

**BRANDING AND COLOUR OF OFFICE INTERIOR ON
STAFF SATISFACTION: A STUDY ON INTERIORS OF
PRIVATE BANKS OF SRI LANKA**

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Degree Master of Science in interior Design

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"Alone we can do so little, together we can do so much."

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ABSTRACT

In today's competitive business world private banks are in competition with both state banks and private banks to acquire higher number of customers and accounts for their own financial growth and stability. In this competition the biggest difference the clients notice is branding. Branding differentiates the otherwise similar services and give them value and emphasize them differently.

Branding was popular mainly among the communication designers and is widely used by them to create more sales propositions. Branding for interiors recently hiked up with the merging of communication design and interior design in the applications of commercial interiors.

Simultaneously, bank office workers spend long hours inside the banks engaged in tedious and monotonous work. They are exposed to all the branding and use of corporate colours that are intended to attract potential customers and retain the existing customers against the rapidly growing competition. The long hours of exposure to these branding and colour in the banking interior, creates effects on the bank staff.

The aim of this research is to identify and analyze how branding and colour in the workplace interior effects on satisfaction of its employees. The effect of branding and colour on the bank staff is an area that is not much researched about and hence there is a huge void for research there. Further intention is to find better practices to implement branding and colour in the bank interior for the benefit of both customers and staff, it will be beneficial for the future of the interior design arena.

Keywords - private banks, bank office Interior, Branding, Colour, Staff Satisfaction

TABLE OF CONTENTS

ACKNOWLEDGEMENT	2
ABSTRACT	3
CONTENTS	4
LIST OF ABBREVIATIONS	6
LIST OF FIGURES	7
LIST OF TABLES	10
01 INTRODUCTION	11
01.1 Research Problem	12
01.2 Justification of study	13
01.3 Objectives of the study	14
01.4 Limitations of the study	14
01.5 Method of Study	15
01.6 Proposed outcome/ Contribution	16
02 BRANDING AND COLOUR OF PRIVATE BANK INTERIORS	17
02.1 Banks and their services	18
02.2 Work Environment	18
02.2.1 The parameters that define the work environment	19
02.3 Colour	22
02.3.1 Use of Colours in Interiors	25
02.3.2 Effect of Colour on Satisfaction	28
02.4 Branding	29
02.4.1 Dimensions of Branding	31
02.4.2 The relationship between Branding and Colour	32
02.5 Use of Branding and Colour in Bank Interiors	34
03 STAFF SATISFACTION OF PRIVATE BANK EMPLOYEES	35
03.1 Benefits of Staff Satisfaction	36
03.2 Levels of Satisfaction	36

03.3	Employee Satisfaction Parameters	38
03.4	The relationship between the office Interior and Bank Employee Satisfaction	40
03.5	Conceptual Framework	41
	03.5.1 Defining the Variables	42
	03.5.2 Defining the Data Collection Methods	44
04	CASE STUDIES – DATA ANALYSIS AND FINDINGS	47
04.1	Methodology	48
	04.1.1 Case Study Selection	48
	04.1.2 Method of Evaluation	51
04.2	Case Study 01 – NDB Bank	51
	04.2.1 Workplace Environment	53
	04.2.2 Corporate Branding and Use of Colour	60
	04.2.3 The impact of Branding and Colour on the Bank staff Satisfaction	64
04.3	Case Study 02 – Commercial Bank	68
	04.3.1 Workplace Environment	69
	04.3.2 Corporate Branding and Use of Colour	77
	04.3.3 The impact of Branding and colour on the Bank staff satisfaction	79
04.4	Data Analysis and Research Findings	82
05	DISCUSSION	90
06	RESEARCH FINDINGS	93
07	CONCLUSION AND RECOMMENDATIONS	94
08	REFERENCES AND BIBLIOGRAPHY	96
	Appendix A	103
	Appendix B	108
	Appendix C	112

LIST OF ABBREVIATIONS

Abbreviation	Explanation
ID	Interior Design
ES	Employee Satisfaction

LIST OF FIGURES

Figure 1: Dimensions of Branding

Figure 2: Degree at which factors affect the job environment of employees.

Figure 3: The parameters of the Work Environment

Figure 4: The interface between colour and human response

Figure 5: Warm and Cool colours of the colour wheel

Figure 6: The relationship between branding and job satisfaction

Figure 7: Impact of Employer brand Dimensions and their parameters on Job Satisfaction

Figure 8: Maslow's Hierarchy of Needs

Figure 9: Maslow's motivation model

Figure 10: Parameters for Job Satisfaction

Figure 11: Gensler Design Performance Index

Figure 12: The relationship between good office design, branding and employee satisfaction

Figure 13: Conceptual Framework for the entire data analysis

Figure 14: Conceptual Framework and developing the research questions

Figure 15: Conceptual Framework

Figure 16: Collection of Primary data through Questionnaires

Figure 17: Human Resource Capital of the NDB Bank in year 2018.

Figure 18: The employer – Bank A's investment for its employees' satisfaction

Figure 19: Bank A - Interior office Layout

Figure 20: Bank A – Arrangement of Individual Workspaces

Figure 21: Bank A – Indoor Temperature

Figure 22: Bank A - Noises in the interior

Figure 23: Bank A – Gender Analysis

Figure 24: Bank A – Age Analysis

Figure 25: Bank A – Level of Education

Figure 26: Bank A - Monthly Salary Scale

Figure 27: Bank A – no. of years at work

Figure 28: Bank A – Job Type

Figure 29: Bank A – No. of Working Hours

Figure 30: The Bank exterior

Figure 31: Bank A - Interior

Figure 32: Bank interior with colour and branding

Figure 33: Bank Exterior signage – NDB Rajagiriya Branch

Figure 34: Corporate materials on display

Figure 35: Bank A - staff attire

Figure 36: Bank A – Vibrant and Colourful Atmosphere

Figure 37: Bank A – Corporate Brand and Company Reputation

Figure 38: Bank A – Visibility of above Corporate Branding in the interior

Figure 39: Bank A - Visibility of Corporate Branding in the Interior

Figure 40: Bank A – Effect of Colour and Branding on Job satisfaction

Figure 41: Bank A – Satisfaction with the Overall Job Experience

Figure 42: Human Resource Capital of Bank B in year 2018.

Figure 43: Bank B – Arrangement of Individual workspaces

Figure 44: Bank B – Bank Interior layout

Figure 45: Bank B – Indoor Temperature

Figure 46: Bank B – Noise level

Figure 47: Bank B – Gender Analysis

Figure 48: Bank B – Age

Figure 49: Bank B – Level of Education

Figure 50: Bank B – Monthly Salary Scale

Figure 51: Bank B – No. of Years at work

Figure 52: Bank B – Job Type

Figure 53: Bank B – No. of Working Hours

Figure 54: The Bank exterior

Figure 55: Bank interior with colour and branding

Figure 56: Bank B – Vibrant and Colourful atmosphere

Figure 57: Bank B – Corporate brand and company reputation

Figure 58: Bank B – Visibility of Corporate branding in the interior

Figure 59: Bank B – Visibility of Corporate branding in the interior

Figure 60: Bank B – Effect of Colour and Branding on Job satisfaction

Figure 61: Bank B – Satisfaction with overall job experience

Figure 62: Comparison of Vibrant and colourful atmosphere

Figure 63: Comparison of Corporate brand and company reputation

Figure 64: Comparison of Visibility of Corporate branding

Figure 65: Comparison of corporate branding in the interior

Figure 66: The application of colours in the bank interior of customer satisfaction

Figure 67: Visibility of Corporate Branding in the interior

Figure 68: Comparison of the effect of colour and branding on job satisfaction

Figure 69: Comparison of the satisfaction of overall job experience

LIST OF TABLES

Table 1: Degree at which factors affect the job environment of employees

Table 2: Mean Rating of satisfaction with aspects of the physical workplace

Table 3: Colours and their effects in interior environment

Table 4: Colour and their effects on gender

Table 5: Colours and their effect on gender and moods

Table 6: Colour preferences based on Gender

Table 7: Benefits of job satisfaction

Table 8: Criteria for selecting the case studies

Table 9: Selection criteria for the two case studies

Table 10: Controllable Parameters of Physical work Environment

Table 11: Controllable Parameters of Psychographic Work Environment

Table 12: Parameters of Social work Environment

Table 13: Controllable parameters of Physical work environment

Table 14: Controllable parameters of Psychographic work environment

Table 15: Parameters of Social work environment

Table 16: Controlled Parameters of the workspace Environment

Table 17: Comparison of staff productivity levels of NDB Bank and Commercial Bank

Branding and Colour of Office interior on staff satisfaction: A study on the interiors of private banks of Sri Lanka

01 Introduction

Branding and Colour of Office interior on staff satisfaction: A study on the interiors of private banks of Sri Lanka

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Branding and colour of office interior on staff satisfaction: A study on Interiors of Private Banks of Sri Lanka.

An office worker spends most of their time in the office apart from their homes. On average they spend 6 – 9 hours or sometimes more in an office space per day during the week. Due to this, it is necessary that the office space is well designed to suit the requirements and the functionality of its employees and to match the scope of the work they are engaged in. Out of many factors that affect the ambience of office space, office interior plays a key role. The interior should be providing the functionality requirements for the employees and the clients as well as creating a better interior environment to match the psychology of the workers.

Over the past few decades with the technological advancements in the world, the banking industry has drastically changed. The paperwork has drastically reduced, and the processes have become smooth for both employees and clients. The public banks and private banks are in competition for providing better services to the same potential customers. In this competition, they use different strategies to attract customers to their banks. Private banks are running in competition with other private banks trying to offer an attractive service proposition and a better banking experience to attract more individual and corporate clients. Due to both these factors, bank workers in private banks are experiencing long hours of monotonous work with high responsibility which

requires undisturbed attention throughout the day. For this ensuring a pleasant and efficient workspace atmosphere for the employees is very crucial.

It is believed that if an office interior space is very well designed it will avoid frustrations, absenteeism, lack of creativity, reduced commitment, reduced motivation and will boost worker satisfaction and performance. Further, it will have an impact on the staff turnover rate and intention to quit in the long run. These indicators show if the staff is contented and satisfied with their job. "Work-related stress on organizational outcome have discovered forms of stress behaviour affecting competitiveness, productivity, and the public image of the organization" (International Labour Organisation, 2016). The benefit of this will be seen in both workers aspect as well as in the organisational aspect in many years to come. Hence private banks could be benefitted from a well-designed interior space as their main focus is on the financial benefit.

01.1 Research Problem

Through often visits to the bank I came to a realization that bank employees are the most exposed to the bank interiors. Those interiors that carry heavy branding is mostly seen and lived in by the bank employees even though they are target at the customers.

According to Sundstrom, 1994 as cited in (Hansika & Amarathunga, 2016, pp. 1–3), "most of the population pay half of their lives inside indoor environments, that greatly influence the mental standing, actions, talents and performance".

Private banks in Sri Lankan context are concerned about creating a better interior that will have a great impact on its customers. They use their corporate branding as a way of creating this. The banks are more concerned about their customers' attitude about the bank rather than the employees' attitude as they are the segment that brings financial benefits. Many practices are being carried out to ensure customer satisfaction is high so that it will minimize customers switching to different banks expecting the

same type of services. If the customers are dissatisfied about the banks it will decrease its revenues and profits which will create a lasting downfall effect on the bank.

Thus, this study focuses to inquire about the effect of the usage of branding and colour in office interiors of private banks on the bank E.S. The research was focused on private banks as they engage more on branding and colour aspects than government banks (Hansika & Amarathunga, 2016, pp. 1–3).

01.2 Justification of the study

A cluttered workspace does not create a pleasant work environment. A well thought I.D. will retain the workers for a long-term working period and will make their working time more productive and effective. There are many types of research that are being conducted about how interiors are done with branding and colour to satisfy the user and client needs. Yet, so far, no research was found to be done to see the impact branding and colour has on the employee who is inside the interior throughout the day. Hence this study is very important.

