behaviour is getting noticed. Following this practice, employees will become more engaged and will perform better in placing greater effort to approach SRP guidelines and procedures, and their desire to quit their jobs drops tremendously (Olugbade & Karatepe, 2019).

Recently, there has been a strong focus on the expansion of the BOL literature in the branding and hospitality industry, emphasising that transformational leadership in the guise of BOL stimulates employees' emotions to operate per brand values (Terglav et al., 2016). Several authors have highlighted the magnitude of the transformational BOL and their interrelation with their supervisor as an integral part of employees' work settings (Uen, Wu, Teng, & Liu, 2012).

TOI is outlined as "a conscious and deliberate willingness to leave the organization" (Tett & Meyer, 1993). Timely determination of the factors that escalate the emergence of intention to leave would help to minimise associated organisational costs. Transformational leadership has proven to be a salient style successful at decreasing factors that affect the TOI of frontline employees in the hospitality industry (Kara, Uysal, Sirgy, & Lee, 2013). Mulki et al. (2006) found a link between leader behaviour and TOI. Transformational BOL could be an effective mechanism in the hands of managers to motivate employees to suppress their intentions to leave (Piccolo &

Colquitt, 2006). Given that the hospitality industry is a very labour-intensive industry, employees usually experience a high level of work exhaustion, and BOL was found to be a mitigating style in suppressing the high pressure that employees are facing (Dhiman & Arora, 2019). For instance, Gordon, Tang, Day, and Adler (2019) found a positive correlation between supervisor support and intention to stay.

An efficient service recovery procedure should be prioritised in employees' guidance principle or otherwise, an organisation will lose its valuable loyal customers (Garcia et al., 2019). SRP is defined as the act of handling customer complaints to recover customer satisfaction after service failure (Bueno, Weber, Bomfim, & Kato, 2019; Liao, Patterson, Fox, & Kautz, 2007). Buil et al. (2019) reported a link between BOL and exceptional employee job outcomes, and they stressed the need for extensive research on organisational factors reinforcing brand-aligned work outcomes. As (Morhart et al., 2009) emphasized in their study, transformational leaders are middlemen in stimulating the sense of brand ambassadorship among employees. In a recent longitudinal study, Murillo and King (2019) found that BOL has a significant effect on employees' brand understanding. The results of an empirical study among a large number of Sri Lankan companies suggest that managers play a prominent role in strengthening the exchange relationship (Robertson & Khatibi, 2013). Punjaisri et al. (2013) found a strong correlation between transformational leadership and employee SRP performance. Karatepe, Ozturk, and Kim (2019) also reported that SET provides a compelling ground for the evaluation of leadership influence on SRP. They suggest that employees feel obliged to counterbalance and that they actualise their appreciation by demonstrating better SRP. Therefore, it is postulated that:

H3: BOL has a negative effect on TOI (a) and a positive effect on employee SRP (b).

3.1.4 Effect of Internal Branding on Employee Work Outcomes

Employees function as a link between a given organisation and the market, and as such, they serve as important elements of service brand management (Xiong & King, 2015). It has been observed that developing and visioning internal branding practices directly assisted employees in quick resolution of customers' issues. Punjaisri et al. (2009b) found that IB has a significant positive impact on employees' brand-supporting behavior. Likewise, several research groups in the field of human resource management recommend that an organisation should set up brand-oriented training, development, and reward to achieve success (Lee et al., 2014). Since unsatisfactory service recovery hinders the success of an organisation, we investigate whether IB and related procedures have a positive impact on employees' SRP. This part of the study has been chosen in response to the call for further research on the effect of IB communication and training on the SRP of employees (Wirtz & Jerger, 2016). In terms of the IB mechanism and its effect on SRP, Khoreva and Wechtler (2018) recently reported that jobs with skill-enhancing opportunities promote employee performance.

IB serves to make the workplace more desirable for employees, resulting in employee retention within an organisation (Dechawatanapaisal, 2018; Du Preez & Bendixen, 2015). Miles and Mangold (2005) reported that organisations that invest in employee branding witnessed a decreased level of TOI. In response to the call by Xiong and King (2015), we seek to examine what the important drivers of employee TOI are in the context of brand management. Previous studies indicate that the marketing communication strategy of a company will succeed if they communicate brand messages to their employees through a solid internal marketing plan (Foster, Punjaisri, & Cheng, 2010). In a recent study carried out in hospitals, Huang and Lai (2018)

reported that employees who undergo thorough IB training and meetings demonstrate behaviour in line with brand values.

It is usually a burden of inconvenience to handle dissatisfied customers, and employees feel frustrated if they are not well- trained on how to handle difficult situations. It is evidenced that a reasonable amount of training will well-fix employees in cases where they need to recover a failed service (Berry, 1991). Training should teach employees how to not get defensive with complaining customers (Boshoff & Allen, 2000b).

To date, SRP has not been sufficiently empirically tested as the customer-related final function of employee service performance (Park & Tran, 2018). We speculate that if employees have transparent knowledge regarding brand values through IB mechanisms, they will emotionally and intellectually become engaged and interested in the brand, display positive work outcomes such as decreased TOI, and demonstrate positive SRP as a customer-oriented behavioural outcome. Therefore, it is postulated that:

H4: IB has a negative effect on employee turnover intention (a) and a positive effect on employee SRP (b).

3.1.5 Psychological Contract as a Mediator

The above-mentioned hypotheses merge to construct a mediation model. PC has been found to mediate the relationship between BOL and employee behaviour (Terglav et al., 2016). Employee branding literature presents a limited number of studies evaluating the effect of leadership on SRP by considering the mediation effect of satisfying variables that influence the job outcomes of the employees (Punjaisri et al., 2013). In addition, we examine the IB impact on SRP through PC. Equally important, Ruchika and Prasad (2019) proposed that an employer's internal brand messages

would instill a sense of a fulfilled PC perception among employers that act as a mediating variable between IB and employee intent to join. We argue that delivering on PC components would support front line employees to be more aware of hotel practices. PC is an integral part of IB implementation, and it empowers organisations to influence the perception of the exchange relationship seamlessly. Concordantly, an authentic communication and reward system provides a sense of satisfaction and will be recognised by employees as a successful PC fulfilment procedure and will result in positive SRP. In view of this, we anticipate that PC will partially help IB and BOL constructs, and we aim to empirically test the mediating influence of PC between those independent variables and SRP:

H5: PC will mediate the role of IB (a) and BOL (b) on SRP.

Bhatnagar (2014) found that PC mediates the correlation between perceived manager support and TOI. Following the call of Birtch et al. (2016), we will investigate the effect of BOL and IB through PC on TOI. We suggest that the BOL is visionary, and it atones employees' psychological need in terms of feeling appreciated and think highly of their organisation. Based on the notion of reciprocity, we argue that IB will elevate PC fulfilment perception of the employees, which in return will lower TOI. We also suggest that PC is a central concept that ties leadership to TOI aligned with brand values. Hence, it is postulated that:

H6: PC will mediate the role of IB (a) and BOL (b) on TOI

3.2 Conceptual Model

The conceptual model proposed in the present study is shown in Figure 1. Gender, educational level, and monthly income presupposed as the control variables because

of their possible significant effect on the variables of the research (Y.-C. Wang, Ryan, & Yang, 2019).

