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The Effect of Employee-Based Brand Equity on Organizational Citizenship Behavior: The Mediating Role of Job Satisfaction

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Abstract
Despite the limited financial resources in Jordan; the sector of higher education plays strategic and significant role in leveraging the economics wheel, knowledge and social level of the Jordanian citizens. Based on that, this research aimed to investigate the effect of brand knowledge, role clarity and brand commitment as employee-based brand equity (EBBE) dimensions on organizational citizenship behavior (OCB) in the context of private universities in Jordan, likewise, to examine the role of job satisfaction as mediating variable. Methodologically; a self-administered questionnaire was developed based on previous measurements and related literatures, and has been distributed of a total sample of 680academic staff working in private universities at Amman. However, the multiple regression findings showed that; role clarity was the most effective predictor on organizational citizenship behavior, followed by brand commitment and brand knowledge respectively. Moreover, job satisfaction was found to play a

423

key role as mediating variable. Consequently, managerial implications, recommendations and limitations were also discussed.

Keywords: Brand Knowledge, Role Clarity, Brand Commitment, Job Satisfaction, Organizational Citizenship Behavior.

1. Introduction

During the last two decades; the role of brand management has witnessed an extraordinary attention from marketers all over the world, not only from customer perspective; but also from personnel point of view, and became the foundation stone for all marketing activities. However, one of the strongest challenges that facing the top management and business leaders that organizations needs to check out that when their employees sign in every day, they not simply do it physically but also emotionally and mentally (Bedarkar and Pandita, 2014). The concept of employee engagement has been considered as a critical and powerful driver for the organization, and essentially impacts the employee self-esteem, efficiency, retention, satisfaction and commitment (Sanborn and Oehler, 2014). According to Simon (2011) the growth of ideas, knowledge, creativity and novelty easily can take place through an aimed and constructive interaction among employees. Hence, the active configuration of employee-based brand equity (EBBE) drivers and knowledge management practices can encourage positive employee engagements.

However, one of the most common outcomes of EBBE is organizational citizenship behavior (OCB), since it reflects the employer attitude and behavior (King and Grace, 2010). Away from job description; the concept of OCB indicates unrestricted and optional behavior, which has been connected to the overall organizational effectiveness. Consequently; the OCB is a significant and influential element that contributes to the endurance of an organization. Moreover, the social exchange theory suggests that beneficial activities directed at employees by the organization can establish restrictions for employees to respond in advantageous ways (Elstad et al., 2011).Therefore, if the employees have ambiguous understanding of the organization's brand meanings, and they confused about their roles; they will meet customers' expectations by delivering different brand promises, which might lead to brand equity deterioration. In addition, another driver in shaping EBBE is employee commitment, which leads to both attitudinal and behavioral loyalty by the employees (King and Grace, 2010).

The emergence of private universities in Jordan back to less than three decades, the failure of the public universities to cope up with the fast growing of population, restrictions from the ministry of higher education in terms of students acceptance terms, the role of privatization in improving Jordanian economic wheel and shortsightedness of public universities in offering trendy majors and courses; were the key reasons for increasing demand on private universities in Jordan. Thus, the importance of this study stem from analyzing the nature of EBBE, and its role in different organizational settings, especially in the context of private universities in Jordan. What's more, the current study offers a new insight about why private universities should develop a health-supportive environment and culture for their academic staff, based on

internal brand management models and social exchange theory, which can establish encouraging insights in understanding and recognizing the nature, antecedents and consequences of EBBE.

2. Research Background
2.1 Organizational Citizenship Behavior (OCB)
The internal branding efforts hinges on employees' performance, which became an evolving concern in modern management, since the concept of EBBEhas been found as a new and effective predictor of OCB. However, the OCB reflects unrestricted individual behaviors which is not in a straight line or clearly recognized by the organizational official reward system, which are not derived from the job description, and in consequence have been related to the entire organizational effectiveness (Jackson et al., 1983). According to Golaszewski et al. (2008) in order to assess organization performance; managers needs to carry out more investigations about the OCB in different contexts. For instance, MacKenzie et al. (1993) conceptualized the OCB based on four construct's; altruism, conscientiousness, sportsmanship and civic virtue, which serve as assessment tools of a seller's performance in the insurance field. Based on that, this study adopted the four OCB dimensions provided by (MacKenzie et al., 1993).According to Cheung et al. (2009) EBBE has a strong influence on OCB. Thus, EBBE can be considered as the driving force in building and affecting different aspects of OCB. In private universities context, academic staff suffering many pressures stem from contracts renewal, low incentive scheme compared with public universities, and at the same time getting involved in extra exhausting managerial work, which might create some challenges for them to show any citizenship behavior toward their universities.