Interior Design is defined as providing a creative solution which can develop the quality of life of the occupants, addressing the health, safety and wellbeing areas of workers. Further I.D. has a strong effect on Employee Satisfaction. E.S. is achieved through many factors which include worker times, their wage, job capacity, the variability of tasks, office layout, co-worker support, appreciation and worker preferences. Achieving E.S. is a long-term process, yet the effects of a well-designed interior will have long term impacts on both its customers and employees. Out of these many factors, we can clearly see that E.S. can be segmented into three categories as Worker-related satisfaction, workplace-related satisfaction and job-related satisfaction aspects.

Out of the three points above, it is important to identify how work-related aspects affect the E.S. because if it has a significant impact, we as interior designers can take measures to address it. Hence it is crucial to identify the factors that affect the E.S. in

an office environment. If branding and colour are among these factors and their impact is significant on the office interior, then we can conclude the research with a better understanding of the research plot. Further with the research findings, we will be able to implement a better office interior for private banks, which will enhance the E.S. in the long run.

01.3 Objectives of the study

The main objective of this study is to evaluate the relationship between the use of branding and colour in private bank office interiors on the bank E.S. Specifically, the study aims to:

1. Understand the relationship between the employees and their work environment.
2. Identify the requirements that need to be fulfilled in creating an office interior for private banks.
3. The impact branding and colour have on the office interiors of private banks.
4. Identify the factors that define worker satisfaction in private banks.
5. Decide on the relationship between Branding and colour for worker satisfaction.
6. Explore the impact branding and colour creates on worker satisfaction in office interiors of private banks.

01.4 Limitations of the study

There are many factors that need to be fulfilled in creating a better office interior. Not many researches are being conducted on the effect of branding and colour among the other factors that affect an office interior. Availability of limited research sources that are conducted on the effect of branding and colour among the other factors that affect an office interior.

Thus, the study will only be focusing on the effect of branding and colour of two leading private banks in Colombo that has similar clientele and a similar number of employees. The case studies are limited to two banks to conduct a comprehensive analysis.

The selected sample will comprise of 20 members from each of the two banks as that's the minimum number of workers in one bank entity. A comprehensive study will be conducted to identify the relationship of E.S. based on the interiors with Branding and colour.

01.5 Method of study

The first stage of the study is to identify and define the term 'office interior'. Due to the lack of theoretical background in the subject area of the relationship between office interior and relationship to E.S. in offices will be researched through this study.

This is a relatively new concept in the Sri Lankan context and there are not many studies that are conducted on the field of I.D., the primary objective of this study is to understand and analyze the factors that influence the workplace design on its employees. When the I.D. aspects including branding and colour create a better impact on the workers of an office, it will definitely have a positive impact on job satisfaction.

The research comprises both primary and secondary data. Primary data will be gathered through questionnaire for Bank Employees which will gather data and experience survey, spending hours at the bank premises observing the work processes, observing the interactions of employees with clients, fellow staff members and their work environment, Interviews with the Bank Managers mainly on the work productivity, questionnaires for the bank clients to inquire about their satisfaction with the bank services provided by the bank employees and telephone conversations with the bank clients. The clients of the banks were selected using the random sampling technique. Questionnaires were shared online to gain their insights about the service

quality of the selected two banks. Online anonymous questionnaires secured their confidentiality and resulted in getting true staff opinions.

Secondary data was collected through various sources of literature, research articles, journal articles, reports, conference proceedings, Books and Websites.

After the collection of data, graphs will be drawn and percentages will be taken to analyze the gathered data. Depending on the analysis conclusions will be made later.

01.6 Proposed Outcome / Contribution

Because of the knowledge gap about the impact of an office interior on its E.S., the interior designers are facing difficulties in creating interior spaces to match the special requirements of the offices. With this background, researching about these two aspects and about their relationship with each other will provide the important area of the study possibility to design user-centric office interior spaces for private banks that will uplift the level of satisfaction in the employee community as well as creating satisfied clients.

02. Branding and Colour of Private Bank Interiors

Branding is very commonly used in the Banking sector to differentiate otherwise similar products to its customers. Both government and private banks use branding to market themselves to their customers. Branding differentiates the banks from one another as they are all providing more or less the same set of services to the customers. Branding creates a different perception which becomes familiar and bonds well with the customer over a period which attracts them and keeps them together with the brand. There is a big competition among the whole of the banking sector, among state banks and private banks. Further private banks have greater competition among other private banks as they are all targeting the same set of corporate and individual clients who prefer the private banks over the state banks for some reason. In this heated up competition brand is the only aspect that differentiates one bank from its competitor.

With these, employees have all become brand ambassadors in private banks as they represent the brand values and brand message to the customers. They communicate the brand values to the customers just like the bank signage, corporate materials, building exterior and the interior does. The company brand value is communicated to the target audience/ customers through the following mediums.

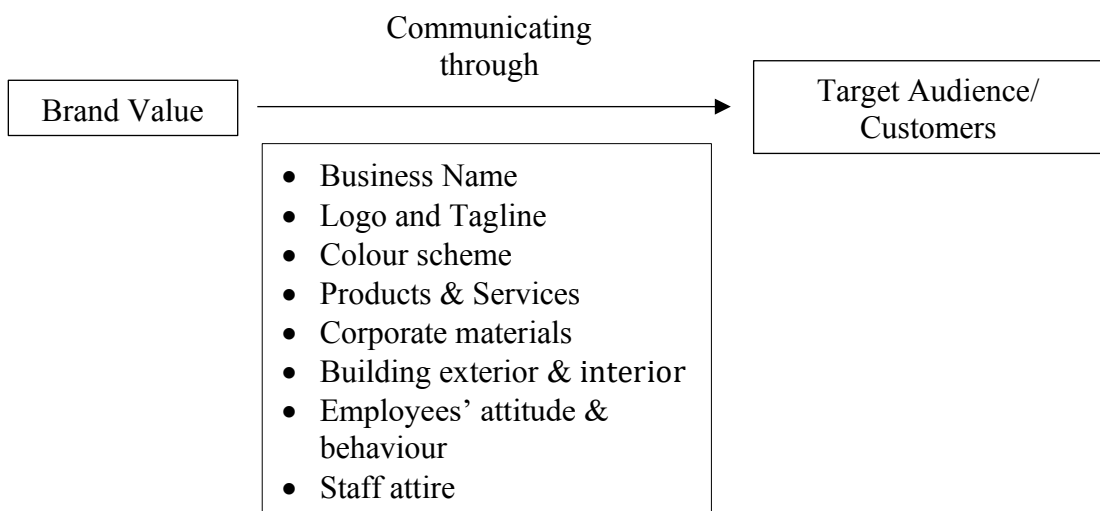


Figure 1: Dimensions of Branding

02.1 Banks and their Services

“A bank is a financial institution licensed to receive deposits and make loans. Banks may also provide financial services, such as wealth management, currency exchange, and safe deposit boxes” (Investopedia, 2020).

A bank provides specific services to individuals and corporates including consumer lending, commercial lending, mortgage, Credit cards and Investment management. There are a few layers of staff in a bank as below:

1. First-line/ front office services – Cashiers, teller operators, sales staff
2. First Level Management – Management assistants, bank executives
3. Middle-Level Management – Human Resource Manager, finance manager, front office manager
4. Top-level Managers – Assistant Bank Manager, Bank Manager

Front office employees are managing services, responsible for generating new businesses and ensuring good client relationships. Back office staff members are performing the loan processing, document handling and transaction processing work.

02.2 Work Environment

Bank employees are engaged in monotonous and tedious work which require high concentration and undisturbed attention. This is only possible with a complimenting interior that will provide the comfort that is required by the employee to be effectively engaged in his work.

A good I.D. will ensure that the workers are supported well for the tasks they are being assigned for while giving them the comfort which affects in improving the employee’s focus on his/her work, motivation, performance and ultimately his/her satisfaction level.

Interior Design is defined by the National Council for Interior Design Qualification (NCIDQ), as the “art and science of understanding people’s behaviour to create functional spaces within a building through creative and technical solutions”. (El-Zeiny, 2012, p. 752)

02.2.1 The parameters that define the Work Environment

Every worker needs an attractive and supportive work environment to perform the designated job efficiently. “Work environment can be grouped into three distinct but intertwined forms, namely physical environment, psychological environment and social work environment” (Kafui Agbozo, 2017).

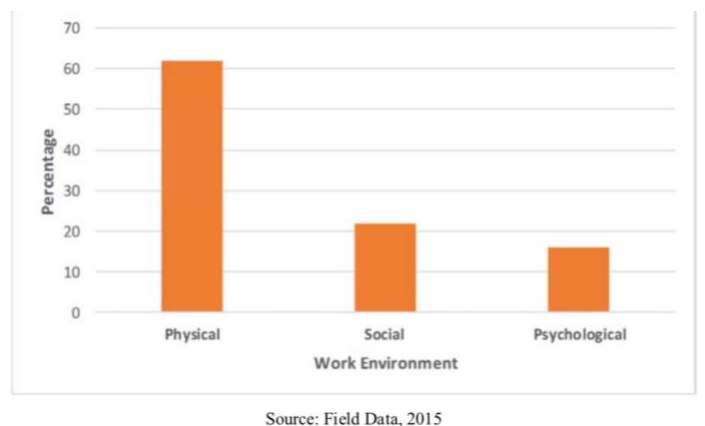


Figure 2: Degree at which factors affect the job environment of employees

Source: (Kafui Agbozo, 2017)

According to the previous research physical work environment is comprised of office furniture layout, temperature, amount of ventilation, level of lighting, use of colours and also available noise levels inside the office.

The social work environment considers about the interpersonal relationships a worker has in the workplace, relationships among colleagues, relationship with superiors and supervisors and also about the willingness for teamwork. Respect for other co-workers

and superiors is a key component in the social work environment to build and maintain a progressive work environment.

Psychological work environment is about the mindset of the worker and how they define their level of work. This will have insights through worker's age, gender, Salary scale, level of education, employment period and type of work. Further fair work provisions, recognition and appreciation and salary and other non-monetary benefits are also affecting the psychological work environment.

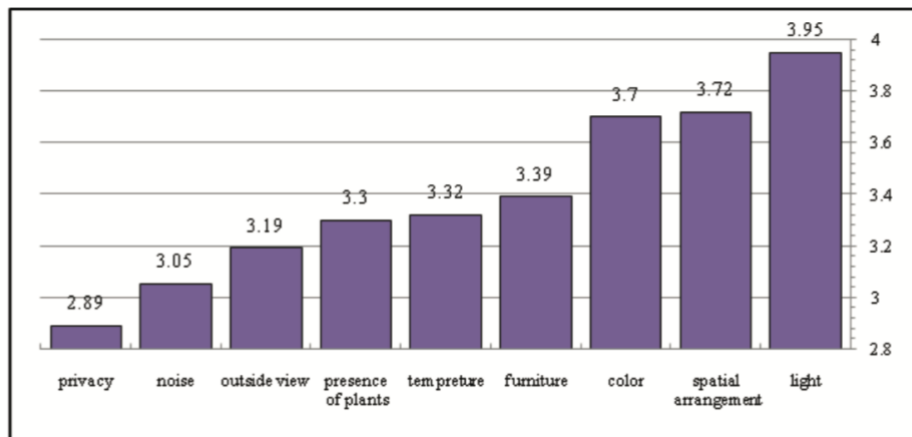


Table 2: Mean Rating of satisfaction with aspects of the physical workplace

Source: (Kafui Agbozo, 2017)

The good physical office environment is important for the following reasons:

- Enables workers to perform the tasks quickly and easily while being efficient.
- The layout will allow more space to maximize usage.
- Easier for supervision and monitoring work.
- Encourages communication between co-workers to being easier and faster.
- Provides comfort to the employees as well as affect employees' behaviour and psychology.

1. Office Layout

According to the research by (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011, p. 266) he says that ordinary workplace designs have more private and

closed offices. The modern-day offices have the open-plan layouts which doesn't have floor to ceiling partitions. More contemporary offices have open-plan workspaces that are free from floor to ceiling walls and partitions. These new Open-plan offices always encourage more communication and more interaction between employees, which results in higher rate employees' satisfaction, morale and productivity. Further, there are cubicle type offices for space-saving, partitioned offices for privacy, half partitions as a hybrid version and then there is a combination of all or few of them.