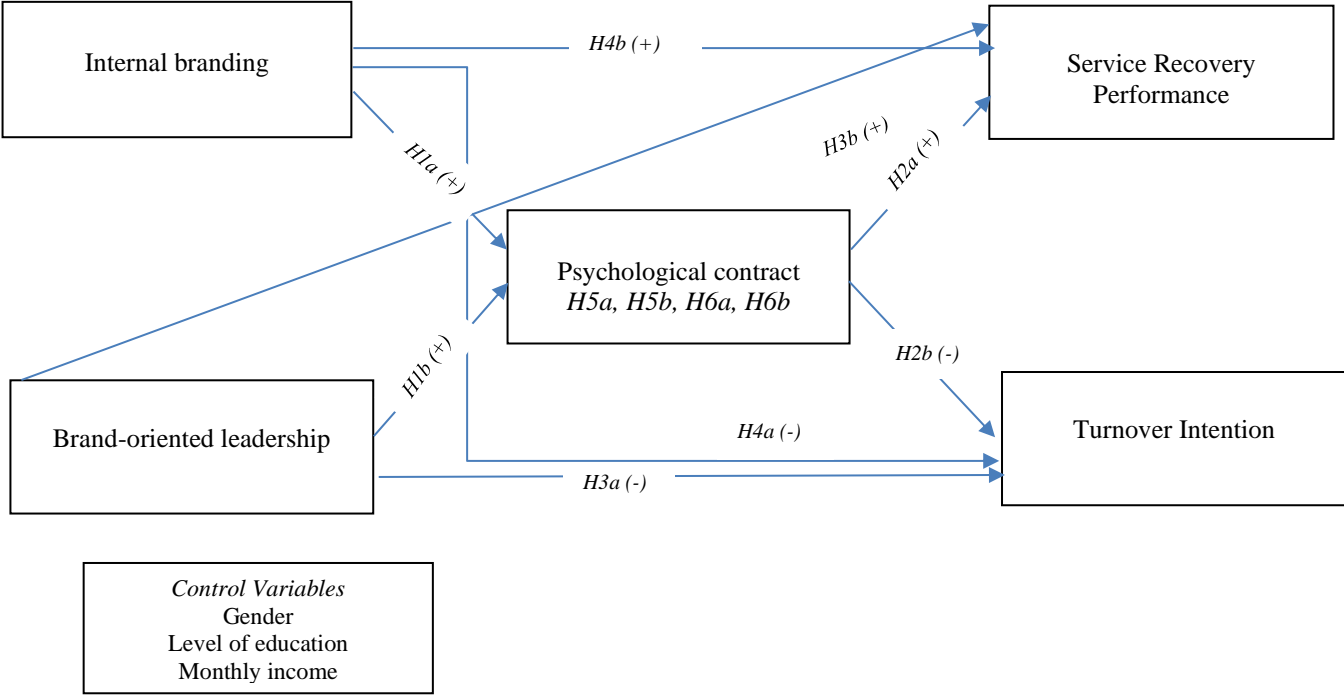


Figure 1. Conceptual model

Chapter 4

METHODOLOGY

4.1 Sample

The population of this study is employees who are providing front line services in 4 and 5-star hotels of North Cyprus. North Cyprus' economy is mostly dependent on tourism and hospitality industry and is one of the leading tourism destinations in the area and is a popular destination for tourists (Timur & Timur, 2016). To accommodate collecting data from both local and international employees, the questionnaire were designed in Turkish and English languages. Two bilingual professionals translated the questionnaire into the Turkish language then back-translated them to fit in non-English-speaking respondents. The questionnaire were distributed to 20 employees for pilot checking. Positively, no difficulties were reported in filling the questionnaire, afterward we initiated the data collection procedure. The data was collected based on a cross-sectional design.

The survey given to the employees was planned to gain insight in regard to perceptions of BOL as their supervisors brand orienting initiatives, IB practices implemented in the hotel, level of fulfilled PC perception, their commitment to SRP, and their intention to leave. The survey consisted of 41 questions, which was followed by few demographic questions. All respondents were assured that all responses will be strictly confidential and only reported in aggregate form.

4.2 Research Context

The questionnaires were distributed only to the frontline staff of four- and five-star hotels in Northern Cyprus. Northern Cyprus is an emerging hospitality market for European tourists, and its economy is highly dependent on its tourism industry. This growth is resulting in increasing competition within top hotels and creates an ideal environment for empirical studies within the sector (Azzopardi & Nash, 2013; Nadiri & Hussain, 2005). Four- and five-star hotels were chosen for the study, as they have more professional industry growth, have more qualified staff, and are highly involved in knowledge competition within the hospitality industry (Baradarani & Kilic, 2018; Nieves & Segarra-Ciprés, 2015). A sample of frontline employees was chosen because these employees are the ones who deliver the service recovery (Ashill et al., 2008).

The managers of 21 hotels were contacted via an official letter, and 15 of them agreed to assist the research team for response collection. A pilot study was distributed to n=20 employees, and they reported no difficulties in completing it. Afterward, 305 questionnaires were given out to part-time and full-time frontline employees. Participants were selected randomly among bartenders, receptionists, concierges, and food and beverage servers. To maximise the participation rate, researchers explained the objectives of the questionnaire to the participants. The survey was handed out to the hotels' frontline staff in a wallet, on top of a short letter explaining the objectives of the questionnaire. The profile of the samples was proportionate to the line of precedent hospitality studies conducted in Northern Cyprus (Özduran & Tanova, 2017).

4.3 Development of Questionnaires and Measures

The survey was distributed among staff of hotels in Northern Cyprus, who have thus far been inadequately represented in this field. In total, 251 filled-in questionnaires were obtained (a response rate of 77.23%). There were no significant differences in the response rate between the top and bottom third of respondents, so response bias was ruled out (Yee, Lee, Yeung, & Cheng, 2013). Because the data was collected using a single-source method, we employed a VIF test to examine the existence of common method bias. All factor-level VIFs resulting from a full collinearity test were below 3.3, signifying that the model is not affected by common method bias (Kock, 2015). Moreover, senior management helped to assure respondents of their anonymity, so we reduced the threat of social desirability response bias (Paulhus, 1991). Response options contained five-point Likert-type scales (1= strongly disagree to 5= strongly agree) to assess BOL, IB, PC, SRP, and turnover intention.

4.3.1 Internal Branding

IB was measured using ten items from Punjaisri and Wilson (2007). The scale was a five-point Likert scale type. Responses were indicated by adopting a five-point scale (“5 = *strongly agree*” to “1 = *strongly disagree*”). One key item was the employee’s belief that “*Training gives me adequate skills in relation to delivering the brand promise based on the brand standards.*”

4.3.2 Brand-Oriented Leadership

BOL was measured using 20 items from Morhart et al. (2009). The items involved inspirational motivation, intellectual stimulation, idealised efficacy (behaviours and attributes), and careful individual consideration. The scale was a five-point Likert scale type. Responses were indicated by adopting a five-point scale (“5 = *strongly agree*”

to “1 = *strongly disagree*”). One sample item was “*My supervisor articulates a compelling vision of our corporate brand.*”

4.3.3 Psychological Contract

Three items measured PC. Two of the items were derived from the work of D. M. Rousseau and Tijoriwala (1998). The scale of this question was also a five-point Likert scale type (“5 = *strongly agree*” to “1 = *strongly disagree*”). To deepen the PC construct domain, we added an item from Robinson and Rousseau (1994), which proved to be a reliable single-item scale “*Overall, my employer has fulfilled the promised obligations*” (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008).