2.2 Employee-Based Brand Equity (EBBE)
In recent time, the concept of EBBE became a hot topic in the field of brand equity literatures and theories (e.g., Burmann et al., 2009; King and Grace, 2010). The EEBE consider the cornerstone to create customer-based brand equity CBBE, since the employees' brand knowledge will enthusiastically motivate them to serve customers and achieve the organization's objectives. According to King and Grace (2009) EBBE reflects employee's responding way to the work environment and culture, which strongly depending on the differential influence that brand knowledge has on them. On the other hand, the employees play strategic role in bridging and building strong relationships between the customers and organizations. However, the weak attention paid to EBB tools and measurements resulted in absence of clear and accepted framework for it. Conversely, CBBE concept has been described as a tool in several external branding settings such as advertising, tourism, sports and fashion industry (Aaker, 1996; Becker-Olsen and Hill, 2006; Kayaman and Arasli, 2007; Kim and Ko, 2012) while somewhat limited studies have been discussed the EBBE in terms of antecedents and consequences. Hence, this study examines EBBE based on three variables; brand knowledge, role clarity and brand commitment in the context of private universities.

2.2.1 Brand Knowledge

According to Keller and Lehmann (2006) understanding and analyzing customer brand knowledge is a key driver to create brand equity. However, the brand knowledge importance can be similarly adapted to the internal branding context, since the cognitive depiction of the brand can be used conversely. Nevertheless, employee's knowledge of an organization brand is tough to describe, clarify, and therefore impact or shape, because each employee has distinguish accumulative knowledge and experiences, perceptions and judgments, therefore employee knowledge can be subjective knowledge and difficult to be conceptualized (King and Grace, 2009).Consequently, if the employer has a fair level of brand knowledge, he/she will be capable to understand how brand promise can be delivered for the customers (Aurand et al., 2005; King and Grace, 2010). For instance, new applied science university (ASU) employees might recognize the ASU logo and the "University of All Arabs" slogan in a different way. Accordingly, without clear and strong brand knowledge, employees cannot transform the organization mission, vision and brand promise into unique brand equity in the customers 'minds (Mangold and Miles, 2007).In private universities context, both brand managers and deanships may works together to deliver clear, consistent and persuasive message to the new and current academic staff in terms of the university's' brand elements meanings, to qualify them to be brand ambassadors for the university in all events. As well as, increasing brand knowledge level among the academic staff might be reflected on different citizenship behaviors, such as spreading positive word of mouth for potential students about the university majors, facilities, academic and non-academic activities, scholarship's, tuitions and so on. Thus, the following hypothesis can be proposed:

H1: Brand knowledge positively affects organizational citizenship behavior.

2.2.2 Role Clarity

Role clarity plays a crucial role in all organizations, since it was considered as a strong predictor of various organizational outputs such as employees' satisfaction, commitment and finally turnover. However, when employer has high role clarity; he/she can undoubtedly realize their tasks. According to Lang et al., (2007) analyzing role clarity might be supportive in recruiting new employees. Previous literatures have been operationalized the concept of role clarity in terms of subjective and objective point of views, regarding subjective view; role clarity occurs when employee's subjectively judge that they have less appropriate information about their roles compared what they wish to have, while objective view; describes the importance of offering the employees with relevant knowledge through fair and high quality information about their roles (Lyons, 1971). Furthermore, when employees' perceive some ambiguity of their expected roles; it can be negatively associated with their satisfaction, commitment, the overall job interest and performance (Geersbro and Ritter, 2010). Likewise, the role ambiguity leads to job stress, anxiety and tension (Ivancevich and Donnelly, 1974). According to King and Grace (2010) providing employees with high levels of brand knowledge consider as catalyst for role clarity. If the employer has high level of awareness regarding the organizations' mission, vision and goal she/he will transport the brand promise efficiently for the customers based on

their roles (Sharma and Bajpai, 2011). As a consequence; employees who are clear and confident about their roles will be highly belonged to their organizations and shows loyalty behavior's (Mukherjee and Malhotra, 2006). In private universities context, there is a confusion picture in the academic staff minds in terms of their roles; starting from fuzzy job description, responsibilities, authorities and the performance assessment tools for their jobs, which can influence them negatively to show citizenship behaviors. Thus, the following hypothesis can be proposed:

H2: Role clarity positively affects organizational citizenship behavior.

