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Relationship between Internal Marketing Dimensions and Affective Commitment of Private Bank Employees in Punjab: The Mediating Role of Growth Mindset

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Abstract

This research investigates the mediation role of Growth Mindset in determining the relationship between Internal Marketing dimensions and Affective Commitment among employees of private banks in Punjab, India. Despite its significant impact in shaping organisational environments, Growth Mindset has garnered minimal attention in the current literature. The study utilises replies from 644 employees from five prominent private banks, chosen for their significant branch density in the five major cities of Punjab. Utilising SPSS 21 and SmartPLS 4 for data analysis, the results indicate that Internal Marketing dimensions, including Internal Market Research and Training, strongly affect Affective Commitment, except for Internal Communication. The notable link between Internal Marketing dimensions and Growth Mindset underscores the importance of Internal Marketing in fostering a progressive organisational culture. Moreover, the Growth Mindset functions as a significant mediator, emphasising an important link between the relationship of Internal Communication and Internal Market Research with Affective Commitment among employees. The study's consequences transcend both academic and managerial fields, providing significant information for human resource professionals and researchers to improve workplace settings. This research highlights the strategic importance of Internal Marketing in cultivating a sense of belonging and commitment, hence enhancing the understanding of employee engagement and organisational performance.

Keywords: Affective Commitment, Frontline Employees, Human Resource Management, Internal Marketing, Private Banks

1. Introduction

Organisations consistently pursue novel strategies to improve employee performance in order to attain objectives such as promoting innovation, creativity, and teamwork (Hüther, 2016). These objectives necessitate a work environment that fosters employee exploration of new tasks, learning from failures, and collaborative development of innovative solutions. Internal Marketing plays a crucial part in this process, functioning as a strategic instrument that connects employees with the organisation, fostering a motivating work environment that aligns staff ambitions with organisational goals (Ahmed & Rafiq, 2003; Zaman *et al.*, 2012). Internal Marketing employs marketing tactics to treat employees as internal customers, enhancing organisational performance (Payne & Helman, 1992) and ensuring that their behaviours and attitudes positively influence service quality (Huang, 2020).

The efficacy of Internal Marketing relies on comprehending employee habits and cultivating a culture of trust and communication (Ahmed & Rafiq, 2003). In the absence of employees' dedication and active engagement, endeavours to satisfy external

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clients are rendered ineffective (Schmalensee, 1991). Consequently, the growth mindset—a conviction that abilities and intelligence are subject to development—is a vital element in enhancing the efficacy of internal marketing. Organisations possessing a growth mindset surpass those with fixed mindsets by constructively addressing failures and fostering employee ownership and commitment (Johnston, 2017; Levine, 2019). Research indicates that individuals possessing Growth Mindsets exhibit enhanced resilience, creativity, and motivation, positioning them as important contributors to organisational success (Dweck, 2016; Schroeder, 2019).

Moreover, internal corporate interaction is essential for fostering employee trust, dedication, and a collective comprehension of external difficulties (Karlsson, 2016; Welch & Jackson, 2007). Neglecting communication can lead to employee disengagement, adversely affecting motivation and the overall corporate climate. Conversely, organisations that incorporate a Growth Mindset into their training programs promote openness, engagement, and creativity among employees (Cutumisu *et al.*, 2018; Karwowski *et al.*, 2020).

This study aims to examine the mediating function of Growth Mindset in the link between Internal Marketing dimensions and Affective Commitment among employees in the private banking sector. Internal Marketing, which prioritises trust, communication, and comprehension of employees' needs (Ahmed & Rafiq, 2003; Grönvall & Härgestam, 2019), is crucial in cultivating Affective Commitment. This study seeks to elucidate how a Growth Mindset—a conviction that abilities can be cultivated (Dweck, 2016)—may enhance the efficacy of Internal Marketing initiatives by improving employee engagement, motivation, and innovation (Cutumisu *et al.*, 2018; Karwowski *et al.*, 2020).

The study further aims to address significant deficiencies in the literature by examining Growth Mindset in organisational behaviour, an area where its potential is largely untapped, despite its proven impact on employee creativity and resilience (Grant *et al.*, 2018; Han & Stieha, 2020). The study highlights the significance of corporate communication in influencing employee views of trust, commitment, and shared understanding in the face of external issues (Karlsson, 2016; Welch & Jackson, 2007). The study offers a comprehensive framework for improving employee Affective Commitment by integrating targeted Internal Marketing strategies and Growth Mindset interventions. This research is essential for human resource practitioners and policymakers seeking to develop stimulating work environments that enhance employee satisfaction, loyalty, and productivity (Chaudhuri & Bowen, 2007; Bashir & Long, 2015). It also establishes a foundation for future research to investigate how these processes differ across various cultural and organisational contexts.