4.3.4 Turnover Intention

TOI was measured using the three-item scale designed by Colarelli (1984). Respondents pointed their responses through a five-point Likert scale type answer sheet (“5 = *strongly agree*” to “1 = *strongly disagree*”). A sample item is “*I frequently think of quitting my job.*” Other researchers have also used this scale in their studies (Biron & Boon, 2013).

4.3.5 Service Recovery Performance

SRP was measured using five items developed by Boshoff and Allen (2000b). For measuring the scales we used a five-point Likert scale type (“5 = *strongly agree*” to “1 = *strongly disagree*”). One sample item is “*Considering all the things I do; I handle dissatisfied customers quite well.*” A recent study has demonstrated the reliability of this scale (Karatepe et al., 2019).

4.3.6 Control Variables

Gender, educational level, and monthly income were used as control variables in this study. Gender was coded as a binary variable (0 = male, 1 = female); monthly income was measured by five categories (1 = 750 USD and below; 2 = 751–1,500 USD; 3 =

1501–3,330; 4 = 3,301–5,000; 5 = 5,001 USD and above; and education level was measured by three categories (1 = higher school degree or lower, 2 = university degree, 3 = graduate degree).

4.4 Data Analysis

For the data analysis, the partial least square (PLS) path modeling technique was applied. All analyses were performed using the smart-PLS 3.0 M3. PLS, a variant of the SEM technique, which is frequently used in the social sciences to study behavioural characteristics and test the theories for which inadequate support or relatively little information is available (Gerlach, Kowalski, & Wold, 1979a). The bootstrapping method was applied to ensure the significance levels for mediation analysis (Nitzl, Roldan, & Cepeda, 2016).

As shown in Table 1, regarding the standardized test, the data obtained from the questionnaire and the significance level of these tests for the relevant variables showed that the realization variables have a normal distribution.

Table 1. One-Sample Kolmogorov-Smirnov test

Variable	kolmogorov- Smirnov Z	sig
IB	0.793	0.525
BOL	0.652	0.126
PC	0.549	0.211
TI	0.631	0.128
SRP	0.740	0.236

Chapter 5

RESULTS

5.1 Demographic Profile

Table 2 shows the demographic characteristics of the participants. While the majority of respondents aged between 26-35, almost a quarter of them are in their 36-45. Half (52%) of the respondents were male. More than two-fifth (43%) of the respondents had a range of income between 751 and 1,500 USD. While almost half of the respondents have at least a university degree, one-third of the respondents received a graduate degree (29%).

Table 2. Demographic profile (n = 251)

Variable	Frequency	%
Age		
18-25	44	17.5
26-35	98	39.0
36-45	75	29.9
46-55	33	13.1
56 and above	1	.4
Gender		
Male	130	51.8
Female	121	48.2
Education		
Higher school or lower	56	22.3
University degree	122	48.6
Graduate degree	73	29.1
Monthly income		
750 USD and below	13	5.2
751-1500	108	43.0
1501-3330	88	35.1
3301-5000	41	16.3
5001 USD and above	1	.4

5.2 Partial Least Square Path Modeling (PLS)

For data analysis, the partial least square (PLS) path modeling technique was used. All analyses were performed using the smart-PLS 3.0 M3. PLS, a type of the SEM technique, is frequently used in social sciences to study behavioral characteristics and to test the theories for which inadequate support or somewhat little information is available (Gerlach et al., 1979a). In addition, PLS is a useful technique when the sample size is small (Marcoulides et al., 2009). The advantage of PLS is that it practically makes it possible to simultaneously test hypotheses and measure single and multifold items (Fornell & Bookstein, 1982). We applied the bootstrapping method to determine the significance levels for loadings, weights, and path coefficients (Chin, 1998; Gil-Garcia, 2008). It has been argued that PLS-SEM bootstrap method has a superior advantage over other mediation analyses (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014; Preacher & Hayes, 2008).

Table 3. Measurement items of constructs and standardized item loadings

Scale items	Standardized loading	SD
<i>Internal Branding</i> (Alpha= .963; CR= .968; AVE= .750, rho_A= .965)		
Training gives me appropriate skills in relation to delivering the brand promise based on the brand standards	.900	.013
I am usually drawn towards messages made of colorful and attractive materials	.854	.032
My hotel informs employees in an excellent way about things that are relevant to them	.910	.012
I feel encouraged to come up with new and better suggestions of how to do things	.887	.014
Orientation program triggers my inspiration to appropriately fulfil the brand promise delivery	.836	.019
I like the orientation kit and/or brand manuals of my hotel brand	.858	.018
During the group meeting, I am clearly informed of the brand mission.	.836	.018
I clearly understand my role in relation to the brand mission, after attending the group meeting.	.863	.015
Briefings contain all essential information for me to provide services according to the brand expectations.	.866	.013
The brand mission and its promise are constantly reinforced during the briefing	.845	.017
<i>Brand-oriented leadership</i> (Alpha= .974; CR= .976; AVE= .669, rho_A=.975)		
My supervisor reexamines critical assumptions of our brand promise to question whether they are appropriate	.808	.027
My supervisor seeks differing perspectives when interpreting our corporate brand values.	.846	.018
My supervisor gets me to look at my job in terms of a branding task.	.801	.026
My supervisor suggests a brand promoter's perspective of looking at how to complete assignments.	.767	.028
My supervisor talks optimistically about the future of our corporate brand.	.795	.023
My supervisor talks enthusiastically about what needs to be accomplished to strengthen our corporate.	.826	.020
My supervisor articulates a compelling vision of our corporate brand.	.771	.027
My supervisor expresses confidence that brand-related goals will be achieved.	.795	.025
My supervisor Instills pride in me for being associated with our corporate brand.	.846	.016
My supervisor Goes beyond self-interest for the good of the corporate brand.	.841	.017
My supervisor Lives our corporate brand in ways that build my respect.	.831	.017
My supervisor displays a sense of power and confidence when talking about corporate brand	.779	.026
My supervisor specifies the importance of having a strong sense of our corporate brand.	.815	.020
My supervisor talks about our important brand values and his/her belief in them.	.781	.028
My supervisor considers the moral and ethical consequences of our brand promise.	.828	.019
My supervisor emphasizes the importance of having a collective sense of our brand mission.	.833	.020
My supervisor spends time teaching and coaching me in brand-related issues.	.811	.020

My supervisor treats me as an individual rather than just one of many members of the hotel.	.858	.014
My supervisor considers me as having different needs, abilities, and aspirations from other members of the hotel.	.870	.014
My supervisor helps me to develop my strengths with regard to becoming a good representative of our brand.	.843	.017
<i>Psychological contract</i> (Alpha= .945; CR= .965; AVE= .902, rho_A=.946)		
Overall, my employer fulfills its commitments to me	.952	.009
My employer has fulfilled the promised obligations	.945	.010
In general, my employer lives up to its promises to me	.952	.008
<i>Service recovery performance</i> (Alpha= .940; CR= .962; AVE= .894, rho_A=.922)		
Considering all the things I do, I handle dissatisfied customers quite well	.833	.026
I don't mind dealing with complaining customers	.852	.022
No customer I deal with leaves with problems unresolved	.912	.011
Satisfying complaining customers is a great thrill to me	.869	.016
Complaining customers I have dealt with in the past are among today's most loyal customers	.886	.017
<i>Turn Over Intention</i> (Alpha= .920; CR= .940; AVE= .758, rho_A=.942)		
As soon as I can find a better job, I'll leave.	.932	.011
I frequently think of quitting my job.	.958	.005
I am actively looking for a job outside.	.946	.008