2. Indoor Temperature

Many literature sources have indicated that the interior impacts both mental and physical health and the performance of the workers while enhancing overall job satisfaction. When space is air-conditioned and the temperature is well controlled it will create a conducive work environment. Heat causes stress and low temperatures will cause lethargy, yet both the ends are hazardous.

3. Colour

Colours in the workplace environment are very important to ensure the productivity and efficiency in the work environment. Colours have the power to create different effects on the human body. People experience colour differently according to many reasons and their reactions are based on age, gender, level of education, the culture they are based on, genetics, occupation and socio-economic level.

“Colour can create an impact on mood, wellness and also on the productivity factor” (Kamarulzaman et al., 2011, p. 266). Further, according to his research he points out that colours can create psychological impact on the occupants of a building. Since colours can control the mind to be calm, comforting or even stimulating.

4. Noise

Studies show that when the sound is controlled in an office there is a reduction of errors and improvement of accuracy. Noise has a direct link for job satisfaction in a certain work environment. Some employees prefer noisy work environments yet for

some they cannot focus and concentrate in them. Hence Noise is a fact to be measured in the interior environment.

5. Interior Plants

According to (Kamarulzaman et al., 2011, p. 266), indoor plants have the ability to create impact on human thoughts and behaviour patterns. There is not much research about how interior plants can bring down stress. But many researchers have mentioned that it has a positive effect, thus it is considered here.

Based on the above literature, a conceptual framework below is prepared. This framework describes the parameters that define the Workplace environment.

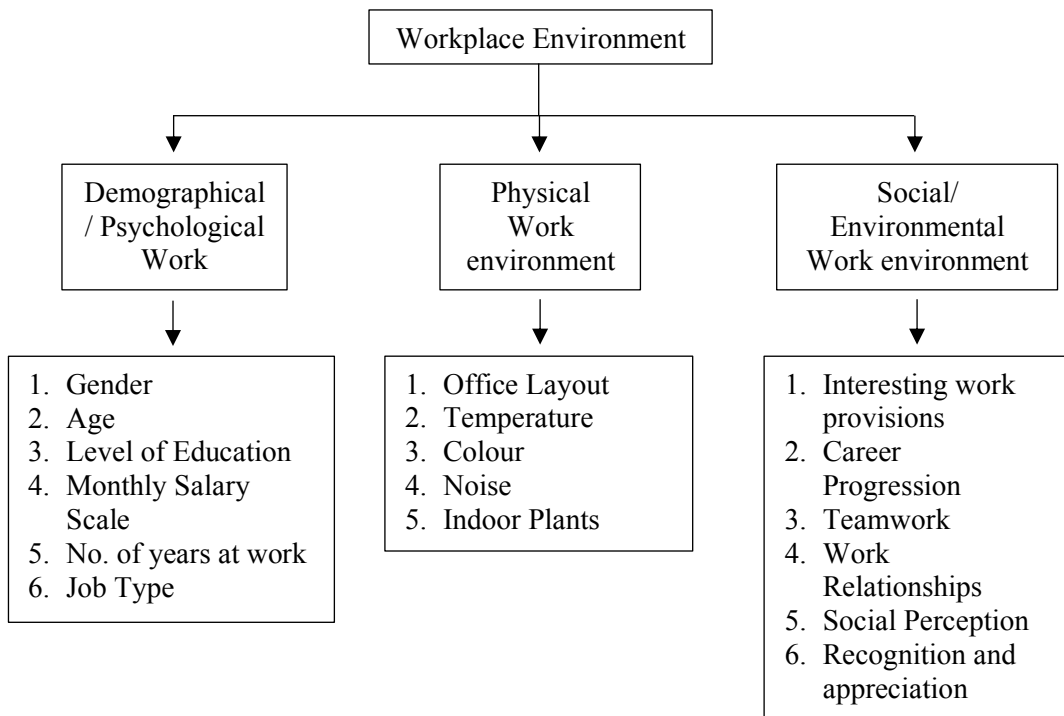


Figure 3: The parameters of the Work Environment.

02.3 Colour

Colour is everywhere and we are affected by the myriads of colour we see in nature. When there is light there is colour. Further light renders colours in different ways. The built environment is inspired by the colours of nature. The human eye recognizes colour because of the sunlight that is falling on the objects. The surfaces absorb the colours and emit a certain degree which our eyes recognize as the colour of the object. Colour is a subject area that has been widely researched about and many studies indicate that colour has an impact on the human mind.

According to (Kalia, 2013, p. 108) “it is recognized that colour has a strong psychological influence on human reactions”. Further, colour has the ability to create different moods based on the psychological responses. Certain responses for colour are short term yet some of them may last for a longer period of time. Many researchers have found out that a person’s personality can be reflected through his preference of colour. For example, extroverts prefer cool colours and while introverts are comfortable when they are surrounded by warm colours. “A strong green may stimulate an individual as much as a strong red” (Kalia, 2013, p. 108).

The visibility of colour has a great impact on the physical work environment. Further, the amount of colour that is visible in the environment can create drastic changes in human psychology. Large amounts of colour can over stimulate individuals. Research that discusses about signal detection theory defines that human mind has the power to organize visual information based on colour yet too much receptance of colour will distract the mind. If there is too much colour application in an interior environment it will create a stressful environment for the people who are in that interior for longer periods of time.

“Behind the psychological response to colour are more fundamental responses to specific radiant energy wavelengths” (Kalia, 2013, p. 108). This makes different responses in people in relationship with colour. Further as stated again by

(Montgomery, 2004), the two most commonly preferred colours are red and blue, and they usually relate to persons with extroverted and introverted tendencies.

It is crucial to analyze the effect colour can make in terms of how it affects people psychologically and physiologically. According to many researchers, the warm and cool colours will have drastic effects on human personality. Warm colours are exciting for the extroverted human being while cool colours are tranquillizing for the introverted human being.

Categories	Findings	Sources
Red	Increase heart and respiration rates and blood pressure.	(Vodvarka F, 2008)
Blue	Calm, restful, comfortable. Reduce blood pressure, pulse and respiration rate.	(Verghese, 2001)
Black	Serious mood, dignity	(Ladu R, 1989)
White	Symbol for emptiness, simplicity, cleanliness and purity.	(Ladu R, 1989)

Table 3: Colour and its effects in interior environment

According to (Cunningham, 2017, p. 190) he says that colour has the power to register easily in the mind. That is the base of using colour for branding as it quickly registers the brand message and brand image in the mind to generate a quick physical response.

Further preference of colour has a cultural background to it. Certain meanings are given for colours according to the cultural context we live in. For example, white symbolizes purity as well as sorrow in Sri Lankan culture while Black is the colour of mourning in the western cultures. The red colour symbolizes the physical energies of the eastern brides while the white colour of western brides symbolizes purity and innocence. Similarly, in the Sri Lankan context, different colours have different meanings culturally and they vary according to the religion within the same cultural context.

Sri Lankan history reveals the usage of colours in its evolution of art and paintings. Most of the temple paintings have used Crimson Red, Yellow Ocher colours and have used a little of Blue colour in between. The use of this particular shade of Red colour and Yellow Ocher colour than was used in depicting the Sri Lankan identity in the National flag.

02.3.1 Use of Colours in Interiors

Colour has the ability to impact the human mind. Because of this, it can create different human responses. These responses are different from one person to another. This can be a result of many demographical and psychographic reasons. These perceptions are based on Personal experiences, gender, culture, country, level of education, age group and occupational category. Because of these perceptions we generate:

1. Mental Realm - Thoughts/ Meanings/ Signs/ Symbols
2. Emotional Realm – Emotions and feelings
3. Physiological realm – Activities/ behaviours

The interface between colour and human response

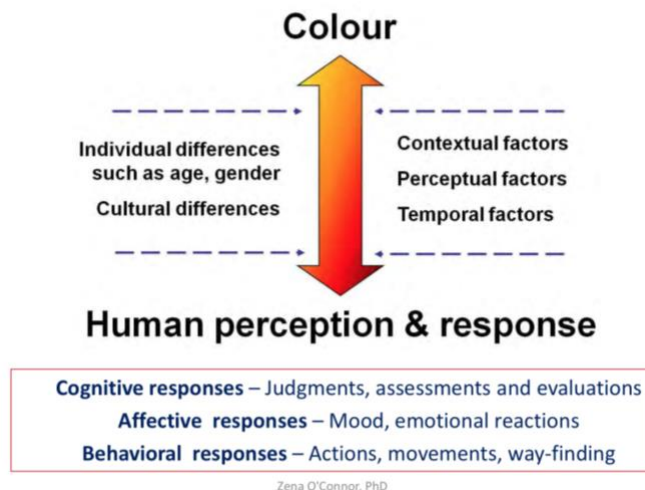


Figure 4: The interface between colour and human response

Source: O'Connor, 2020

“Colour has three basic properties namely hue, value and chroma” (Elliot & Maier, 2007, p. 252). When a colour is not mixed with any other colour it is defined as a hue. Colour value is about how light or dark a colour is. Many studies have been carried out to see the different impact colour value has on gender. Female workers can focus more on high-value colours. Yellow, orange and red colours are high-value colours and productivity level in them are low and stress levels are high. Offices that have low-value colours such as blue, green and purple interiors create lowest stress levels and higher productivity.

Type of Colours	Colour Combination	Gender	Effect
High Value colours	Yellow, Orange, Red	Male	Focus level is low Productivity level is the lowest Stress levels are highest
High Value colours	Yellow, Orange, Red	Female	Focus level is high Productivity level is high Stress level is low
Low Value colours	Blue, Green, Purple	Male	Focus level is high Productivity level is the highest Stress levels are low
Low Value colours	Blue, Green, Purple	Female	Focus level is low Productivity level is low Stress level is the highest

Table 4: Colours and their effects on gender

Further colour saturation also has an effect on the workers. Colour saturation refers to the purity of a given hue.

Type of Colours	Gender	Effect
High Saturation Colours	Male	Negative moods
High Saturation Colours	Female	Positive moods
Low Saturation Colours	Male	Positive moods
Low Saturation Colours	Female	Negative Mood

Table 5: Colours and their effect on gender and moods

According to research studies done on colour psychology by (Kumar, 2017, p. 12) it states that majority of women like cool colours while men like the other way around. Yet both female and male make lot of errors in office environments that have low saturated colour schemes.

Gender	Cool Colours
WOMEN	76%
MEN	56%

Table 6: Colour preferences based on Gender

Source: *Journal of Genetic Psychology* (Hemphill, 1996)

Colour should be carefully used in interior environments to emphasize both functional and aesthetic aspects. If colours are used over it can result in over-stimulation and overly sensory actions and reactions. The negative impact is also similar, if colours are used in low quantities it causes under-stimulation and those interiors will make the employees less productive. So, it is evident that both over stimulation and under stimulation has their adverse impacts on the users of the interior and thus colour should be very carefully used.

Colour temperature of an interior can create a big impact on its users. In an interior, it's not just the applied colour but also how the light has rendered the colour for the human eye. Colour temperature is the amount of light provided by a source of light and this is usually measured by Kelvin (K). The colours of an interior could vary according to the source of light it is exposed to and depending on if it's warm white, cool white or day white lightning.

According to many literature red colour is associated with winning and dominance. Yet too much red can create anxiety and on the other hand, Blue colour is associated with Depression. Accountants who are dealing with numeric values require a stronger colour scheme. According to research of (Kamarulzaman et al., 2011, p. 266) he points out that blue office interiors make work numbers better, green office interiors are good for management related work while yellow colour interiors can boost the sales. Thus, the colour scheme for an interior should be carefully selected to eliminate negative psychological impacts and create positive psychological effects.

02.3.2 Effect of Colour on Satisfaction

“The character of space affects human emotions and behaviour” (Kamarulzaman et al., 2011, p. 266). In space arrangement, colour plays an important role in creating the space visually smaller or bigger. For example; a larger room can visually seem more compact if the walls are painted in warm, deep and intense colours while a cramped-up small space can be made visually bigger and spacious if it is painted in light and cool colours.