2. Theoretical Foundation and Hypothesis Development

2.1 Relation between Internal Marketing Dimensions and Growth Mindset

Internal Marketing, which depends on trust and perseverance, underscores the critical need to understand employees (Ahmed & Rafiq, 2003). The purpose of internal corporate communication is to enhance employee commitment and foster a sense of unity. Moreover, it fosters a collective comprehension of the ongoing external changes that employees encounter. Neglecting the significance of Internal Communication may result in the emergence of disengaged personnel (Karlsson, 2016). Robson and Tourish (2005) assert that Internal Communication is crucial for fostering an environment conducive to innovation. Innovation is defined as a continual commitment to originality and organisations that promote risk-taking and creative endeavours achieve growth (Kuczmarski, 2003).

H_1: Internal Communication has a positive relationship with Growth Mindset.

The research underscores the essential function of Internal Marketing in cultivating an environment of respect, innovation, as well as employee engagement. Employees who believe their opinions are valued by their organisation are 4.6 times more likely to feel motivated

and excel in their performance (Beheshti, 2019). Promoting risk-taking and experimentation among employees is essential for organisational sustainability since a culture that fosters open idea expression enhances innovation and adaptation throughout the enterprise (Half, 2022). Internal Marketing Research is essential in this process as it systematically collects valuable feedback and recommendations from employees, promoting independent thinking and innovation (Nart *et al.*, 2019). Furthermore, it allows organisations to acquire critical insights into the advantages and assistance employees desire, aligning corporate plans with employee requirements and improving overall performance. Organisations conduct Internal Marketing Research to gain insights, namely regarding the benefits employees seek from their existing roles and what their competitors provide. By comprehending the internal market, organisations endeavour to craft appealing employment opportunities as a strategy to compete with rivals in the job market (Grönvall & Härgestam, 2019). Personnel must feel satisfied with their work to function at their optimal level. Ambitious employees exhibit greater creativity, perseverance, and productivity. Employers must undertake initiatives aimed at motivating employees by considering their needs and aspirations. Employees cannot be compelled by managers, but they can be inspired by them and thrive in an environment that cultivates strong sentiments of motivation (Ganta, 2014).

H_2: Internal Marketing Research has a positive relationship with Growth Mindset.

An optimistic outlook enhances creative performance during the creative process. Motivation is a crucial aspect of creativity within a Growth Mindset, and it may be cultivated by identifying the needs of employees (Choi, 2019). An effectively organised training program that incorporates a Growth Mindset may foster openness among employees, hence enhancing their participation in creative tasks at work (Karwowski *et al.*, 2020). Employees are encouraged to eschew perfectionism and prioritise trial and error by integrating growth mindset into training (Cutumisu *et al.*, 2018).

H_3: Training has a positive relation with Growth Mindset.

2.2 Relationship between Growth Mindset and Affective Commitment

Employees exhibit heightened commitment and motivation when the organisation collectively promotes a Growth Mindset. Organisations might get advantages with a comprehensive understanding of the growth mindset. When an individual demonstrates a Growth Mindset, they believe in their limitless potential. Embracing a Growth Mindset strengthens the belief that innate abilities can be developed. Employees exhibit enhanced dedication when the organisation collectively promotes a Growth Mindset. Business organisations can get advantages from a thorough and profound comprehension of the Growth Mindset (Dweck, 2016). Extremely optimistic individuals invest additional time and dedication to achieve their objectives (Monzani *et al.*, 2015).

It also affects employee performance and the manner in which the environment is generated, understood, and adapted (Xanthopoulou *et al.*, 2009). Individuals with optimism often pursue new job opportunities due to their confidence in their skill set (Thun & Bakker, 2018). When managers fail to meet employees' expectations for support and procedural fairness, they may contemplate retribution. This may also diminish the level of commitment and the inclination to exert further effort. However, the instillation of a Growth Mindset may lead employees to educate and aid their bosses in enhancement, so promoting the desired supportiveness (Keating & Heslin, 2015).