All loadings are significant at $p < .01$ level

AVE=Average variance extracted; CR=Composite reliability; SD = standard deviation

5.3 Measurement Model Results

To certify the reliability, internal consistency, and Cronbach's alpha (α) were measured (Hulland, 1999). Cronbach's alpha/rho_A values for the whole variable set exceed .70, which approves the internal consistency of the model (Anderson, Gerbing, & Hunter, 1987). Moreover, AVEs for all constructs were above .50, and standardised factor loading values were within a satisfactory range, which ensured that no indicator was assigned to a wrong factor; hence the convergent validity of the indicators was approved (Fornell & Larcker, 1981). Additionally, composite reliability for all the constructs was above the threshold value of .70. As shown in Table 3, the model passed the reliability and convergent validity test. External reliability was tested using intra-class correlation (Piccolo & Colquitt, 2006). The level of external reliability was good to excellent at a 95% confidence interval; values were between .75 and .90; hence the results legitimised the individual-level analysis (Werts, Linn, & Jöreskog, 1974).

The drafted overall fit measures demonstrated that our model is an acceptable representation of the structures underlying the empirical data. The standardised root mean square residual (SRMR) has been proposed for analysing the global fit of the path model in PLS (Henseler et al., 2014). To prevent model misspecification and measure the fit indices, first, the value of 0.042 for SRMR obtained from our path model holds an acceptable threshold. Secondly, to examine the fitting of the measurement section and the structural part of the overall research model, the global fit measure for the PLS path modeling was tested. As developed by Tenenhaus, Amato, and Esposito Vinzi (2004), this measurement controls the overall fitness of the model of the main effects, and according to the following formula the value of 0.593 is calculated:

$$\text{Goodness of fit} = \sqrt{AVE \times \bar{R}^2} = \sqrt{0.795 \times 0.443} = 0.593$$

The model was, therefore strongly validated globally (Wetzels, Odekerken-Schröder, & Van Oppen, 2009). Thirdly, we measured the exact model fit, which measures the discrepancy between the empirical and the model-implied correlation matrix. On that note, geodesic (dG) and unweighted least squares discrepancy (dULS) are the two tests of exact fit. Results indicated that our empirical model has an acceptable fit, with dULS and dG less than the 97.5% bootstrapped quantile (Henseler, Hubona, & Ray, 2016).

In Table 4, the coefficients for the algorithm, t-values for bootstrapping, and effect sizes are shown. The sample mean in bootstrapping is the average coefficient over all the bootstrapping runs. It is a nonparametric technique of resampling that specifies whether there is a bias between the original sample coefficient and the sampling distribution (Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018). This method was used to ensure the significance of the paths. According to the obtained values of coefficients, t-values, and p-values of all paths are significant at $p < .01$, which provides sufficient evidence in support of all direct effects predicted by H1(a), H1(b), H(2)a, H(2)b, H(3)a, H(3)b, H(4)a, and H(4)b. Effect sizes (f^2) for all combinations of endogenous constructs and correlated exogenous constructs are also shown in Table 4. All of the endogenous constructs showed an acceptable range of weak to large effect sizes (.030 to .899). The top two large effect sizes belong to PC on TOI .899, and BOL on PC .639. In contrast, the effect size of IB on PC is the weakest .030.

Table 4. Path coefficients

Hypothesis	Coefficient	t-value	p-value	f2
H1(a).	.140	2.657	.008**	.030
H1(b).	.658	13.609	.000**	.639
H2(a).	.547	12.375	.000**	.438
H2(b).	-.680	17.107	.000**	.899
H3(a).	.360	8.027	.000**	.563
H3(b).	-.447	9.654	.000**	.253
H4(a).	-.095	2.655	.008**	.064
H4(b).	.077	2.604	.009**	.083

Note: **p < .01, *p < .05 (two-tailed test)

Table 5. Discriminant validity, HTMT ratio, mean, standard deviation

	1	2	3	4	5	6	7	8
1. Gender	-							
2. Level of Education	-0.078	-						
3. Monthly income	0.105	0.131	-					
4. Brand-oriented leadership	-0.025	0.023	0.818					
5. Internal branding	-0.04	0.043	<i>0.632</i>	0.866				
6. Psychological contract	0.042	0.05	<i>0.772</i>	<i>0.570</i>	0.950			
7. Service recovery performance	0.076	0.124	<i>0.663</i>	<i>0.582</i>	<i>0.586</i>	0.871		
8. Turnover intention	-0.009	0.02	<i>0.768</i>	<i>0.605</i>	<i>0.721</i>	<i>0.620</i>	0.945	
Mean	1.482	2.076	2.637	3.6034	3.513	3.592	3.467	2.619
STD	0.501	0.731	0.829	0.889	1.034	1.072	0.961	1.342

All construct correlations are significant at $p < .01$.

Note: AVE Composite scores for each variable were computed by respectively averaging item scores shown in bold; Below the diagonal HTMT ratio is in italic; STD = standard deviation.

Table 5 shows the correlations of variables to prove discriminant validity along with mean and standard deviation. Dijkstra and Henseler (2015) introduced a contemporary method of analysing discriminant validity, namely the HTMT ratio. To pass the discriminant validity test, all HTMT ratios should be lower than .850. The results are all below the cut-off value. The Fornell-Larcker criterion also indicated that the square root of all constructs' AVE value was greater than the inter-construct correlations, so to rule out the discriminant validity test, we reported the HTMT ratio along with the results of the Fornell-Larcker criterion in Table 5 (Fornell & Larcker, 1981). The five-point Likert-type scale (from 1= strongly disagree to 5= strongly agree) was utilised to measure study variables. The results show a significant relationship between IB and PC ($r = .545, p < .01$), and there is also a positive association between BOL and PC ($r = .744, p < .01$), which supports H1(a) and H1(b). H2, H3, and H4 are also supported by the same token. In terms of assessing the effectiveness of control variables, several associations were revealed. There is no relationship between gender, level of education, and other variables in the study. The correlation analysis showed that income is related to the study variables: the higher the income, the higher the SRP, and the lower the TOI. Monthly income is significantly positively related to IB ($\gamma = .128, p < .05$), BOL ($\gamma = .336, p < .01$), PC ($\gamma = .265, p < .01$), SRP ($\gamma = .325, p < .01$), and is significantly negatively related to turnover intention ($\gamma = -.263, p < .01$). The results show that hotel employees with higher salaries have an ideal perception of IB, BOL, PC, and SRP, and exert lower TOI.