Colours have different temperatures. Warm Colours are the hues of red to yellow colours on the colour wheel and they are generally comfortable, cosy and pleasant. According to literature it says that warm coloured interiors provide better comfort to its employees. Cool colours, on the other hand, are the blues, greens and purples of the colour wheel and they generally give a feeling of relaxation and calmness. Yet sometimes overly use of cool colours may become depressive and create a negative psychological impact. White, Black and Grey are in between the warm and cool colour palette and they are called the neutral colours. Their effects are less intense. Further neutrals can be boring and create minimum emotional content.

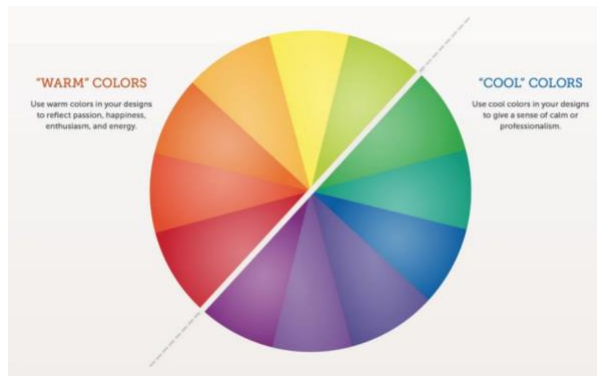


Figure 5: Warm and Cool colours of the colour wheel

Source: [https://lifehacker.com/learn-the-basics- 1](https://lifehacker.com/learn-the-basics-1)

Warm and cool colour refers to the temperature of a colour which is based on its wavelengths. Accordingly, red, orange, yellow are considered as warm colours and Blue, green, purple is considered as cool colours.

Different colours are capable of creating different effects, such as red colour creates excitement, yellow cheerfulness, green for security, purple for luxury and blue for tranquility. These feelings then lead to satisfaction within one's self. "When consumers see colour, and it is processed from wavelengths to emotions, they will naturally assign meanings or values to what the colour cognitively represents" (Cunningham, 2017, p. 190). With the usage of colours, consumers can easily remember information, connect identities and develop an emotion which leads to a certain behaviour later.

02.4 Branding

In the past branding was used to differentiate products from one another and today it is commonly used to differentiate persons from one another. "Brand may be any term, name, logo, sign, design or a combination of all these that differentiates a product from its competitors" Kotler & Keller, 2007 as cited in (Rathee, 2015, p. 15). When branding is done through human resources it is generally identified as employer branding.

According to (Trovato, 2018, pp. 1–3) Branding is about defining the unique selling proposition which connects and combines the customers with the core values of the company. To sustain a brand, it is important to communicate the brand values both internally and externally.

In today's world employees are attracted to work for a reputed or branded organization as it gives them reputation and wide social acceptance. According to Ambler & Barrow, 1996 as cited by (Rathee, 2015, p. 15) "The Employer Brand is defined as 'the package of social, psychological and functional benefits provided by the employment and identified within the employing company'". It communicates the employee value proposition through both tangible and intangible methods.

Another aspect for employee branding was introduced by Sullivan, 2004 as cited in (Mendis & Wanigasekara, 2013, p. 138) which says it is a long-term strategy to create awareness in potential candidates and maintain good perceptions in the existing employees about the company. Further, they explained that the when employer branding is done properly it will increase the reputation and exposure of the organisation, well coordination among its employees and also the society at large will consider this organisation as a great place to work at.

Branding definitions are evolving for a long time now and different people give different definitions to it depending on the usage and now it is more about giving a certain experience to a client. At present, branding focuses on how an audience perceives the message and bonds with the values it promises in the relationship as a client. All these interactions a client makes with the brand promotes brand loyalty.

According to the research of (Zeltner, Whelan, & Pasquier, 2015, pp. 1–3) brand has many elements which are linked to a company's reputation and also its vision. All mediums of organizational Behaviour such as their banking products, client experiences, employees, the role and impression of the organization in society, even perceptions of a company all of them create the reputation for the organisation. In private banking, this reputation, together with the ability to deliver the brand promise,

builds a good brand. That's when certain brands stand ahead of other brands in the marketplace.

According to research it shows that when branding uses the best appropriate colour it creates the best impression and meaning in a person's mind. So, a colour representing a company creates a certain perception about a company in the minds of people.

02.4.1 Dimensions of Branding

To identify how branding should be effectively carried out, it is vital to know the dimensions of branding. Customers first encounter with the name and logo of a company. Further the combined effect of corporate colours, brand name, and its logo, the customer service that is provided, available technology, strategies used, and a number of branches are considered as the branding parameters.

Theoretical Framework

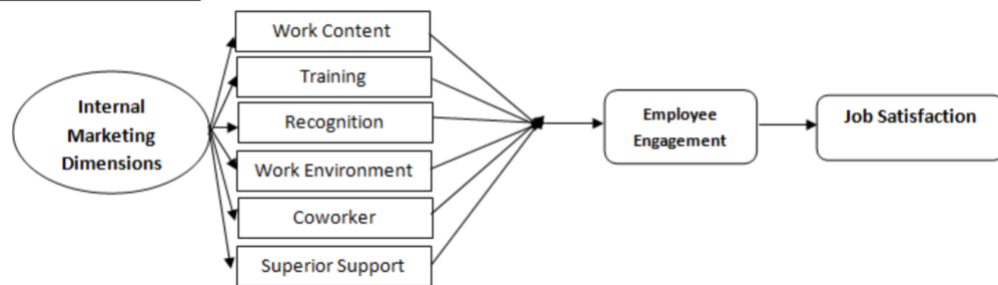


Figure 6: The relationship between branding and job satisfaction

Source: Shahzad & Naeem, 2013, p. 66

On the other hand, Schlager et al, 2011 as cited in (Rathee, 2015, p. 15) empirically tested the impact of that can be created employer branding on its employees' attitude, especially in the service sector and identified economic value, developmental value, social value, diversity and reputation value and branding as the main employer brand dimensions.

1. Economic Value – According to the research (Berthon, Ewing, & Hah, 2005, p. 153) this refers to the benefits provided by the employer in terms of monetary and non-monetary forms.

2. Developmental Value – career-enhancing activities, recognition of good work, training opportunities and creative work culture, regular training and developmental programs, power and responsibilities to the employee that makes him feel important and recognized, equal opportunities for growth.

3. Social Value – “Having a good relationship with superiors and colleagues, supportive and happy work environment, respectful environment have an influence on employee attractiveness and satisfaction”. (Berthon et al., 2005, p. 164)

4. Corporate Reputation and Branding – How strong and well established is the brand of the company. This includes having innovative products or services, having a good image in the society about the company, higher brand strength, higher level of satisfaction among the employees and a strong brand image.

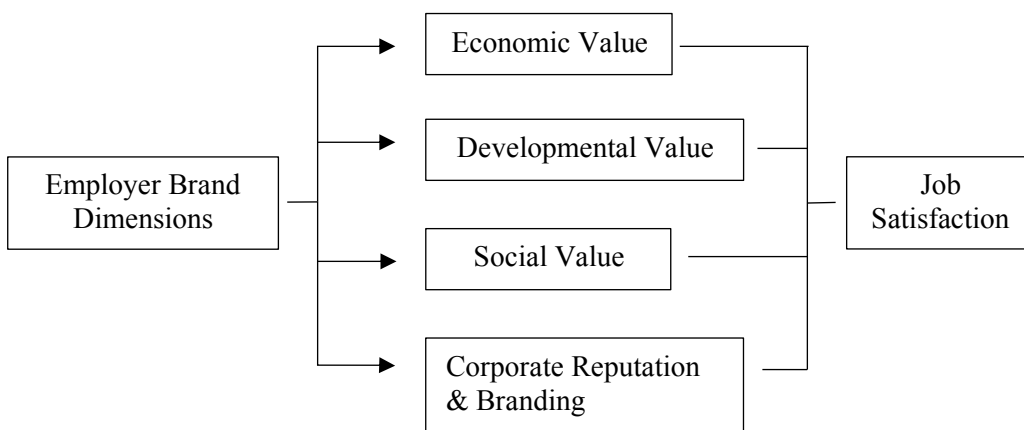


Figure 7: Impact of Employer brand Dimensions and their parameters on Job Satisfaction

02.4.2 The relationship between Branding & Colour

Colour psychology is widely used in branding to communicate an image, create a perception, create a visual identity and a lasting experience about a particular brand. Colours are best used to create a perception about a certain brand and its brand related aspects in a person's mind.

Branding is the act of communicating a brand to its customers. Brand identity is what a company represents in its customer's mind. People recognize the uniqueness and the authenticity of a brand through its brand identity. This ideation is carried to the customers through a branding strategy. Brand identity is a collective form of those characteristics, ethics, morals and personality that a company carries.

According to (Dagli, 2015, p. 322) Corporate identity combines the effects of a company logo, related corporate printed documents, building interior and exterior, staff workwear to everything that communicates the brand values to another party.

02.5 Use of Branding and Colour in Bank interiors

Earlier branding was only for tangibles, but because of the change in the global market scenario, the prominence was driven more to facilities that are service-oriented. Therefore, it has become a necessity for the banks to build a different and successful service. Banks have differentiated themselves in the recent years with the heavy competition that offers the same services, through the usage of branding. Thus, "successful and stable branding of banks requires committed as well as satisfied employees" according to Wallace et al., 2013 as cited by (Kaur & Syal, 2017, p. 141).

An employee who is committed can make a considerable impact through the delivered customer service. Hence committed and satisfied employees will always go that extra mile in communicating the brand promise of their company because they are very much emotionally attached to the brand they are working for.

According to Oylum, 2010 as cited in (Dagli, 2015, p. 322) he says that an I.D. of a company establishes its corporate identity to its customers. The brand identity of any company is its most valuable tool to reflect on it. It is what makes the corporation stands out from the rest of the competitors. “The concept of corporate identity includes a range of elements spanning from the name of a firm, to its logo, its letterhead paper, design of vehicles, general view of the company building, I.D., employees’ outfits and Behaviour, employees’ attitude, the firm’s management and operation, quality of managers, production, service, service concept, advertising and public relations work of all kinds used by the image, style and topics” according to Ak, 1998 as cited in (Dagli, 2015, p. 322). Out of all these branding types the most important concept is the branding done through the interior environment. Because it takes corporate identity and branding to a new level delivering an experience to its users about the space while etching the corporate identity into their minds for a long time.

The I.D. of a corporate interior comprises of its furniture plan, colour usage and total look. According to all the literature above it is clear that a company’s corporate identity and branding can be communicated through the I.D. of its building.

03. Staff Satisfaction of Private Bank Employees

People are hardly satisfied with what they have in life. It includes their achievements, personal gaining and their employment. Most of the time people complain about their employment due to many reasons. The problem is when they are unhappy about the conditions at work, that unhappiness reflects on their personal lives as well as reflects on the organization as well. Many agree that happy employees are productive employees. When an employee contends and happy, it will have an impact on their physical and mental condition.

Job satisfaction is defined as a “an effective and emotional response to various facets of one’s job” by Kreitner R. and Kinicki A, 2004 states as cited in (Kafui Agbozo, 2017, p. 17). Further on the same source, it was defined as an emotional response from the employee with the fulfilment of their expectation by the company. Another definition is given by Hoppock R 1935 as cited in (Kafui Agbozo, 2017, p. 17) is “any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, I am satisfied with my job”.

When it refers to job satisfaction mostly it covers the emotional aspect of the features of the job. In a different perspective job, satisfaction means the meeting or exceeding the expectations of the worker. Job satisfaction provides energy to perform the job tremendously.

According to Agho et al, 1993 as cited in (Arif et al., 2017, pp. 1–3) says that E.S. can be defined as to which extent the employees prefer to their allocated work. Accordingly, the more the work environment fulfils the needs, values, personal characteristics of a person, the greater the job satisfaction he/she feels. In these, the impact created by a person’s age, number of years of employment, salary scale, type of job, job level and their work environment are main facts that directly influence the job satisfaction.

In another study which was done by (Kafui Agbozo, 2017, p. 17) 62% respondents have clearly stated that physical environment is most contributing to the E.S.