H_4: Growth Mindset has a significant positive impact on Affective Commitment

2.3 Relationship between Internal Marketing and Affective Commitment

The influence of Internal Marketing on Affective Commitment has been notably substantial (Joung *et al.*, 2015). The objective of internal corporate communication is to foster dedicated relationships within the organisational structure. The level of

commitment will rise with the promotion of a more effective strategic direction. Effective interpersonal communication is essential for maintaining trust and a high level of commitment (Welch & Jackson, 2007). Simultaneously, Training and organisational commitment are fundamental for organisations; nevertheless, research examining their interaction is scarce outside of the Western context. Moreover, due to cultural diversity, studies on commitment may vary across different locations. Research literature indicates that when organisations make a concerted attempt to transfer knowledge to employees, it signifies concern, fostering a deep psychological relationship.

A significant association exists between Training and Affective Commitment across the three commitment types, with employees perceiving frequent training availability exhibiting elevated levels of Affective Commitment (Bashir & Long, 2015). Human resources are undoubtedly a crucial asset for a company; nonetheless, investments in new recruits remain cautious due to the perception that intellectual capital is highly transferable to competing firms. Consequently, many training programs focus on employees who have been with the organisation for a designated duration. Similarly, if employees see a lack of sufficient development and training opportunities and believe the company has violated its commitments, they may respond by diminishing their level of Affective Commitment. It is essential to convey to employees that their needs and preferences are acknowledged and addressed to enhance the level of Affective Commitment (Chaudhuri & Bowen, 2007). Organisations must establish a conducive climate that encourages individual participation in Internal Marketing Research (Krajcsák & Gyökér, 2013). Therefore, the following hypotheses have been proposed:

H_5: Internal Communication positively impacts Affective Commitment among employees.

H_6: Internal market research positively effects Affective Commitment among employees.

H_7: Training impacts Affective Commitment among employees positively.

2.4 Mediating Role of Growth Mindset

Growth Mindset entails maintaining a positive attitude regardless of the circumstances. It is a widely recognised psychological concept that posits abilities and skills may be enhanced (Grant *et al.*, 2018). The theory of mindset has not been thoroughly examined within the field of management studies. Interest in Growth Mindset is undeniably rising among human resource development researchers and practitioners. Nevertheless, the concept of Growth Mindset, grounded in implicit theories, is scarcely reflected in the scholarly literature on human resource development. Research on mentality has revealed that the Growth Mindset of both supervisors and employees positively correlates with dyadic-level outcomes, including enhanced relationships founded on feedback and coaching (Han & Stieha, 2020). The degrees of Growth Mindset shows effective coaching practices, which further mediate the organisational citizenship behaviour of employees (Özduran & Tanova, 2017). To mitigate bias among employees inside the organisation, HR practices and interventions should be structured to enhance a growth mentality irrespective of demography, hence preventing the marginalisation of stereotyped groups (Shapcott & Carr, 2020). Despite the importance of a Growth Mindset, its impact in the field of human resources has not been thoroughly understood. The mediating role of a growth mentality in relation to Internal Marketing and Affective Commitment has not been investigated.

H_8: A Growth Mindset mediates the relationship between Internal Communication and Affective Commitment

H_9: Growth Mindset mediates the relation between Internal Marketing Research and Affective Commitment

H_{10}: Growth Mindset mediates the relation between Training and Affective Commitment

3. Research Methodology

3.1 Instrument and Measures

The survey questionnaire comprised three sections. Section 1 had items assessing employees' perceptions

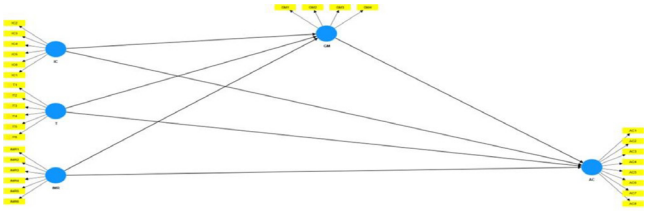


Figure 1. Conceptual model.
AC: Affective Commitment; **GM:** Growth Mindset; **IC:** Internal Commitment; **IMR:** Internal Marketing Research; **T:** Training

of Internal Marketing dimensions. Section 2 delineated statements that define the Growth Mindset. Items assessing employees' Affective Commitment were included in Section 3. Section 4 consisted of enquiries pertaining to the demographic information of the respondents. Internal Marketing has been assessed via a scale created by Huang and Rundle-Thiele (2015). It encompasses three facets of Internal Marketing: Internal Communication, Training, and Internal Market Research. In accordance with previous research, the scale created by Levy and Dweck (1997) has been utilised to assess the Growth Mindset. A concise selection of four items consistent with earlier research has been utilised (Abernethy *et al.*, 2021). Affective Commitment has been assessed using the scale created by Allen and Meyer (1990). The research items were evaluated using a five-point Likert scale, with 1 indicating strong agreement and 5 indicating strong disagreement (Churchill *et al.*, 1996).