Table 6. Mediation results

	Coefficients	p-value
H5a: Internal branding to service recovery performance		
Direct	.258**	.009
Indirect	.077***	.000
Total	.335**	.009
H5b: Brand oriented leadership to service recovery performance		
Direct	.472***	.000
Indirect	.360***	.000
Total	.787***	.000
H6a: Internal branding to turnover intention		
Direct	-.200**	.008
Indirect	-.095***	.000
Total	-.295**	.008
H6b: Brand oriented leadership to turnover intention		
Direct	-.615***	.000
Indirect	-.447***	.000
Total	-1.062***	.000

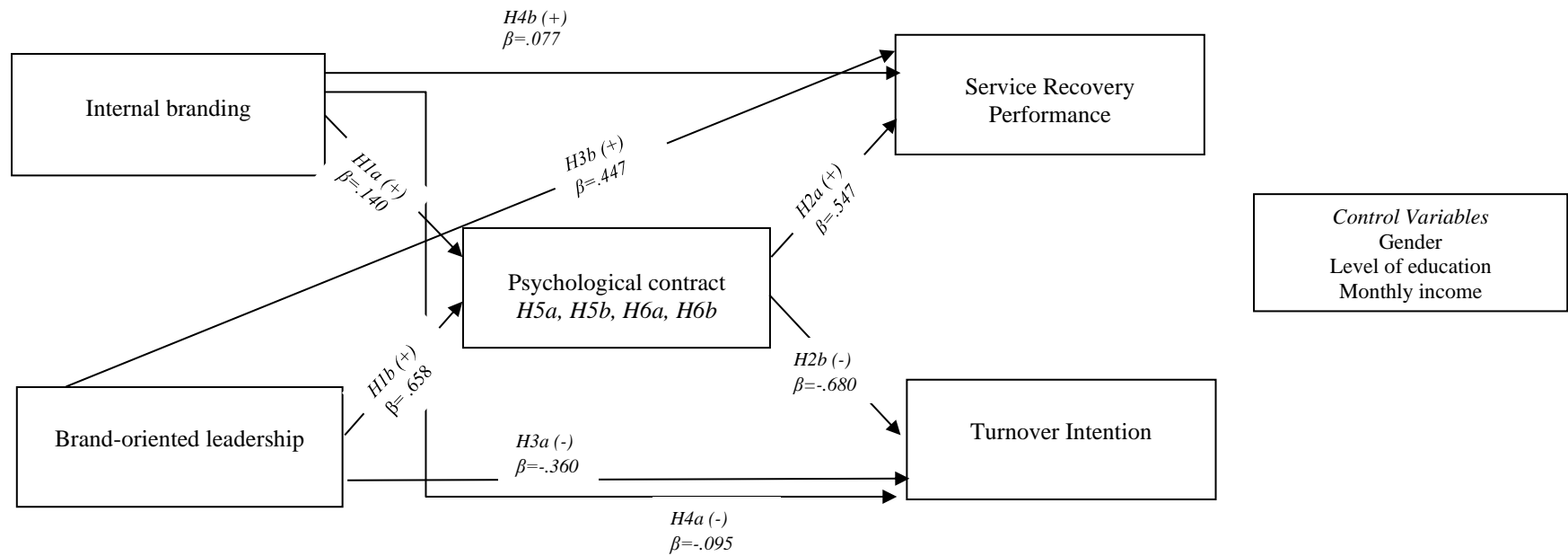
Table 7. R2 for endogenous constructs

Construct	R2
Psychological contract	.566
Service Recovery Performance	.299
Turnover intention	.463

To analyse mediation effects using PLS-SEM, the procedure constructed by Nitzl et al. (2016) was applied. It involves three steps. First, the only precondition for conducting a mediation effect is the presence of a significant indirect effect between endogenous or exogenous variables (See Table 6). Next, we need to determine the type

of effect. The existence of a direct relationship between endogenous or exogenous variables demonstrates the absence of full mediation. It highlights the presence of partial mediation, which concurs with both H3 and H4 (Carrión, Nitzl, & Roldán, 2017). PC was found to influence the endogenous variables (H2) significantly. A portion of the repercussions of IB and BOL on SRP and TOI is mediated through the PC. Therefore, the findings confirm that the PC is a partial complementary mediator or has a positive confounding effect (Zhao, Lynch Jr, & Chen, 2010). Third, we used the bootstrap method to analyse the significance of the indirect effects of the PC as the mediator of the study. For that, we used a bias-corrected bootstrap method (BC) with a 97.5% confidence interval (CI) using 2,000 bootstrapped samples (Preacher & Hayes, 2008). The results of the bootstrap analysis turned out to be significant in all directions, as illustrated in Figure 2. In aggregate, these results support H5a, H5b, H6a, and H6b.

The endogenous constructs (R²) statistics are shown in Table 7. They suggest that the model variables can explain 56% of PC, 29.9% of SRP, and 46.3% of TOI. Accordingly, all of the hypotheses of this empirical study are supported.



Control variables	γ	Indirect Effects	UIPE	BC
Monthly income -> Internal branding	.128*	Bootstrapped 97.5% (CI)		
Monthly income -> Brand-oriented leadership	.336**	Brand-oriented leadership -> Psychological contract-> Service recovery performance	.363	.280; .451
Monthly income -> Psychological contract	.265**	Brand-oriented leadership -> Psychological contract-> Turnover intention	-.453	-.531; -.356
Monthly income -> Service recovery performance	.325*	Internal branding -> Psychological contract-> Service recovery performance	.073	.016; .130
Monthly income -> Turnover intention	-.263**	Internal branding -> Psychological contract-> Turnover intention	.004	-.171; -.025

Note: UIPE: unstandardized indirect point estimate; BC: bias-corrected; CI: confidence interval; ** $p < .01$, * $p < .05$ (two-tailed test)

Figure 2. The simplified path diagram

Chapter 6

DISCUSSION

6.1 Theoretical Findings

Our findings make empirical and theoretical contributions to the understanding of how IB and BOL influence SRP and TOI of frontline employees in hotels and evaluate the role of PCs as an affecting mediator being exchanged between employees and organisations. The results show that PC fulfilment is an immediate consequence of BOL and IB. All of the hypotheses were supported. Drawing upon SET, the findings suggest that although both IB and BOL significantly influence SRP and TOI, BOL is a more reliable indicator in shaping a positive SRP mechanism than IB. The study adds to the current understanding by showing a weaker but significant effect between IB and PC, meaning that developing a well-established IB mechanism would escalate the fulfilment of PCs. Likewise, the connection between IB and employee retention has been demonstrated, in line with the previous work by Du Preez and Bendixen (2015).

Consistent with the findings of Terglav et al. (2016), choosing PC as the mediator of the study and evaluating its mediating effect on SRP and TOI is this thesis' main contribution. Conforming to the premises of SET, results reconfirm that PC fulfilment shapes a chain of positive reciprocity in terms of employee extra-role behaviour (Birtch et al., 2016; Turnley et al., 2003). The notion of PC as a mediator also contributes to the psychology literature in that it demonstrates the effect of IB and leadership on TOI and SRP. Subsequently, we investigated the impact of BOL on work

outcomes as conveyed through PCs (Antoni & Syrek, 2012). As we expected, the higher the BOL, the higher PC and SRP, and the higher the BOL the lower TOI.

Findings suggest that the influence of BOL of managers can escalate positive frontline employee SRP through PC in the hospitality sector. As per the findings of the current study, managers are capable of creating a working environment in which employees offer a higher level of extra-role performance. To build a supportive workplace, this thesis suggests managers should establish a comprehensive framework of exchange relationships with their employees (Cropanzano et al., 2017). Creating a culture where employees are being encouraged to share information in the time of errors would pave the way for the whole organisation to learn from past failures. This culture will mutually benefit both the hotel and front line employees. Hence, BOL was perceived as being accountable in PC fulfilment and, in exchange, employees are perceived to work towards organisational values and leaders' expectations.