2.2.3 Brand Commitment
For more than five decades ago; substantial attention paid to the critical role of brand commitment in leveraging the organizational capabilities and performance. In the context of organizational behavioral studies, the concept of commitment from employees' perspective was identified as psychological attachment of employees to the organization and its brand, which impact their readiness to spend more efforts in order to reach the brand goals (Burmann and Zeplin, 2009). However, brand commitment has been found to be positively and significantly affects employees' satisfaction and brand citizenship behavior (Hansen, 2003; Burmann et al., 2009; King and Grace, 2010). Furthermore, Ambler (2003) considered commitment as vital measure in determining and building brand equity. Customer satisfaction with both product and employees will lead to high commitment levels, repeat purchasing and recommending the products to the others (Aaker, 1991; Keller, 1998; Oliver, 1999). Consequently, employees' brand commitment can be considered as fundamental variable in creating organizational citizenship behavior. In private universities context, commitment to the university is not optional, since there is a shortage in the student's number in private universities especially in the last three years, which caused low demand on the academic staff regardless of their experiences or majors. Hence, the feelings of being proud and belonging to the university could be imperative, and doesn't show the real commitment of the academic staff. Thus, the following hypothesis can be proposed:

H3: Brand commitment positively affects organizational citizenship behavior.

2.3 Job Satisfaction
There is extensive evidence from prior research that job satisfaction and organizational culture have positive relationship (Sharma and Bajpai, 2011). According to the empirical investigation carried out by Lund (2003) he found that the level of job satisfaction was distinctive based on cultural typology of organizations (e.g. hierarchy, market, adhocracy and clan). On the other hand; a study by Nystrom (1993) in healthcare context showed that employees who are working in robust culture are expected to show higher rates of job satisfaction. However, previous research proposed that job satisfaction is a vigorous predictor of OCB (Donovan et al., 2004; Werner, 2007). When employees feel satisfied with their jobs; they will reflect different OCB (Bateman and Organ, 1983). As well as; Gadot and Cohen (2004) also found that employee

satisfaction has a direct influence on OCB. Therefore, increasing overall satisfaction for the academic staff can create high switching barriers for them to leave their universities, and motivate them to show real citizenship behaviors. Thus, the following hypothesis can be proposed:

H4: The effect of brand knowledge, role clarity and brand commitment on organizational citizenship behavior will be mediated by job satisfaction.

3. Conceptual Model

Based on above discussion of previous and relevant researches, the following model was developed to illustrate the relationships between the research variables, which basically derived from the antecedents of internal brand management models, social exchange theory and the OCB practices.

Figure 1: Conceptual Model
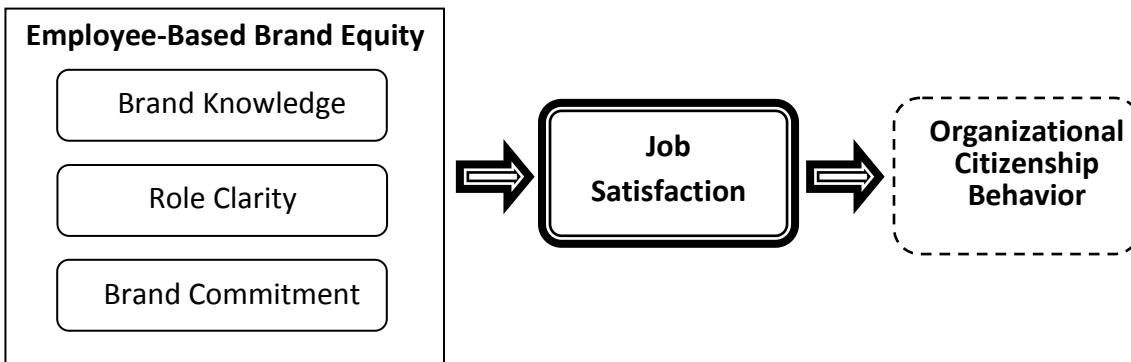
4. Research Methodology
4.1 Population and Sample