3.2 Sample and Data Collection

The economy of Punjab has transitioned from an agriculture-centric model to a service-driven one, supported by a powerful banking system. The private banking sector holds a 24% share in the state of Punjab. The demand for banking services is influenced by population growth, as more populous regions necessitate additional bank branches to meet consumer needs (Boďa & Čunderlíková, 2020). The rise of the banking sector is enabled by economic progress. Given the expansion of the workforce and the increase in disposable income, it is extremely probable that the demand for financial services will expand. The Indian Brand Equity Foundation (2020) asserts that an increase in per capita income will elevate the number of individuals utilising banking services. Punjab's economy has undergone a significant transformation from being agriculture-driven to becoming service-oriented. Punjab possesses a robust banking network, featuring 134 branches per thousand square kilometres (Punjab Economic Survey, 2019-2010). Data was gathered from frontline personnel via a standardised questionnaire administered at the top five private banks: HDFC Bank, ICICI Bank, Axis Bank, IDBI Bank, and IndusInd Bank, located in Amritsar, Ludhiana, Jalandhar, Patiala, and Mohali. The banks and cities were chosen according to branch density. As of the June 2022 fiscal quarter, the selected institutions represent 68.4% of all private bank branches in India. The cities analysed in this study represent fifty per cent of the total private bank branch network in the state of Punjab (DBIE-RBI: Database of Indian Economy, 2022). Out of 810 issued questionnaires, 680 responses were collected, resulting in a response rate of 83.95%. Of the total, 644 replies were valid and useable, constituting 94.70% of the returned questionnaires. Frontline staff are essential to the success of any organisation, as they directly interact with clients, and their productivity determines the destiny of the enterprise.

3.3 Respondents' Profile

Table 1 shows the characteristics of the sample. The sample comprises 55.7% male respondents and 44.3% female respondents. The majority of the respondents, *i.e.*, 63.8% belong to the age group of 18-30 years while the rest belong to the age group of 31-50 and above 50 years with 35.9% and 0.3 percent respectively. With respect to monthly income levels, 33.1% of respondents were earning less than Rs. 25,000. While the majority of respondents i.e., 43.9 % were earning between Rs.25,001 and 50,000 per month. 12.7% of the respondents earned between Rs. 50,001 and 75,000. While only 10.2 per cent earned monthly salary above 7,50,001. 40.2% of respondents were graduates while 59.5% were post-graduates.

4. Data Analysis and Interpretation

PLS-SEM analysis has been used for the analysis of measurement and structural models. The measurement model helps to establish the reliability and validity of

the constructs. Whereas, the structural model portrays the significance of hypothesized relationships.

4.1 Measurement Model

To ascertain the quality of the constructs, an evaluation of the measurement model has been done. The assessment commences with examining the factor loadings followed by establishing the construct reliability and construct validity.

4.1.1 Factor Loadings

Factor loading is the extent to which each item in the correlation matrix correlates with the given principal component. It can range between -1.0 and +1.0, with higher absolute values portraying a higher correlation of the item with the primary factor. It was observed that all items have a factor loading of more than 0.50 (Peterson, 2000), therefore all the items were retained for further analysis. Factor loadings are presented in Table 2.

4.1.2 Indicator Multicollinearity

Variance Inflation Factor (VIF) values are employed to determine multicollinearity among the indicators. Multicollinearity is not a concern if the VIF statistics are below 5 (Akinwande *et al.*, 2015). Table 3 presents the VIF values for the indicators, revealing that each indicator in attention falls below the acceptable level, indicating the absence of multicollinearity issues.