Findings reconfirm the mediatory effect of a fulfilled PC on decreasing the intention-to-leave attitudes of hotel employees (Blomme et al., 2010). As evidenced by Elahi, Abid, Arya, and Farooqi (2019), employees who are treated with respect will feel more valued. Within the current study, we found that employees feel more valued through BOL, which contributes to decreasing the TOI, while at the same time assisting employees in providing customers with an enhanced level of service performance, especially when dealing with demanding customers, resulting in an exceptional SRP (Shih, Chen, & Chao, 2019). The current results validated the recent findings showing that the transformational BOL style will transfer managers' sense of brand-orienting behaviour to their subordinates (Gordon et al., 2019).

6.2 Practical Implications

The importance of employees as brand builders has generated the need for empirical studies examining the relationship between IB implementation and employees' positive work outcomes (Punjaisri & Wilson, 2007). Based on the findings, organisations and managers should implement a BOL approach and develop and implement practical PC and IB procedures to align employee's attitudes and behaviours toward integrated brand awareness.

The very first point of contact in time of service failure are frontline employees, how they handle the situation define the service performance. Frontline employees are very influential in customers' perceptions. A leader with a brand-orienting leadership style, a reasonably well established internal branding procedure, and a reasonable psychological contract fulfilment will orient employees to become brand ambassadors.

While IB and BOL are both very crucial in employee service performance and retention, in our study, as per the results of the study we found out BOL is playing a greater part in orienting employees to become their better selves during service recovery and lowering the tendency to quit. This difference could be as the result of adding more value to relational aspects of an exchange relationship. This slight difference reveals that the population of this study is valuing relational aspects of a relationship more than transactional aspect of it. The concept of positive effect of PC as the mediator encourage us to believe that fullfilling the implicit sets of contracts is indeed very conducive in branding management.

The success of service branding largely depends on service providers. Managers should ensure that brand values are being practiced not just verbally but also reflected in actions. This way, employers would gain competitive advantage over competitors. To orient employees toward becoming a brand ambassador, several different IB practices should be envisaged. Through an effective communication system, employers can develop employees' altruistic spirit towards the values of branding (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Managers should stay in close connection with frontline employees so that they could assist employees in piecing together about what the brand is, and how their role could affect employers branding image (Xiong & King, 2015). Earlier researchers argued that such a connection has a more strong effect on a relational level. Those relational connections could be effectively handled through BOL style and via engaging employees in brand development, discussion, and seeking employees' feedback (Wallace et al., 2011). This way, employees will psychologically become engaged, respectively, they will incorporate the organisation's image into their everyday work activities and will exhibit superlative brand performance.

Managers could establish regular meetings aimed at evaluating complaint-handling procedures, as this will motivate employees and will also reveal deficiencies via an internal feedback system in the process. This approach will facilitate an honest dialogue with leaders, will significantly increase employees' SRP, and consequently will benefit the service brand (Dhiman & Arora, 2019). As evidence in earlier studies, setting and teaching positive SRP practices will satisfy not only unhappy customers but also helps frontline employees to be well prepared for difficult situations, which in turn will boost employee retention (Boshoff & Allen, 2000b). As per the suggestion

of Olugbade and Karatepe (2019), managers could build a working environment through which frontline employees could come up with new ideas for service betterment. Communication within the hotel should embrace a two-way approach rather than only incorporating a top-down one, this way employees become more engaged in developing new ideas and improving service deliverables. As soon as employees resonate with brand values, they feel more affectionate toward the brand and will positively challenge themselves and team members to deliver a better service to customers (Foster et al., 2010). Managers also could coordinate the creation of visual advertisements, which could help involve internal and external audiences and give them a thorough understanding of what the brand has to offer (Löhndorf & Diamantopoulos, 2014). Specifically, to align the external and internal messages together we propose to involve employees' feedback in early stages of marketing campaign strategy development. Also, before sending out the campaign externally it is critical to communicate those messages ahead of time to the internal customers. Planning ahead is highly effective in such scenarios. Emphasizing the distinguishing aspects of the brand to employees while transferring the knowledge will help employees to build up their understanding of the company, branding strategies and specific advertising campaigns.

Additionally, managers should implement the IB mechanisms effectively and need to invest in training, briefings, and reward mechanisms to encourage their subordinates to develop personal and organisational value and to assist with employees' career growth. In line with findings by Iyer et al. (2018), organisations should have a brand orientation culture to promote employee awareness about brand values, and they should also ensure that brand communication is handled expertly by their employees.

It is essential to ensure that messages sent by the organisation to external stakeholders are also forwarded to employees. This is to establish a working environment where employees have access to enough tools and skills to understand their functional essence in promoting the brand.

The practical implications encourage leaders to create conditions that will lower intention to leave through following transformational leadership and PC fulfilment. We suggest that managers be trained in BOL style (Piccolo & Colquitt, 2006). If this is done, employees will think highly of their managers and PCs, and in response, they will create a more reliable brand for the public (Mosley, 2007). Managers should initiate components and process steps to monitor employee's brand salience through clear communication and arrange training to enhance employees' service recovery and problem-solving abilities. Since positive PCs also affect the relationship between BOL and work outcomes, managers should monitor how different PC components are associated with work outcomes and fulfil employment promises, as this improves employees' opinions of leaders (Cassar et al., 2017). Mainly, efficient performance appraisals and a competitive salary package will increase employees' positive PC perception. In these scenarios, employees perceive that the organisation has fulfilled its obligations and, in return, employees' intention to stay and positive SRP will be enhanced (Cassar et al., 2017; Punjaisri et al., 2013).

Findings suggest that managers should pay attention to how to utilise pay satisfaction, as well as relational and emotional contracts, as effective mediators to work toward the values they expect their employees to exhibit (Antoni & Syrek, 2012). Considering the various contract terms, managers should balance the power disposition with their employees. In general, those terms should be linked to both parties' expectations and

should include various employment conditions, such as having some control over working hours (Kalleberg & Rognes, 2000; Ponting, 2020).

Ultimately, the education system of every organisation should be structured in a way that helps managers and staff to internalise the organisation's values, missions, and commitments, as well as to inform both parties as to how their relationship with the mission and values of the organisation can be effectively communicated (Punjaisri & Wilson, 2007). Doing so would help managers to promote training programmes and invest in developing meaningful communication procedures that can advance brand awareness among employees.

6.3 Limitations of the Study and Recommendations for Future Research

The present study has several limitations. First, service recovery and TOI were evaluated in only a limited number of hotels in Northern Cyprus. Although our findings were based on 251 valid responses and statistical analysis confirmed significant relationships between constructs, we suggest future works to include larger sample sizes. As a result, the findings of this study are not generalisable to other service industries and locations.

Second, the present study has a cross-sectional design. Although the issue of common method bias did not occur with the current survey instrument, collecting data from a single source often create such a problem. So we encourage future scholars to accommodate collecting data from multiple sources.

Third, we acknowledge that this research is conducted only across 4-star and 5-star hotels, future works could incorporate other service or hospitality sectors such as airlines. In addition, further research using a longitudinal design with third-party ratings or in-depth interviews from multiple sampling sources is needed to replicate the findings. In terms of model construction, future studies should consider incorporating measurements of customer satisfaction and loyalty so that they could investigate the actual effect of IB on overall brand recognition and awareness.