According to latest statistics provided by Jordanian ministry of higher education (2017) the number of private universities in Jordan is (19) universities, more than 60% of them are located in the capital (Amman), and the rest are scattered among the other counties. However, the research population consisted of all private universities in Jordan. Considering the fact that Amman reflects in some way representative geo cultural sample in terms of universities diversity and intensity; the researchers have used convenience sampling method to collect data from respondents, which they are the (academic staff) working at the private universities in Amman, from different majors and academic degrees. Furthermore, the sample size was determined to be 680respondents; with the aim of having stable statistical analysis, and that was mentioned by Hair et al., (2010) based on the number of statements provided in the research questionnaire. However, the researchers used both emails and fieldwork to reach respondents from different universities. Consequently, after than five months of intensive and hard work of distribution process;only547 questionnaires returned back, with response rate

80.4% which consider somewhat high, while unfortunately only(434) questionnaires were usable for statistical analysis purposes.

4.2 Research Instrument and Data Gathering

In order to facilitate data collection from the research sample; five-point Likert' scale has been applied in the research instrument (questionnaire)which was entirely developed depending on the antecedents of EBBE and OCB theories. Consequently, measurements and operational definitions of the research variables were adapted from the following studies.

Table 1: Research measurements

Variable	Measurement
Brand knowledge	King and Grace(2010)
Role clarity	Sharma and Bajpai (2011)
Brand commitment	Burmann and Zeplin (2009)
Job satisfaction	Donovan et al., (2004)
Organizational citizenship behavior	MacKenzie et al., (1993)

4.3 Research Validity and Reliability

The validity of the research questionnaire was tested through both face validity and content validity mentioned in (Churchil and brown, 2014).The researchers conducted pilot study with reputable and professional academic staff from both public and private universities in Jordan, and they provided scientific recommendations that enriched the research instrument. However, regarding content validity, the researchers used thorough and comprehensive methods in reviewing related literatures and previous work to build up the research models, hypothesis and measurements. In addition, the research instrument reliability was tested based on cronbach's alpha mentioned in (Sekaran and Bougie, 2013). Accordingly, table 2illustrate that all variables has a value greater than 60%the cutoff point which has been applied in this research. Hence, the coefficients of internal reliability have been achieved.

Table 2: Cronbach's alpha test

Variables	Number of Items	Cronbach's Alpha
Brand knowledge	3	0.721
Role clarity	3	0.883
Brand commitment	3	0.835
Job satisfaction	3	0.870
Organizational citizenship behavior	5	0.889

5. Data Analysis
5.1 Sample Characteristics
Table 3 shows the research sample demographic characteristics, which already were in line with recent statistics provided by the ministry of higher education in Jordan (2015).

Table 3: Sample characteristics

Variable	Frequency	Percentage%
Gender		
Male	297	68.4
Female	137	31.6
Age category		
Less than 25	54	12.4
25 – 34	107	24.7
35 – 44	117	27.0
More than 44	156	35.9
Academic Rank		

430

Lecturer	88	20.2
Assistant Professor	163	37.5
Associate Professor	114	26.2
Professor	69	15.8

Number of Experience years

Less than 5	98	22.6
5 – less than10	111	25.6
10–less than15	84	19.3
15 and more	141	32.5
Total	434	100.0

5.2 Hypothesis Testing

To facilitate testing the proposed hypothesis; the researchers have used multiple regression models to investigate the effect of brand knowledge, role clarity and brand commitment on organizational citizenship behavior, on the other hand, weighted least square (WLS) test has been applied in order to examine the mediating effect of job satisfaction.

Table 4 shows that brand knowledge can positively and insignificantly affect organizational citizenship behavior, since (58.6%) of the variation in organizational citizenship behavior can be explained by brand knowledge, and the beta value =0.766 is insignificant at (0.007). Therefore, H1is supported. Accordingly, role clarity can positively and significantly affect organizational citizenship behavior, since (67.4%) of the variation in organizational citizenship behavior can be explained by role clarity, and the beta value = 0.821 is significant at (0.000). Therefore, H2 is strongly supported. Finally, brand commitment can positively and significantly affect organizational citizenship behavior, since (59.9%) of the variation in organizational citizenship behavior can be explained by brand commitment, and the beta value = 0.774 is significant at (0.002). Therefore, H2 is strongly supported.