Table 1. Respondent characteristics

Sample characteristics	No. of respondents	Percentage of respondents
Gender		
Male	359	55.7
Female	285	44.3
Age (Years)		
18-30	411	63.8
31-50	231	35.9
Above 50	2	0.3
Qualification		
Graduate	259	40.2
Postgraduate	383	59.5
Doctorate	2	0.3
Monthly Income (Rs.)		
< 25000	213	33.1
25001 - 50000	283	43.9
50001 - 75000	82	12.7
> 75001	66	10.2

4.1.3 Reliability Analysis

Reliability refers to the extent to which the measuring instrument is stable and consistent. The fundamental principle is repeatability. Repeated administration of an instrument will yield consistent results. Cronbach's Alpha and Composite dependability (CR) are two fundamental instruments for assessing dependability. The findings are presented in Table 4. The findings indicate that Cronbach's Alpha ranged from 0.818 to 0.889, while Composite Reliability varied from 0.880

Table 2. Factor loadings

	AC	GM	IC	IMR	IT
AC1	0.743				
AC2	0.745				
AC3	0.793				
AC4	0.762				
AC5	0.763				
AC6	0.709				
AC7	0.733				
AC8	0.756				
GM1		0.818			
GM2		0.815			
GM3		0.809			
GM4		0.744			
IC1			0.755		
IC2			0.766		
IC3			0.765		
IC4			0.731		
IC5			0.751		
IC6			0.743		
IMR1				0.758	
IMR2				0.807	
IMR3				0.782	
IMR4				0.762	
IMR5				0.763	
IMR6				0.723	
T1					0.767
T2					0.787
T3					0.795
T4					0.747
T5					0.741
T6					0.732

to 0.912. Both indicators exhibit levels exceeding the threshold limit of 0.70 (Hair *et al.*, 2021). Therefore, the construct reliability has been established.

4.1.4 Construct Validity

Construct validity is achieved when there is the presence of convergent and discriminant validity.

4.1.1.1 Convergent Validity

Convergent validity is the degree to which a concept is consistently measured across a variety of attempts. The concept is predicated on the assumption that if two or more measures of the same object are valid, they should exhibit a high degree of correlation. Construct validity is established when the AVE value is greater than or equivalent to 0.50, as items converge to evaluate the underlying construct (Barclay *et al.*, 1995). Table 5 illustrates that the AVE values for all constructs exceed the recommended value of 0.50.

Compiled by author

4.1.1.2 Discriminant Validity

Discriminant validity shows the degree to which measures of different constructs are distinct from one another. The notion is that valid measures should have a high correlation if two are more concepts are unique. As per Fornell and Larcker's (1981) criterion, discriminant validity is established when the square root of AVE for a specific construct is greater than its correlation with the other constructs in consideration. Table 6 shows that the square root of AVE (in bold and italics) for the construct was greater than the correlation it has with other constructs. This provides strong support for the establishment of discriminant validity.

4.1.5 Cross-Loadings

Cross-loading helps to ascertain whether an item belonging to a specific construct loads strongly onto its parent construct or not. The results depicted in Table 7 portray that with regard to the underlying constructs, the loading of all the items is robust (Black *et al.*, 2010).

Table 3. Multicollinearity statistics (VIF) for the indicators

	VIF
AC1	1.877
AC2	1.974
AC3	2.225
AC4	1.906
AC5	1.932
AC6	1.777
AC7	1.754
AC8	1.858
GM1	1.747
GM2	1.790
GM3	1.758
GM4	1.594
IC1	1.665
IC2	1.715
IC3	1.718
IC4	1.620
IC5	1.679
IC6	1.577
IMR1	1.779
IMR2	2.049
IMR3	1.792
IMR4	1.723
IMR5	1.737
IMR6	1.608
T1	1.749
T2	1.863
T3	1.923
T4	1.681
T5	1.736
T6	1.636

Table 4. Construct reliability analysis (Cronbach alpha and composite reliability)

	Cronbach's alpha	Composite reliability
AC	0.889	0.912
GM	0.818	0.880
IC	0.846	0.886
IMR	0.859	0.895
T	0.855	0.892

Table 5. Construct convergent validity (AVE)

	Average variance extracted (AVE)
AC	0.563
GM	0.647
IC	0.566
IMR	0.587
T	0.580

4.1.6 Heterotrait-Monotrait Ratio (HTMT)

HTMT is calculated based on the estimate of the correlation between the constructs. According to Henseler *et al.* (2015), the threshold for HTMT is 0.90 or less. Table 8 shows that the HTMT ratio is less than the prescribed limit.