Fourth, in future theoretical and empirical studies, the research could be expanded to other facets of brand awareness and development in terms of employees' extra-role behaviours. Also, future works could investigate the effect of effective service recovery performance by employees on their level of job satisfaction and intention to stay. Also, to further the knowledge in organizational literature, we recommend examining the influence of PC fulfilment in team levels as it potentially will affect the individual team members' attitude and behaviour (Tekleab, Laulié, De Vos, De Jong, & Coyle-Shapiro, 2020). Finally, different approaches to brand-related management, like transactional BOL, could be incorporated in future studies (Morhart et al., 2009).

Although the findings of this study contribute to the available literature on IB and PC among frontline employees working in the hospitality industry, considering the limitations outlined above, the results of the present study should strongly encourage researchers further to assess the relationship between IB and service performance. We also hope that the findings will provide practical implications for managers to establish an IB strategy efficiently with the help of the PC.

Overall, the effect of IB, PC, and BOL on the employee, customer, and subsequently the company's success and well-being deserve to be theoretically and empirically expanded and studied.

Chapter 7

CONCLUSION

The hospitality industry is thoroughly aware of the critical effect of frontline employees on their win. However, the drivers of employee stimulant to go beyond standard works requirements has remained relatively untouched. Hence, the current thesis expanded the knowledge on IB in relation to PC in hotels, SRP, and TOI. Frontline employees of hotels in North Cyprus gone understudy in internal branding and brand-oriented leadership concepts. To collect the data, we distributed our survey to frontline employees of fifteen four- and five-star hotels.

In the methodology part, we implemented two sets of analyses. The first step was confirmatory factor analysis, and the second step was partial least square path modeling (PLS). The mediating effect of PC in was accepted. All the hypotheses of this study were supported.

The study prepared a compelling contribution to the IB model in hospitality services by merging social exchange and BOL theory, exploring the PC construct, and examining the effect of both on SRP and TOI. The key findings in this body of research support the model developed in the study. While prior studies proposed the direct effect of BOL on employee organizational performance, our results provide evidence that the influence of brand-oriented leadership of managers would escalate positive frontline employee brand performance through PC in the hospitality sector.

So, in the present study, we enhance the IB literature in terms of employee SRP and TOI, taking into account the mediation effect of PC. Based on the findings we summarize our findings as below:

- Psychological contract fulfilment is a cognitive evaluation. Managers should strive to understand and evaluate the expectation of employees. By understanding this, managers could develop the appropriate communication system to better influence the psychological contract evaluation.

- Leaders are important embodiments in organizational setting. If their behaviour reflect the organizational brand vision and mission, employees will become more loyal to their organization. Managers should actively enhance employee brand knowledge through their brand orienting leadership style.

- Training and creating discussion panels is highly recommended as this will encourage employees to share their feedback and will boost employee engagement and will help them to openly discuss their concerns in regard to different aspects of their role. Facilitating such an open communication will lower turnover intention.

- Managers need to create a deep psychological connection with their employees. That will go a long way and will sustain the brand image.

- Service recovery is a tough task; in a more extended period, these tasks create dissonance between what the employee is feeling inside and how they respond. To minimize the dissonance and to help employees not to feel overwhelmed, organizations need to develop and continuously update their service recovery procedure and communicating these changes via internal branding procedures.

Overall, results proposed that the education system of every organization, which is an essential part of successful internal branding, should be designed to help managers and staff to internalize the organization's values, missions, and commitments.

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APPENDICES

Appendix A: Letter to the Hotel Managers

Sayın yönetici,

İşletme Bölümü Doktora programında “Tez” çalışmaları kapsamında Kuzey Kıbrıs Türk Cumhuriyetinde faaliyet gösteren otellere yönelik çalışma yapılmaktadır.

Araştırmanın temel amacı Kuzey Kıbrıs’taki Otellerde liderlik tarzı ve çalışanlarınızın kurumunuza bağlılıklarıyla ilgili araştırma yapmaktır.

Bunun yanında çalışmanın diğer bir amacı da çalışanlarınızın yöneticilerin ileriye yönelik liderlik tarzlarının işe bağlılık üzerine etkisini araştırmaktır.

Araştırmanın uygulaması yaklaşık 5 – 7 dakikalık zamanınızı alacaktır. Çalışma sonuçları toplu olarak değerlendirilecek ve akademik amaçla kullanılacaktır. Bireysel isimler alınmayacaktır.

Araştırmamızın bulguları analiz edilirken kesinlikle kurum ismi bahsedilmeyecek ve toplanan verilerin herhangi bir kısmı veya tamamı gizli tutulacaktır. Toplanan veriler tamamen akademik amaçlı kullanılacaktır.

Otelleriniz ile ilgili araştırma bulguları istenildiği takdirde sizlerle paylaşılacaktır. Araştırmamız için yapacağınız destek hem kurumunuz hem de akademik literatüre büyük destek olacaktır.

Katkılarınız için şimdiden teşekkür ederiz.

Saygılarımla,

Prof. Dr. Mustafa TÜMER
Doğu Akdeniz Üniversitesi

Appendix B: The Research Questionnaires

Değerli Katılımcı,

Araştırmanın uygulaması yaklaşık 5-7 dakikalık zamanınızı alacaktır. Çalışma sonuçları toplu olarak değerlendirilecek ve akademik amaçla kullanılacaktır. Katkılarınız için şimdiden teşekkür ederiz.

Dear Participant,

Your time commitment should be approximately 5-7 minutes. Any information obtained in connection with this study will remain anonymous. Your participation in this study is truly appreciated.

Çalışma içerisindeki yargı cümleleri ile ilgili düşünceleri ifade ederken alttaki ölçeği göz önüne alınız.

While expressing your perceptions about statements, please use the following scale.

1	2	3	4	5
Kesinlikle Katılmıyorum		Ne katılırim ne katılmam		Kesinlikle Katılıyorum
Strongly Disagree		Neither agree nor disagree		Strongly Agree

IB						
1. Training gives me appropriate skills in relation to delivering the brand promise based on the brand standards	1	2	3	4	5	Verilen eğitim, bana marka standartlarına dayanan marka vaadinin temsili ile ilişkili uygun yetenekleri veriyor.
2. I am usually drawn towards messages made of colorful and attractive materials	1	2	3	4	5	Genellikle renkli, çekici materyal ve mesajlar ilgimi çekiyor.
3. My hotel informs employees in an excellent way about things that are relevant to them	1	2	3	4	5	Otelim, çalışanlarını ilgili oldukları konularda mükemmel bir şekilde bilgilendirir.
4. I feel encouraged to come up with new and better suggestions of how to do things	1	2	3	4	5	Neyi nasıl yapacağım ile ilgili yeni ve daha iyi öneriler üretmek beni teşvik ediyor.
5. Orientation program triggers my inspiration to appropriately fulfil the brand promise delivery	1	2	3	4	5	Oryantasyon programı marka sözünü ifade etmemde tetikleyici ve ilham verici olmaktadır.
6. I like the orientation kit and/or brand manuals of my hotel brand	1	2	3	4	5	Otel markamın oryantasyon kiti ve / veya marka kılavuzlarını beğeniyorum.
7. During the group meeting, I am clearly informed of the brand mission.	1	2	3	4	5	Grup toplantısı sürecinde marka misyonu ile ilgili açık bir şekilde bilgilendirildim.
8. I clearly understand my role in relation to the brand mission, after attending the group meeting.	1	2	3	4	5	Grup toplantısına katıldıktan sonra, rolümün marka misyonu ile ilişkisini net bir şekilde anladım.