03.1 Benefits of Staff Satisfaction

Job satisfaction reveals the impression employees have about their organisation. Further, it gives a good insight into the organization as well. If the employees are not happy and satisfied with the organization, it will be reflected through their absenteeism, high turnover rates, less productive workforce and loss of recognition for the organization. Similarly, if the staff is happy and satisfied about the organization, they will contribute their best to the organization, spread good word of mouth about the organisation, recommend the company to others and stand by the company with its operations. Hence job satisfaction is also talking about the health condition of an office. As per the table below job satisfaction has an impact on the organisation and also for employees.

For organisation	For employees
<ul style="list-style-type: none"> ➤ Enhance employee retention ➤ Increase productivity ➤ Increase customer satisfaction ➤ Reduce turnover, recruiting, and training costs ➤ Enhance customer satisfaction and loyalty ➤ More energetic employees ➤ Improve teamwork 	<ul style="list-style-type: none"> ➤ Employees will believe that the organization will be satisfying in the long run ➤ They will care about the quality of their work ➤ They will create and deliver superior value to the customer ➤ They are more committed to the organization ➤ Their work are more productive

Table 7: Benefits of job satisfaction

Source: (Kozarevic, Peric, & Delic, 2014, p. 16)

03.2 Levels of Satisfaction

According to research one of the key objectives of the Banking industry is to offer a better service proposition to its customers by providing a quality service. This is because the competition among private banks are very high and every bank is trying their best to keep the existing client base while impressing the potential clients. The

research by Hayes 1997 as cited in (Bamfo et al., 2018, pp. 1–3) identifies customers as a person or group of people who receive a certain product or a designated service by another person or a group of people. Broadly, there are inner and outer customers, where internal customers refer to the staff or employees of the bank, while the customers are referred to as external customers.

Job satisfaction is often considered in terms of intrinsic and extrinsic factors. Availability of opportunities for career enhancement or growth, recognition, allocation of responsibility is among intrinsic factors. Receiving proper guidance, appropriate salary for the performed job, comfortable working environment, job security and interpersonal relationships are considered as extrinsic factors according to the research work of (Chahal, Chahal, Chowdhary, & Chahal, 2013, p. 12). Different studies have come up with different theories to explain job satisfaction in-depth such as Maslow’s Need Hierarchy theory, Herzberg’s Motivation theory, Hygiene theory and Vroom’s Expectancy model. Further, it is believed that demographic details such as age, gender, level of occupation, the scale of the organisation and the educational qualifications also matter in this. (McLeod, 2020)

According to the Maslow’s hierarchy of needs which depicts the human needs in a hierarchy in the following order.

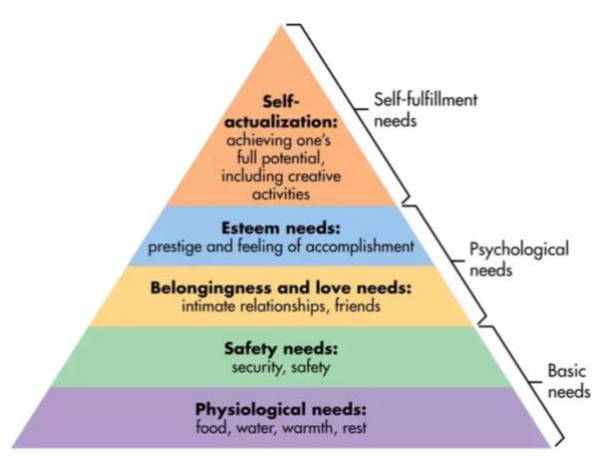


Figure 8: Maslow’s Hierarchy of Needs

Source: (McLeod, 2020b)

After any years this five-tier model was divided into two separately as deficiency needs and growth needs. So accordingly, deficiency needs were in the first four tiers and the growth needs were marked as the top four tiers.

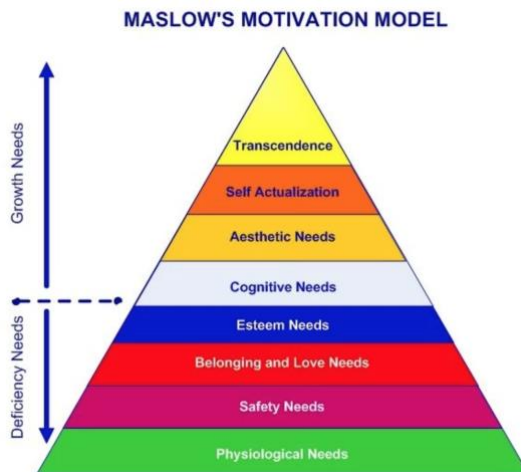


Figure 9: Maslow's motivation model

Source: (Mcleod, 2020b)

The newly added are tiers are the cognitive needs, aesthetic needs, self-actualization and transcendence needs. Psychologists now believe that needs can be simultaneously fulfilled in many levels. Just like different people perceive colour differently, perceived level of satisfaction by different individuals is also different. These are the basic levels of satisfaction a person is looking for. These needs should be fulfilled in an organisation for an employee to be satisfied.

03.3 Employee Satisfaction Parameters

“Job satisfaction is a combination of psychological, physiological and environmental conditions providing satisfaction to a person with the job” (Mallika & Ramesh, 2010, p. 123).

Nature of the job includes hours of work, opportunities for career advancements, physical work environment and responsibility level. Management is about the responses received from the employer's side, social relations include the interactions between fellow workers and superiors while the personal adjustment is about the emotionality.

Personal factors are employees age, gender preference, level of education, ethnicity and culture are creating an impact on an employee's E.S. Most of the studies conducted in this area have identified two common categories that have a major impact on the E.S.

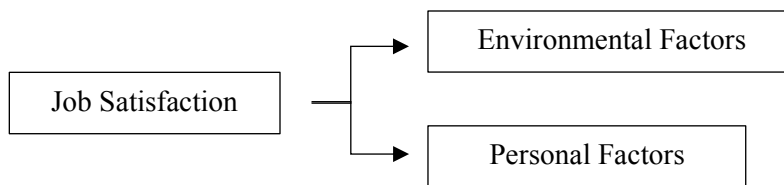


Figure 10: Parameters for Job Satisfaction

- A. Environmental Factors – Work environment and how it supports the work
- B. Personal Factors – Individual attributes and characteristics.

A. Environmental Factors

Research by Peters et al, 1985 as cited by (Arif et al., 2017, pp. 1–3) inform that this include non-planned workspaces, not having the proper equipment, not having proper training to perform the job, having safety issues, uneven splitting of work among employees, poor motivation and poor corporation among the superiors.

B. Personal Characteristics

Personal characteristics are about the demographics. Many types of research have considered individual attributes to serve the direct relationship between personal characteristics and E.S. Gender is the main factor in it. Further age is also a crucial factor that is considered in many previously done literature.

Further according to literature personal fulfilment includes eight different elements such as salary, working hours, condition of work, supervision, human resource management, job functionality, stress level and demographic characteristics.

According to the theory developed by (Kozarevic, Peric, & Delic, 2014, p. 10), to identify the parameters that make an impact on E.S. The parameters included the very same as mentioned above.

03.4 The relationship between the Office Interior and Bank Employee Satisfaction

According to the research conducted by (Gensler Architecture Firm, 2013) which is a research firm in the US, they have asked office workers about the evolution of workplace design. In the 1980s the interiors of buildings were about “form following the process”. Which later in the 1990s developed to “Flexible designs, casual, less refined and impermanent”. Today it is very different.

The graphic is a rectangular box with a dark orange background. On the left side, there is a vertical strip with a lighter orange background and a faint image of a person's hand holding a pen. The text 'Transformative design. Branded, connected, diverse' is written in white on this strip. To the right of this strip, the title 'Process + Technology + People' is written in white. Below the title, there is a paragraph of white text: 'Today, process and technology have leveled the field of business, and people alone create the strategic competitive advantage. By fully supporting them, design has the potential to enable organizations to leverage their human capital more effectively.' Below this paragraph, the heading 'Characteristic design elements' is written in white, followed by a bulleted list of five items: 'People—talent recruitment and retention', 'Performance Focused—maximize human capital', 'Brand—communicating mission and values', 'Interactive Space—collaboration aimed at innovation', and 'Mobility—distributed work settings'. The final item in the list is 'Openness—emphasizing access and visibility'.

Figure 11: Gensler Design Performance Index

Source: Gensler Architecture Firm, 2013

Further according to the same source, the workplace design has 6 characteristic design elements as indicated above on the figure.

They further say that an average office worker spends 74% of their average workweek in an office environment. So, if there is a good office design it will result in higher employee productivity. When the employees are productive, and they work efficiently in their workplace they ultimately feel satisfied. The outcome of their survey can be summarized as below:

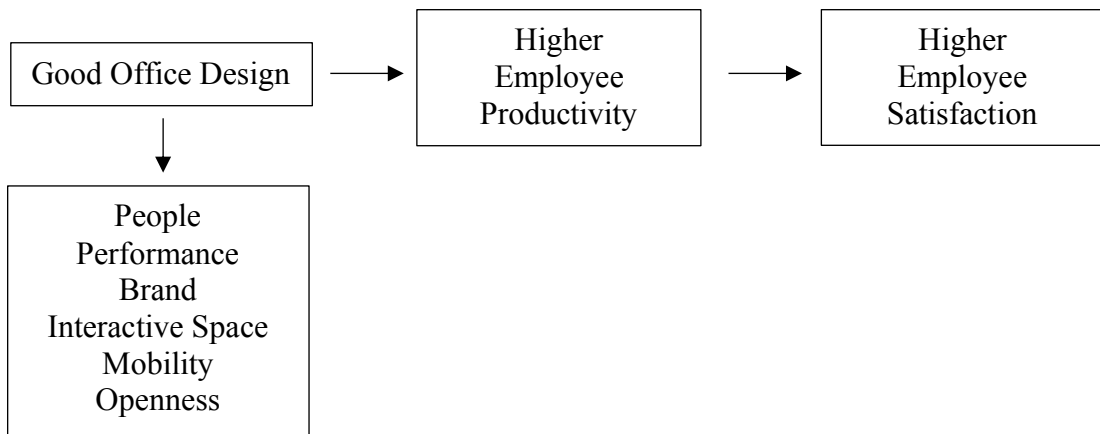


Figure 12: The relationship between good office design, branding and employee satisfaction

03.5 Conceptual Framework

After studying and careful analyzing of all the available literature done on similar subject areas, a conceptual framework has been constructed to build up a test sample. For this we need to identify the variables and how they are related to each other to build up a research logic.

With the studying of the literature on previous studies about the similar subject areas it was necessary to build up a conceptual framework from the learnt knowledge. Depending on the conceptual framework then research methods will be formed to research to see the validity of the collected points.

