

Due to globalization, advancement in technology and specialized knowledge of the workforce, business environment has become profoundly dynamic. To cope with this challenge, human resources are the only non-imitable resources that can increase the productivity and bring competitive advantage to a firm. In services industry, front-line employees play a critical role to get competitive advantage to their firm by providing excellent services to their customers. Because of this paramount importance of front line employees in service providing organizations, there is need to study the factors that can enhance and drive employees behaviors in the desired direction so that overall productivity of the organization may be improved. Therefore, the purpose of present research is to investigate the relationship between internal marketing and selected employee attitudes (i.e., employee job satisfaction & organizational commitment), and employee behaviors (i.e., employee performance, organizational citizenship behavior, creative performance & counterproductive work behavior). In addition to this, mediating role of employee job attitudes among the relationship between internal marketing and selected employee behaviors and moderating role of big five personality traits among the relationship between internal marketing and employee attitudes were also checked. Two sourced, time lagged primary data was collected from frontline employees and their respective supervisors of five major telecom cellular service providing organizations in Pakistan with the help of structured questionnaires adapted from previous literature. Descriptive analysis, correlation, and simple linear regression analysis were used to analyze data. Mediation analysis was performed with the help of process macros developed by Preacher and Hayes and moderation analysis were performed with the help of step wise regression following the guidelines of Baron and Kenny and were confirmed with the help of interactions test for significant differences between the slopes proposed by Aiken and West. Results indicate that employee job satisfaction and organizational commitment partially mediate the relationship between internal marketing and selected employee behaviors. Among big five personality traits, only trait conscientiousness slightly moderated the relationship between internal marketing with organizational commitment while trait conscientiousness, neuroticism and extroversion slightly moderates the relationship between internal marketing and employee job satisfaction. In sum, internal marketing is found as a tool, if applied properly, can mold employee behaviors in desired directions. Managerial implications, limitations of the research and recommendations for future research are presented the end of the dissertation.