4.2 Structural Model

4.2.1 Hypotheses Testing

A bootstrapping procedure was employed to examine the hypotheses. The results show that Internal Marketing dimensions, *i.e.*, Internal Communication, Training and Internal Market Research have a significant positive relationship with Growth Mindset at a 5% confidence level as shown in Table 9. Whereas, except for Internal Communication ($p<0.05$), Training and Internal Market Research show a significantly positive impact on Affective Commitment.

As far as mediation analysis is concerned, the results show that Growth Mindset does not mediate the relationship between Training and Affective Commitment. Whereas relationship between internal market research and Internal Communication with Affective Commitment is mediated by Growth Mindset as depicted in Table 10.

5. Discussion

The results of this investigation indicate that the relationship between Affective Commitment and Internal Communication is insignificant. Certain study indicates that communication has a minimal impact on employee commitment. While effective Internal Communication channels inside the organisation are advantageous, the level of commitment remains constant due to the absence of tangible benefits for the staff. Bank managers are advised to use utmost caution and discernment when selecting which internal market dimensions to apply, as not all dimensions positively impact employee commitment. Moreover, although the message may be visually appealing, it is considered

Table 6. Fornell and Larcker Criterion

	AC	GM	IC	IMR	IT
AC	**0.751**				
GM	0.375	**0.804**			
IC	0.257	0.529	**0.752**		
IMR	0.442	0.475	0.544	**0.766**	
T	0.363	0.436	0.583	0.576	**0.762**

Note: Bold and Italics represent the Square root of AVE

Table 7. Cross-loadings

	AC	GM	IC	IMR	IT
AC1	**0.743**	0.346	0.265	0.368	0.308
AC2	**0.745**	0.256	0.171	0.286	0.219
AC3	**0.793**	0.298	0.221	0.357	0.275
AC4	**0.762**	0.271	0.194	0.338	0.284
AC5	**0.763**	0.261	0.180	0.330	0.244
AC6	**0.709**	0.258	0.165	0.292	0.258
AC7	**0.733**	0.302	0.160	0.340	0.259
AC8	**0.756**	0.245	0.177	0.329	0.316
GM1	**0.304**	0.818	0.488	0.408	0.402
GM2	**0.276**	0.815	0.420	0.396	0.340
GM3	**0.299**	0.809	0.415	0.343	0.331
GM4	**0.329**	0.774	0.370	0.379	0.324
IC1	**0.218**	0.391	0.755	0.441	0.439
IC2	**0.170**	0.416	0.766	0.391	0.453
IC3	**0.184**	0.405	0.765	0.432	0.437
IC4	**0.188**	0.358	0.731	0.363	0.408
IC5	**0.191**	0.378	0.751	0.422	0.437
IC6	**0.209**	0.430	0.743	0.401	0.452
IMR1	**0.342**	0.355	0.428	0.758	0.415
IMR2	**0.346**	0.366	0.394	0.807	0.441
IMR3	**0.375**	0.382	0.405	0.782	0.458
IMR4	**0.339**	0.393	0.450	0.762	0.443
IMR5	**0.341**	0.339	0.381	0.763	0.428
IMR6	**0.283**	0.347	0.444	0.723	0.462
T1	**0.258**	0.363	0.454	0.411	0.767
T2	**0.298**	0.376	0.454	0.440	0.787
T3	**0.304**	0.315	0.409	0.460	0.795
T4	**0.282**	0.321	0.465	0.429	0.747
T5	**0.223**	0.330	0.446	0.427	0.741
T6	**0.289**	0.278	0.439	0.468	0.732

Table 8. HTMT

	AC	GM	IC	IMR	IT
AC					
GM	0.437				
IC	0.294	0.631			
IMR	0.502	0.565	0.638		
T	0.412	0.517	0.685	0.674	

Table 9. Direct relationship results

		Original sample	Sample mean	Standard deviation	T statistics	P values
H_1	IC → GM	0.344	0.341	0.051	6.693	0.000
H_2	IMR→GM	0.229	0.228	0.044	5.233	0.000
H_3	IT → GM	0.104	0.102	0.047	2.221	0.026
H_4	GM →AC	0.223	0.225	0.048	4.623	0.000
H_5	IC → AC	-0.121	-0.116	0.085	1.425	0.154
H_6	IMR → AC	0.312	0.311	0.052	5.981	0.000
H_7	T → AC	0.157	0.160	0.054	2.883	0.004