03.5.1 Defining the Variables

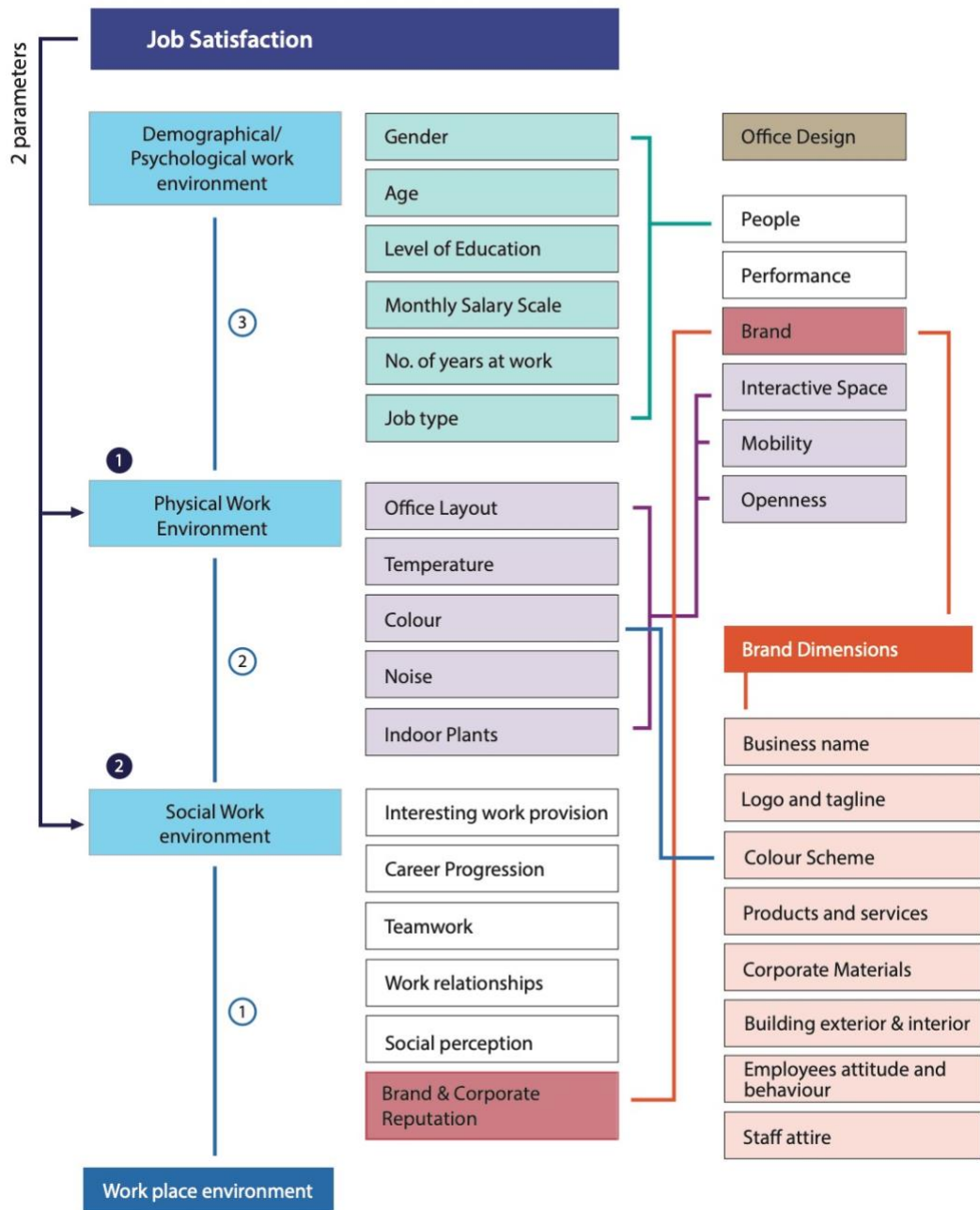


Figure 13: Conceptual Framework for the entire data analysis

After identifying the variables, it was necessary to formulate questions that can cover the requirement for data from the selected sample group. Hence the below questions were developed to gather data with the least number of questions.

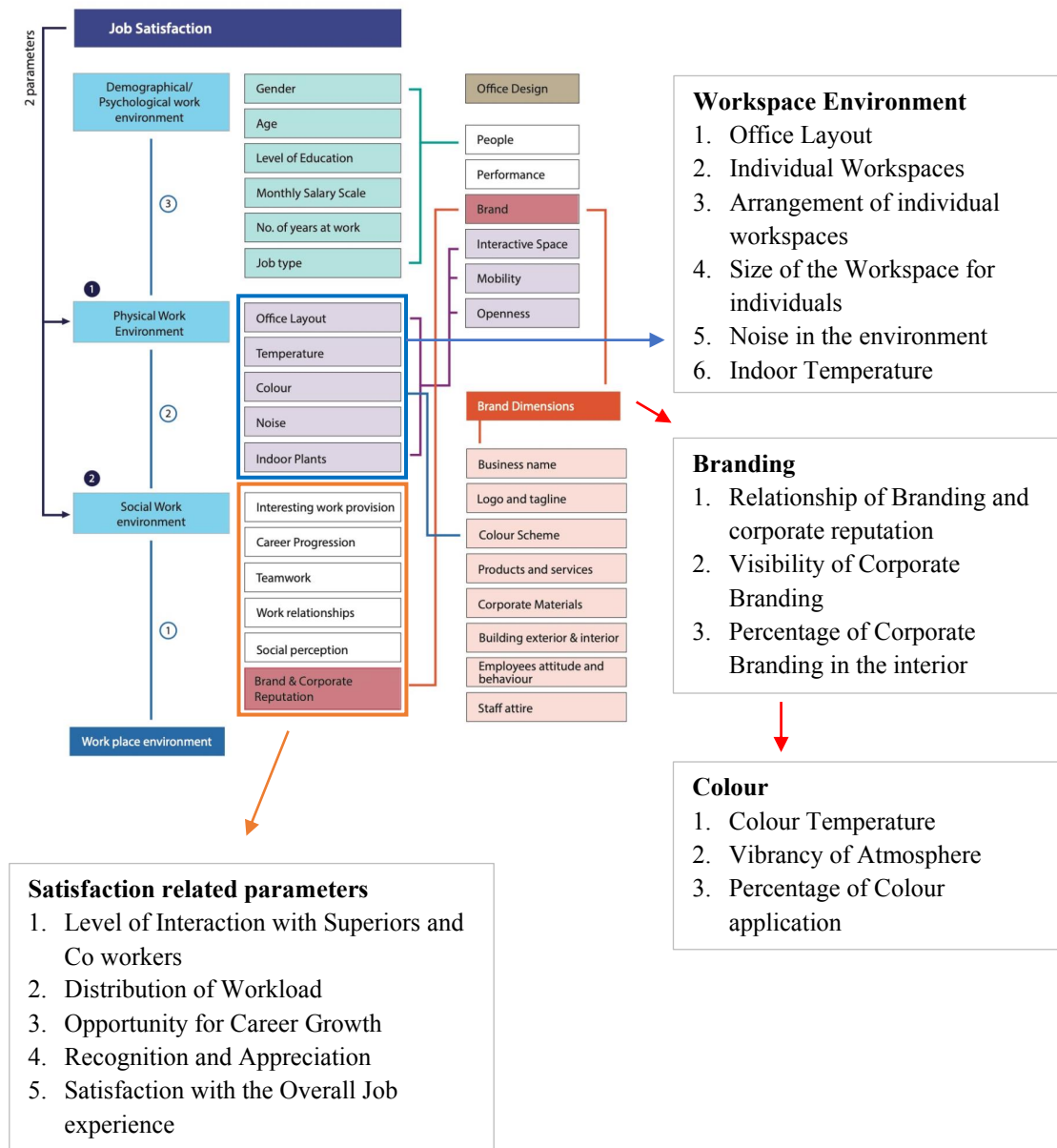


Figure 14: Conceptual Framework and developing the research questions

If the below mentioned parameters of the workspace is controlled, and independent and dependent variables are defined, how colour and branding of a private bank office interior affect its Staff Satisfaction would be the hypothesis that is being tested in this study.

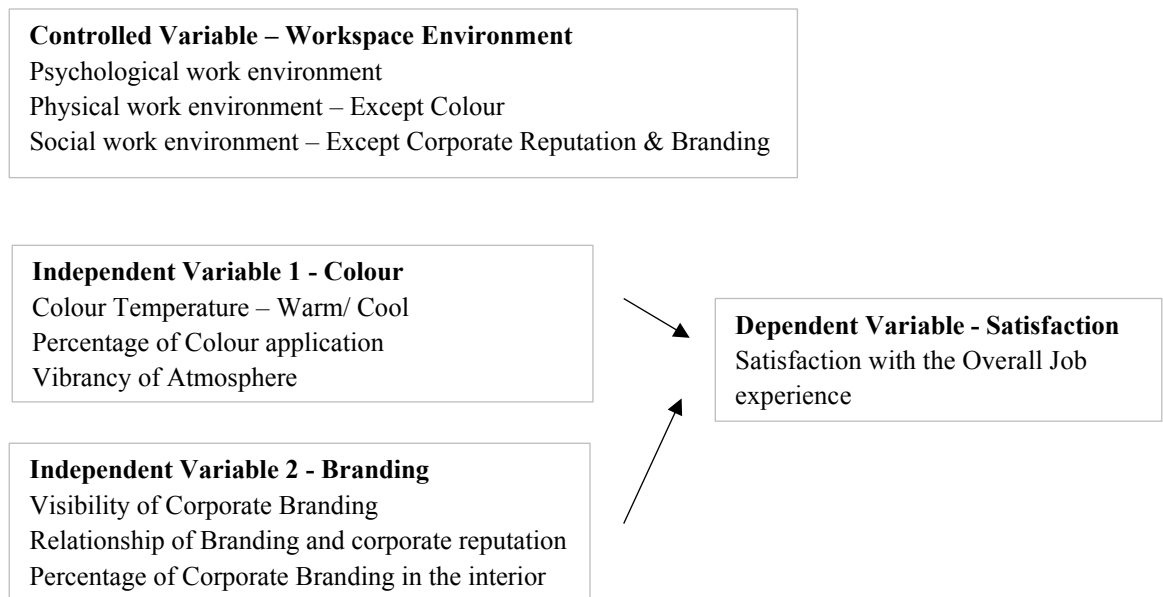


Figure 15: Conceptual Framework

With this theoretical framework in mind, questions were created to gather certain information to test this hypothesis.

03.5.2 Defining the Data Collection Methods

This research requires collecting both primary and secondary data for an in-depth analysis.

Data Collection Method:

Primary Data: Through Questionnaires, Interviews, online surveys, Telephonic Conversations and E-Mails.

Secondary Data: Through sources of literature, research articles, Journals, Reports, conference proceedings, Books and Websites.

Designing the Questionnaires:

2 Questionnaires were developed to gather insights from two different parties that are on the two ends of the equation. They are the bank employee and bank customer.

1. Bank Employees
2. Bank Customers

1. Questionnaire for Bank Employees –

This is the most important type of information required for this research. The questionnaire that is developed for bank employees aims to get the information about the work conditions, work-life and the behaviour of the worker and how they are being impacted by the colour usage and branding aspects of the interior.

The questionnaire comprises of four parts –

- Demographics
- Physical work environment
- Psychological work environment
- Social work environment

Under these 4 areas, the questions are carefully designed to capture employee insights. These questions further capture work culture, communication between colleagues and superiors, compensation, rewards and recognition, performance appraisal, work relations and the use of branding and colour. With this, the aim is to assess how branding and colour of the employee work environment impacts in E.S.

2. Questionnaire for Bank Customers

To identify the effects of colour usage and branding in private banks. It will further assess the scale of the usage of branding and colour in-terms of attracting and appealing to the customers. They will give insights about how they feel about colour and branding in the interior.

The questionnaire comprises of two parts –

- Demographical details
- Physical work environment – Bank office Environment and application of branding

3. Interviews with Bank Managers

Interviews were conducted to get insights about functionalities of the bank, day-to-day operations, the number of employees occupied, no. of transactions done over the counters to see the productivity of the employees and career progression for the employees as defined by the bank.

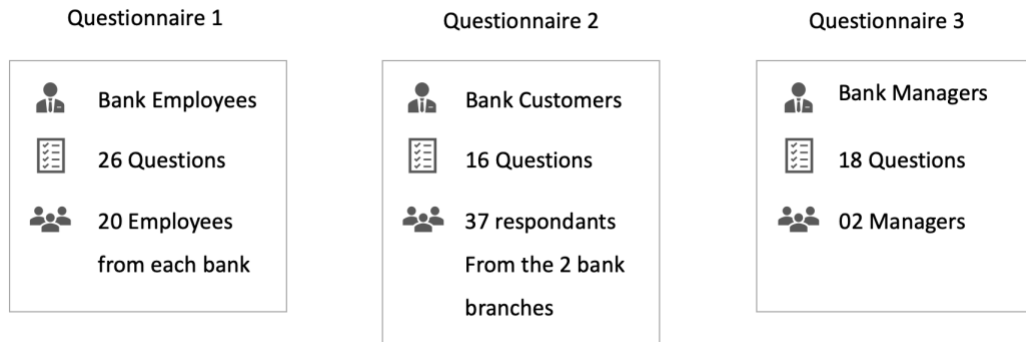


Figure 16: Collection of Primary data through Questionnaires

04 Case Studies – Data Analysis and Findings

The case studies were selected from private banks in the country. When selecting the private banks mainly few key aspects were taken into consideration based on the above discussed literature.