9. Briefings contain all essential information for me to provide services according to the brand expectations.	1	2	3	4	5	Brifingler, benim marka beklentilerime uygun hizmet sağlamam için gerekli bilgileri içerir.
10. The brand mission and its promise are constantly reinforced during the briefing	1	2	3	4	5	Marka misyon ve sözü, brifing sırasında sürekli pekiştirilir.
PC (Psychological contract)			(Psikolojik sözleşme)			
11. Overall, my employer fulfills its commitments to me	1	2	3	4	5	Genel olarak, işverenim bana karşı taahütlerini yerine getiriyor.
12. My employer has fulfilled the promised obligations	1	2	3	4	5	İşverenim bana karşı yükümlülüklerini yerine getiriyor.
13. In general, my employer lives up to its promises to me	1	2	3	4	5	Genel olarak, işverenim bana verdiği sözleri tutuyor.
Brand-oriented leadership (Role modeling)			Marka - dayalı liderlik (Rol modelleme)			
14. My supervisor reexamines critical assumptions of our brand promise to question whether they are appropriate.	1	2	3	4	5	Marka sözümüz kritik varsayımları yeniden inceleyerek uygun olup olmadığını sorguluyor.
15. My supervisor Seeks differing perspectives when interpreting our corporate brand values.	1	2	3	4	5	Kurumsal marka değerleri yorumlanırken değişik perspektiflerden bakılmaktadır.
16. My supervisor gets me to look at my job in terms of a branding task.	1	2	3	4	5	İşime markalama görevi açısından bakmamı sağlıyor.
17. My supervisor suggests a brand promoter's perspective of looking at how to complete assignments.	1	2	3	4	5	Görevler tamamlanırken marka yöneticisi bakış açısıyla yapılır.

18. My supervisor talks optimistically about the future of our corporate brand.	1	2	3	4	5	Kurumsal markanın geleceği konusunda iyimser konuşuyor.
19. My supervisor talks enthusiastically about what needs to be accomplished to strengthen our corporate.	1	2	3	4	5	Şirketin güçlenmesi için gerçekleştirilecek işler hakkında istekli konuşuyor.
20. My supervisor articulates a compelling vision of our corporate brand.	1	2	3	4	5	Şirketimizin marka vizyonu etkileyici şekilde ifade etmektedir.
21. My supervisor expresses confidence that brand-related goals will be achieved.	1	2	3	4	5	Marka ilişkili amaçların hedefine ulaşacağı konusunda özgüven ifade ediyor.
22. My supervisor Instills pride in me for being associated with our corporate brand.	1	2	3	4	5	Şirket markası ile ilişkili olduğum için gurur duyuyorum.
23. My supervisor Goes beyond self-interest for the good of the corporate brand.	1	2	3	4	5	Şirket markasının değeri, kişisel çıkarım ötesindedir.
24. My supervisor Lives our corporate brand in ways that build my respect.	1	2	3	4	5	Şirket markasına saygı duyacağım şekilde yaşıyor.
25. My supervisor displays a sense of power and confidence when talking about our corporate brand.	1	2	3	4	5	Şirketimizin markası hakkında konuşurken güç ve güven hissi duyuyorum.
26. My supervisor specifies the importance of having a strong sense of our corporate brand.	1	2	3	4	5	Şirketim, markasının güçlü olmasının önemini belirtir.
27. My supervisor talks about our most important brand values and his/her belief in them.	1	2	3	4	5	Bizim en önemli marka değerlerimiz ve bunlara olan inancı hakkında konuşur.

28. My supervisor considers the moral and ethical consequences of our brand promise.	1	2	3	4	5	Marka vaadimizin ahlaki ve etik sonuçlarını dikkate alır.
29. My supervisor emphasizes the importance of having a collective sense of our brand mission.	1	2	3	4	5	Marka misyonumuzda kolektif bir hisse sahip olmanın önemini vurgular.
30. My supervisor spends time teaching and coaching me in brand-related issues.	1	2	3	4	5	Marka ilişkili işleri bana öğretmek ve kılavuzluk etmek için zaman harcar.
31. My supervisor treats me as an individual rather than just one of many members of the hotel.	1	2	3	4	5	Bana şirket markasının birçok üyesinden biri olarak değil, birey olarak davranır.
32. My supervisor considers me as having different needs, abilities, and aspirations from other members of the hotel.	1	2	3	4	5	Şirket marka isminin diğer bireylerinden ayrı olarak beni farklı ihtiyaçları, yetenekleri ve arzuları olan birisi olarak değerlendirir.
33. My supervisor helps me to develop my strengths with regard to becoming a good representative of our brand.	1	2	3	4	5	Markamızın iyi bir temsilcisi olmam konusunda yetkinliklerimi geliştirmeme yardımcı olur.
TI (Turn Over Intention)						
34. As soon as I can find a better job, I'll leave.	1	2	3	4	5	Daha iyi bir iş bulduğumda ayrılacağım.
35. I am seriously thinking about quitting my job.	1	2	3	4	5	Ciddi bir şekilde işimi bırakmayı düşünüyorum.
36. I am actively looking for a job outside.	1	2	3	4	5	Ben sürekli dışarıda iş bakıyorum.
SRP (Service Recovery Performance)						
37. Considering all the things I do, I handle dissatisfied customers quite well	1	2	3	4	5	Yaptığım tüm işler göz önünde bulundurulursa menmuniyetsiz müşterilerin sorunları ile iyi ilgilenirim.

38. I don't mind dealing with complaining customers	1	2	3	4	5	Şikayet eden müşterilerle ilgilenmek benim için sorun değildir.
39. No customer I deal with leaves with problems unresolved	1	2	3	4	5	İlgilendiğim hiçbir müşterinin sorunu çözümsüz kalmaz.
40. Satisfying complaining customers is a great thrill to me	1	2	3	4	5	Memnuniyetsiz müşterileri memnun etmek benim için büyük zevktir.
41. Complaining customers I have dealt with in the past are among today's most loyal customers	1	2	3	4	5	Geçmişte şikayetleri ile ilgilediğim müşteriler günümüzün en sadık müşterilerindedir.

Uyruğunuz/Nationality:

Demografik Sorular / Demographic Questions

Yaşınız/Age

- 18-25
 26-35
 36-50
 51-65
 66 ve daha büyük / 66 and above

Cinsiyetiniz/Gender

- Kadın / Female
 Erkek / Male

Eğitim Durumunuz / Level of Education

- Lise veya daha alt seviye eğitim/ High school degree or lower

Mesleğiniz/Occupation

- Öğrenci/Student
 Memur(Devlet veya özel)/ Staff
 Yönetici(Devlet veya özel) / Manager
 İşveren(İşadamı) / Owner of a business
 Emekli / Retired
 Ev Hanımı /House wife
 Diğer/Other (Belirtiniz/Please mention))

Medeni Haliniz/Marital Status

- Bekar/ Single
 Evli/ Married
 Dul/ Divorce

- () Önlisan/Lisans eğitimi/ University degree (Associate or Bachelor degrees)
- () Lisansüstü eğitim/Graduate degree

Ailenizin Toplam Aylık Geliri / Monthly income of your family

- () 1500 TL ve altı / 750 USD and below
- () 1501-3000 TL / 751-1500 USD
- () 3001-6000 TL / 1501-3300 USD
- () 6001-9000 TL / 3301-5000 USD
- () 9001 TL ve daha üstü / 5001 USD and above