Table 4: Multiple regression tests for (H1, H2 and H3)

Variable	R	R²	T	F	Standardized Coefficients Beta	Sig.	(H) Result
Brand knowledge	.766a	0.586	12.01	144.2	.766	.007b	Supported
Role clarity	.821a	0.674	12.33	152.1	.821	.000b	Supported
Brand commitment	.774a	0.599	15.83	250.5	.774	.002b	Supported

* Significance level at P ≤ 0.005

Table 5 shows that 79.7% of the variation in organizational citizenship behavior can be interpreted by the brand knowledge, role clarity and brand commitment. Consequently, the weighted least square (WLS) test results revealed that role clarity and brand commitment respectively are the strongest predictors, and that was based on Beta values. Furthermore, theR² values greater than the R² values in the previous table, which clearly indicates that the effect of brand knowledge, role clarity and brand commitment on organizational citizenship behavior is stronger through job satisfaction as mediating variable. Hence, the overall findings below were strongly support accepting H4.

Table 5: Weighted least square test (WLS) for H4

R	R²	F	Sig.	H4 Result		
.874a	.797	269.22	.000c	Supported		
Coefficients						
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	2.765	.133			16.408	.000
Brand knowledge	.163	.028	.390		1.006	.000
Role clarity	.185	.015	.491		1.289	.000
Brand commitment	.177	.024	.464		1.017	.000

* Significance level at P ≤ 0.005

6. Discussions and Managerial Implications

According to the previous figures; all proposed hypotheses have been empirically supported. The overall multiple regression models demonstrated that brand knowledge, role clarity and brand commitment have affecting organizational citizenship behavior. On the other hand, job satisfaction for the academic staff has shown critical influence as mediating variable. However, these results were consistent with the previous literatures of EBBE and OCB. Likewise, the most significant and influential variable affecting OCB was role clarity. In view of that, this result was in line with (Mukherjee and Malhotra, 2006; Sharma and Bajpai, 2011), and respectively; brand commitment was in line with (Burmann et al., 2009; King and Grace, 2010), brand knowledge was in line with (Mangoldand Miles, 2007; King and Grace, 2010). Moreover, the mediating effect of job satisfaction was noticeably supported by the (WLS) test, which was also in line with (Donovan et al., 2004; Werner, 2007).Consequently, the importance of this study stem from the followings: (1) delivering consistent and meaningful messages by the universities brand managers for the academic staff will enhance their ability to be brand ambassadors for current and potential students;(2) increasing staff loyalty begin with clear job description in order to recruit the most suitable candidates and decrease the turnover rates in the future; (3) staff commitment in private universities don't shows the real satisfaction levels of them, since the employee might shows brand commitment as a result of lack of alternatives; finally, (4)the private universities ability to build solid and stable relationships with the academic staff can be derived from applying real organizational justice criteria, starting from hiring well-educated, knowledgeable, ambitious and efficient employees, which serve as a keystone to make the staff proud of what they represent, and encourage them to spend more time and efforts in developing their universities.

7. Recommendations and Future Research

The main purpose of this research was to apply the measurements of EBBE and OCB in Jordanian private universities. However, to create healthy and supportive environment for the academic staff; private universities needs to setup comprehensive programs that assist the staff to learn more about universities' mission, vision and core values which can shape the general roles of the staff. On the other hand, private universities adopting motivational programs can increase their staff emotional and moral attachment toward the university. Furthermore, private universities have to make sure that all academic staff has a real commitment for the university's' brand, and they are satisfied with their jobs, through frequent and scientific field surveys and in-depth interviews with them, to understand their problems, needs and expectations. Likewise, the current research showed that EBBE dimensions and job satisfaction serves as foundation stones in establishing OCB.

With the aim of improving and developing EBBE scale and measurements; the proposed research model can take place in other context (e.g., industrial field). Additionally, future research might test other mediating or moderating variables which can help organizations in

managing their employee's efficiently, along with increasing the overall organizational performance and effectiveness.

Acknowledgement

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