Table 10. Indirect Relationship Results

		Original sample	Sample mean	Standard deviation	T statistics	P values
H_8	IC → GM→ AC	0.076	0.077	0.022	3.541	0.000
H_9	IMR → GM → AC	0.051	0.051	0.015	3.416	0.001
H_{10}	T → GM → AC	0.023	0.023	0.012	1.948	0.052

inadequate for conveying commitment. The recipient's heightened attentiveness may result in the consequences of Internal Communication being entirely opposed to its intended meaning (Togna, 2014). Further, taking into consideration the insignificant impact of Growth Mindset as a mediator between the relationship of Training and Affective Commitment it can be inferred that, while Growth Mindset tends to positively influence employee motivation and achievement, it is crucial to recognise its possible adverse effects. Individuals with a Growth Mindset may demonstrate different behaviours than others when faced with a substantial setback. Individuals possessing a growth mindset may perceive such situations differently, as they regard a substantial setback as an opportunity for essential learning if they can surmount it (Lee *et al.*, 2021). Dweck (2006) posits that those possessing a growth mindset are predisposed to confront challenges directly and diligently strive to surmount them. Despite the widespread acknowledgement of the multiple benefits of a Growth Mindset, its potential adverse effects have not been thoroughly investigated in the current literature (Lee *et al.*, 2021). When confronted with chronic failure, incrementalists may be less forgiving than entity theorists, according to early findings. This is even though there is a dearth of research on the influence of implicit person theories on the attribution of responsibility for behaviours experienced over lengthy periods. According to Ryazanov and Christenfeld (2018), incrementalists have a more critical attitude towards themselves than entity theorists do. This is because incrementalists have experienced a greater number of enhancement initiatives that have failed. According to Niiya *et al.* (2010), incremental theorists who regularly performed inadequately reported lower levels of self-esteem than entity theorists when a challenging continuous task was linked to self-esteem. As a result of their recurrent failure to progress, despite their efforts to do so, incremental theorists had substantially greater anxiety than entity theorists (Ryazanov & Christenfeld, 2018). Anxiety was a crucial factor in the development of incremental theorists. Individuals who subscribe to the incremental theory continue to be concerned with their self-worth and self-handicap (Niiya *et al.*, 2010). Anxiety diminishes commitment to the established outcome, resulting in difficulties with execution (Greenhalgh, 2022). Consequently, to previous literature and the findings of the study, it is essential to further explore the essential role of Growth Mindset in organisational dynamics to gain a comprehensive understanding of its positive and negative nuances.

6. Conclusions and Implications

This study reveals the hitherto unexamined relationship between Internal Marketing, Growth Mindset, and Affective Commitment, providing a novel insight into organisational behaviour. The introduction of the mediating role of the Growth Mindset enriches Internal Marketing literature and highlights its transformative capacity to improve employee engagement and commitment. The findings demonstrate that promoting a focus on growth can assist private banks in alleviating workplace stress, enhancing employee engagement, and building a greater sense of belonging. Managers and policymakers can leverage these findings to develop targeted efforts that foster a Growth Mindset, refine Internal Marketing techniques, and ultimately promote productivity and retention.

The research has substantial ramifications. Theoretically, it enhances Internal Marketing literature by incorporating the concept of a Growth Mindset, offering scholars a new framework to investigate

employee behaviour. It emphasises concrete insights for HR professionals and policymakers, facilitating the development of programs that enhance employees' Growth Mindset and increase their Affective Commitment. These tactics may result in increased engagement, decreased turnover, and enhanced organisational performance.

Nonetheless, the study possesses limitations that require consideration. The cross-sectional design limits the capacity to determine causation among Internal Marketing, Growth Mindset, and Affective Commitment. Moreover, the emphasis on frontline personnel in private banks in Punjab restricts the applicability of the findings to other sectors and geographies. The outcomes may also be affected by the particular socio-economic and cultural circumstances of the study region. Future research must rectify these limitations by employing longitudinal methods to more effectively investigate causal links. Extending the scope to encompass off-the-job personnel, public sector entities, and other areas can yield more comprehensive insights. Comparative analyses of public and private sectors would enhance comprehension of how organisational contexts affect the interaction of Internal Marketing, growth mentality, and Affective Commitment. These initiatives will improve the relevance and strength of results, facilitating the development of more successful employee engagement strategies.

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