1. Private Bank Corporate Colours
2. Branch grade
3. Demographical location of the bank
4. No. of employees in the branch
5. The floor area of the branch
6. No. of Departments
7. Bank services provided

Out of many parameters that are considered here in the selection of case studies it was decided to use two case studies for a comprehensive analysis. The initial consideration was to get three case studies but with the limitations of accessibility the case studies were decided for two preferences. Mainly the corporate colour scheme was considered in the selection of the two case studies.

The selected case studies again had few limitations. Hence these are financial institutions acquiring access to observe their workflows, photograph, to obtain drawings and sketches for the analysing purposes and also the intricate details about the corporate branding concepts and employee statistic information were not made available to maintain their strict restrictions of sharing information. This is due to the reason that financial institutions have strict privacy regulations as they handle monetary transactions. These limitations may cause to look for alterations of the initial research plan. However, detail description of interior projects will be discussed through the available information and experiences through observations made at the premises.

04.1 Methodology

After thoroughly analyzing the available literature, a theoretical framework was developed. The research was conducted to test the data against the developed theoretical framework to see the application of theoretical knowledge in the practical context. Several pilot studies were conducted before the sample research design was done. As the research was conducted on private banks, which offer the same set of services to somewhat similar clientele, the following two selections were made after much thought.

04.1.1 Case Study Selection

To start the case study selection, Colour and branding of many private banks were taken into consideration.








Bank Name	Logo	Corporate Colours
Commercial Bank		Blue and White
National Development Bank		Red, White and Black
Hatton National Bank		Blue, Yellow and Black
Nations Trust Bank		Blue and Pink
Sampath Bank		Orange and White
Seylan Bank		Red and Black
Standard Chartered Bank		Blue and Green

Table 8: Criteria for selecting the case studies

Out of the above list of private banks, selected the following two, depending on the corporate colours and the reputation of the brand. The criteria for selection are initially depending on the colour warmth. Both the following selected branches are in the Colombo district and located in the perimeter of the city limits. Thus, their clientele and the services offered are somewhat similar. This has been maintained like this to ensure the controlled parameters are the same.

The selected Banks:

1. National Development Bank PLC (NDB Bank)
2. Commercial Bank PLC

To analyze the above two banks as case studies, the below synonyms will be used as below in this study.

Synonym	Explanation
Bank A	National Development Bank aka NDB Bank
Bank B	Commercial Bank

	Bank A	Bank B
Branch	Rajagiriya	Nawala
Corporate Colours	Red, Black and White	Blue and White
Branch Grade	'A' grade branch	'A' grade branch
No. of employees in the branch	24	20
The floor area of the branch	3800 sqft	2900 sqft
No. of Floors	1	2
No. of Departments	4	3

Bank services provided	Loans, Fixed Deposits, Leasing, Priority Banking, Remittance, Safe Deposit Lockers, Treasury Products	Loans, Fixed Deposits, Leasing, Remittance, Treasury Products
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Table 9: Selection criteria for the two case studies

As per research done by Birren, 1978 as cited by (Montgomery, 2004) Red and Blue are mostly linked with personalities who are introverted and extroverted. Hence this was considered in selecting the two case studies.

Sample Population

Even though the two case studies have different number of employees in the branch, it was necessary to keep the number of employees as a controlled variable in order to analyze the other variables. The sample population is then considered as 20 employees each from Bank A, Rajagiriya Branch and Bank B, Nawala Branch as that has the least number of employees in one entity. Taking the least number will make sure that the employee number in both the entities are similar and can be disregarded in the analysis.

Sample Selection

According to the initial discussions done with the bank managers and bank staff it was identified that there are three types of categories in the staff as discussed in the first chapter. Most number of employees represent the first level management who are employed as management assistants or bank executives and their information is the most considered for the case studies.

The other employees are also been randomly selected, irrespective of their age, experience, designation or number of years at work. To ensure the privacy of information provided about the bank an online questionnaire has been shared. For the front-line employees who are restrained from using internet while engaged in

their responsibility, a printed questionnaire was given. All their identity has been kept anonymous to ensure the accuracy of data.

04.1.2 Method of Evaluation

The data collected from both banks will be then analyzed against the built-up theoretical framework. If the controlled variables are well controlled, then it will create ground to analyze how the dependent variable changes in relation to the independent variables. To evaluate this, it is necessary to collect the required primary data through the interviews, telephone conversations, questionnaires and secondary data through the sources of written and recorded literature. The observations and findings will be also used for a comprehensive analysis.

04.2 Case Study 01 – Bank A

Bank A was started and registered as a Commercially operated bank in 1979 under the purview of the Central Bank of Sri Lanka. The Banks' vision is to "be the driving force for a financially empowered Sri Lanka" (Bank A Annual Report, 2018). Further their mission is to be in forefront of the Sri Lankan Financial services industry while being able to contribute to the growth of the national economy through their banking and finance excellence.

"The bank's values are integrity, creativity, excellence, sincerity and accountability" (Bank A Annual Report, 2018). The Banks' main target audience is individuals, Small and Medium Scale businesses and corporates. Further there are employee categories such as senior management, executives, non-executives and contract staff. In this context, employees are the face of the company that deliver superior and sustainable value to the shareholders.

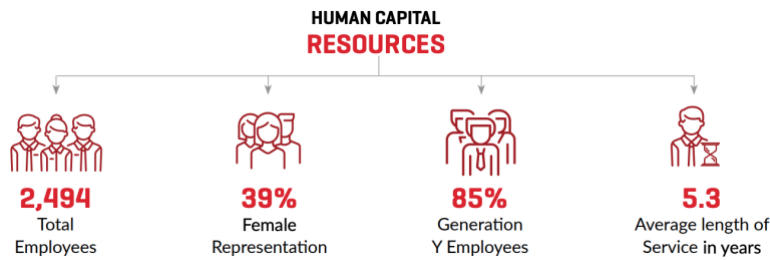


Figure 17: Human Resource Capital of the Bank A in year 2018.

Source: Bank A – Annual Report, 2018

According to the above figure it shows that the male representation in the bank is higher. The average length of service is 5.3 years which indicates that the employee retention is comparatively higher in comparison to other private sector institutions. The main objective of the bank for their employees is to create them a suitable environment for them to perform their responsibilities in an effective manner. The following image describes the effort the employer invests in addressing the staff satisfaction of its employees. They have taken various steps to create a conducive work environment, attracting talent, up-skilling employees, rewarding and recognizing them and building diverse teams.

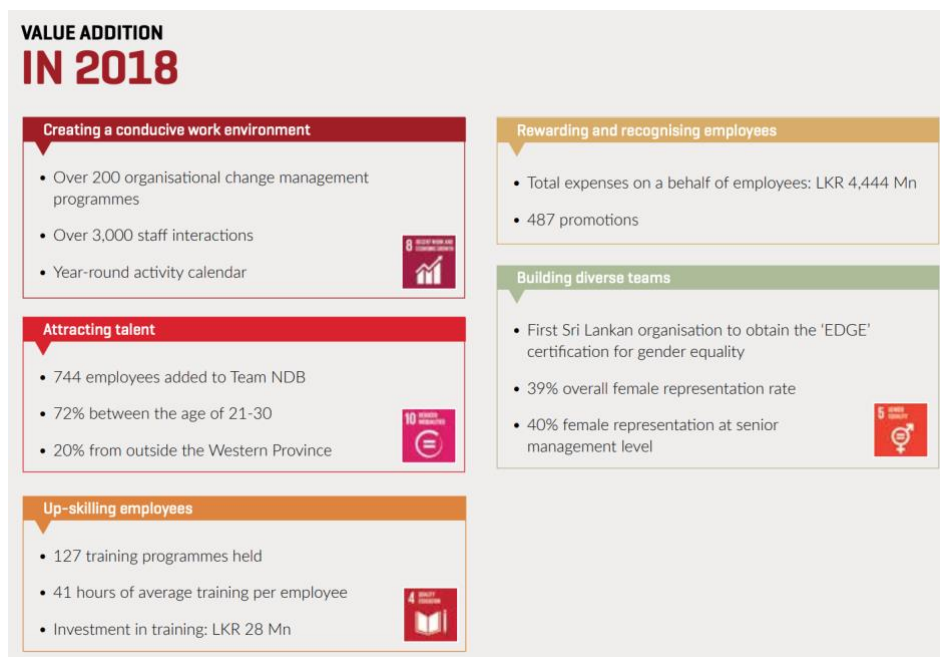


Figure 18: The employer – Bank A's investment for its employees' satisfaction

Source: Bank A – Annual Report, 2018

Bank A being a private bank offer a wide range of services to its customers which include commercial purposes, financing for projects and infrastructure development, retail banking options, SME banking, micro finance options, refinance operations, Islamic banking, treasury and assets and liability management. Further according to the Bank A website they offer three different types of services as personal, business banking and corporate services. Under these there are many different services including accounts, loans, leasing, remittances, deposits, safe deposit lockers, cash management, project financing and treasury products. According to the recent Annual report at present they have 104 fully-fledged branches in the island. The bank usually works from 9 am – 6pm which is more than the usual banking hours just for the benefit of clients.

04.2.1 Workplace Environment

The workplace environment of the bank can be discussed about through the following three points.

Physical Work Environment

The bank is in a 3800sqft building which is a single storey. They have four main departments and the services they offer include loans, fixed deposits, leasing, priority banking, remittance, safe deposit lockers and treasury products.

Office Layout

It was observed that the office has a combination type of office layout. The front cashier counters are cellular, the service desks the management executives are seated are half partitioned, the manager's cabin belongs to the cellular type and the priority banking section has open layouts.



Figure 19: Bank A - Interior office Layout

When we inquired from the employees and the manager 60% of them agreed that it has a combination of different layout types serving different functionality requirements.

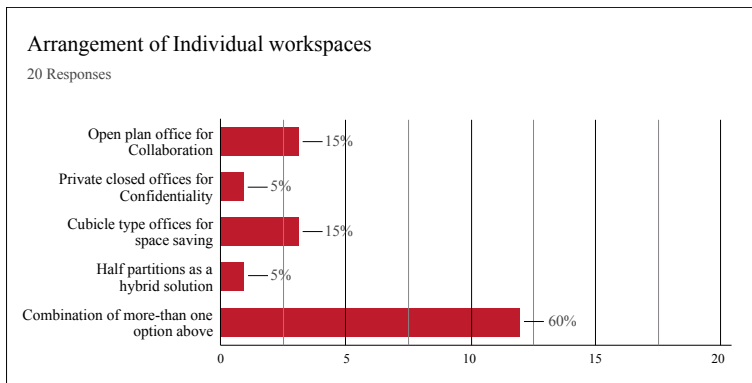


Figure 20: Bank A – Arrangement of Individual Workspaces

Temperature

It was observed that the bank interior had split type A/Cs fixed and the temperature was set to 24 Celsius degrees. The staff opinion on the temperature was moderate and the 45% agreed with that answer:

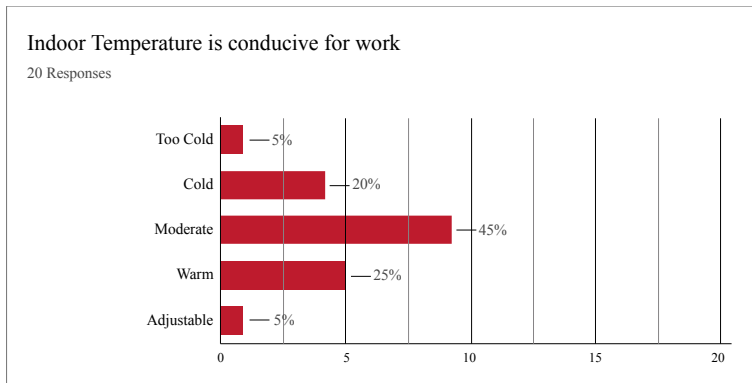


Figure 21: Bank A – Indoor Temperature

So, it was identified that the temperature inside the bank is moderate according to the judgement of 45%.

Noise

According to the observation and also as per the interview with the bank manager there is a thin soothing music playing in the background. Further the bank is situated close to the road, but the disturbance from the roadside is been cut off with the thick glass panels. A/C noise and other noises that are generated from the processes of work are negligible. When this question was asked, about the noise in the office from the staff they replied differently. Many of them have replied that the office noise level is comfortable, and they have identified the noises to be the following:

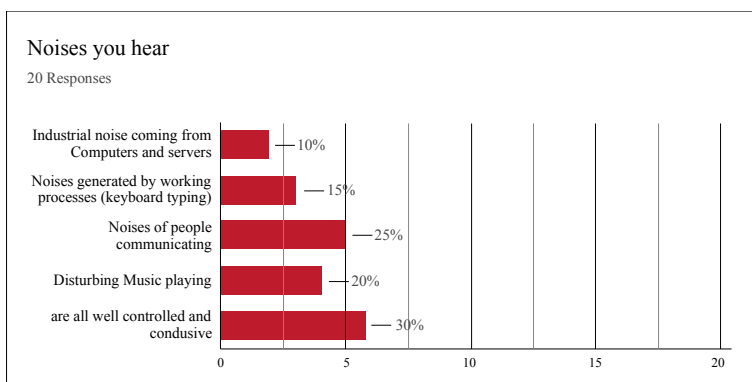


Figure 22: Bank A - Noises in the interior

Indoor Plants

Noticed that indoor plants were available inside the premises. There were 5 plants that were kept for the aesthetic quality and also, further they were communicating the brand colours too.

Controllable Parameters – Physical work environment	Most favourable answer
Office Layout	Combination of Open plan, private closed offices, cubicle type and half partitioned
Temperature	Air conditioned, 24 Celsius
Noise	Negligible
Indoor Plants	5 plants

Table 10: Controllable Parameters of Physical work Environment

Psychographic Work Environment

The psychographic work environment includes gender, age, level of education, monthly salary scale, No. of years at work and job type.

Gender

The selected branch had a more male popularity and the gender equation was as below:

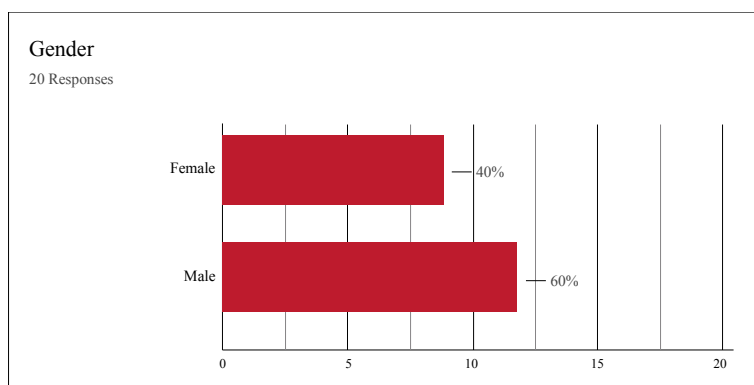


Figure 23: Bank A – Gender Analysis

According to the literature review in the earlier chapter, women prefer cool colours while men prefer warm colours. So, the bank has 60% male population which prefers warm colours in their environment.

Age

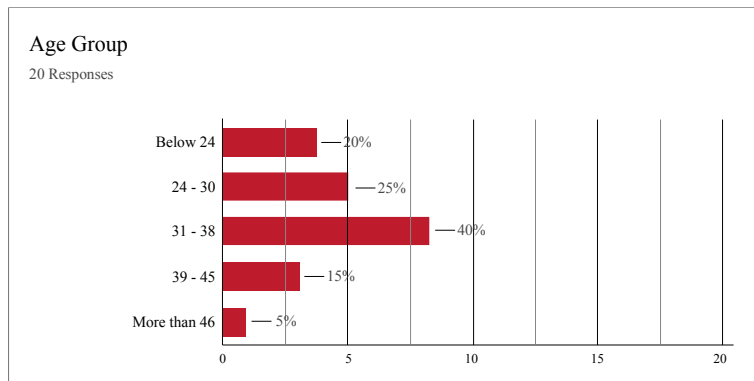


Figure 24: Bank A – Age Analysis

The data on the age group gives the idea about their levels of expectations within the job. 40% of the workers who belong to the first level management, are quite young and they belong to the 31 – 38 age categories.

Level of Education

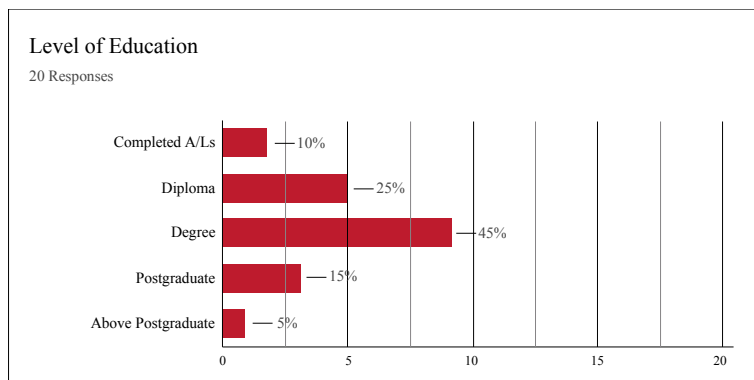


Figure 25: Bank A – Level of Education

Monthly salary scale

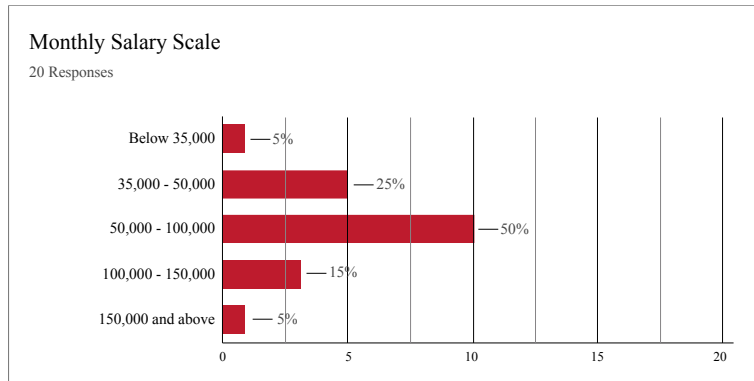


Figure 26: Bank A - Monthly Salary Scale

No. of years at work

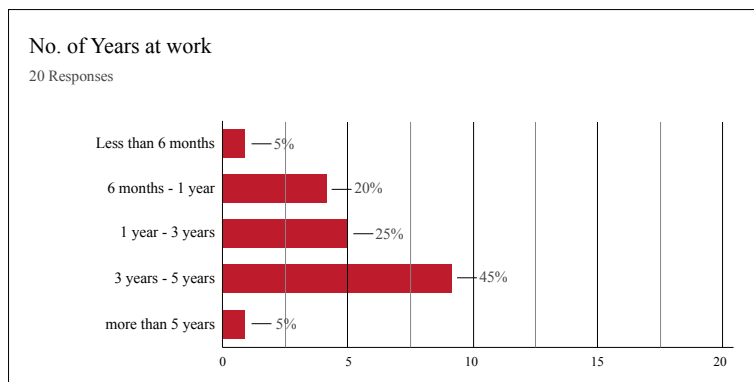


Figure 27: Bank A – no. of years at work

This could be a result of the clearly defined yearly career progression for the employees. The staff contribution is analyzed yearly, and promotions are provided every 3 years and transfers are given within the preference of their geographical location is also set to be every 3 years. Further a staff member is entitled for 28 days of paid leave.

Job type

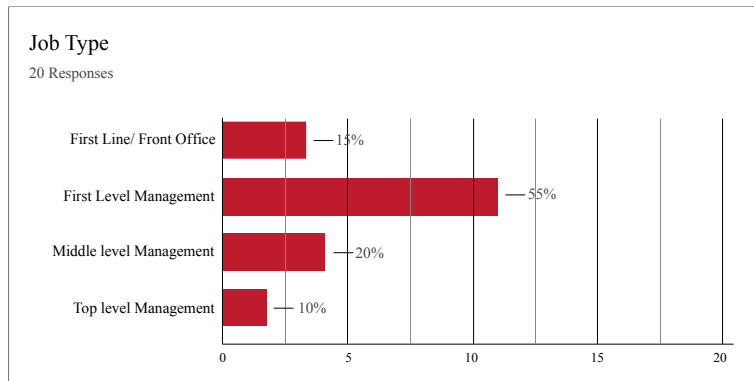


Figure 28: Bank A – Job Type

No. of working hours

The bank staff usually work from 8.30 am – 7.30 pm. This is due to the extended hours of customer care they have provided. The staff is allocated for extended hours on weekends on roster basis.

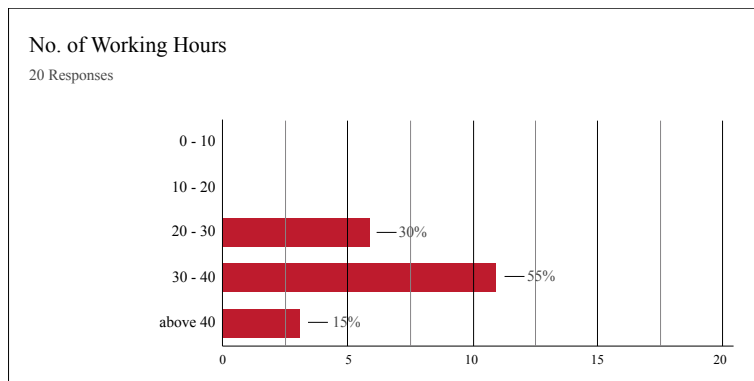


Figure 29: Bank A – No. of Working Hours

All the above discussed psychographic and demographical parameters can be summarized as below:

Psychographic work environment Controllable Parameters	Selected range
Age	Between 31 – 38 of age

Level of Education	Degree Level
Monthly salary scale	Rs. 50,000 – 100,000
No. of Years at work	3 – 5 years
Job Type	First Level Management
No. of Working Hours	30 – 40 hours per week

Table 11: Controllable Parameters of Psychographic Work Environment

Social Work Environment

According to the data gathered through the questionnaires given to the staff of NDB, the following table is done. The data about the social work environment was gathered through a 5-point Likert scale.

Social work environment Parameters	1	2	3	4	5
Work Relationships	0% No Interaction	15% Less Interaction	10% Moderate	25% Rare Interaction	50% Frequent Interactions
Distribution of Workload	5% Distribution is biased	15% Distribution is less biased	10% Moderate	10% Distribution is ok	60% Fairly Distributed
Opportunity for Career Growth	0% No opportunity	5% Rare opportunity	15% Moderate	25% Few Opportunities	55% Many Opportunities
Recognition and Appreciation	0% No recognition and appreciation	10% Less recognition and appreciation	10% Moderate	55% Recognised and appraised	25% Highly recognised and appraised
Social Reputation	0% No reputation	10% Less Reputed	0% Moderate	20% Reputed	70% Highly Reputed

Table 12: Parameters of Social work Environment

As shown above all the parameters that affect the physical work environment except for colour has been kept as controllable variables.

04.1.1 Corporate Branding and Use of Colour




The interior branding dimensions include the business name, logo and tagline, colour scheme, products and services, corporate materials, building exterior and interior, employees' attitude and behaviour and staff attire.

Corporate colours of the bank are Red, White and Black. It is widely used in their interiors to promote their brand values on excellence mainly. Red is a very powerful and dominating colour. Further when paired with black it increases the colour strength more.



Logo

Corporate colours

	Red - #F20704
	White - #FFFFFF
	Black - #000000

The corporate colour scheme is widely visible in the interior and exterior. The exterior view makes it easy for the clients to identify the bank from a far. The combination of Red and Black on white background makes the red colour stands out more in any context. Further Red colour has a long wavelength and hence can be experienced from far. This theory applies in the colour application of bank exterior. The use of the colour scheme is very prominent against the urban backdrop.



Figure 30: The Bank exterior

Inside the branch the corporate colours and branding is clearly visible in logo and signage, wall colours, furniture, staff attire, printed corporate materials and even displayed through the indoor plants. People can notice the corporate colours the moment they step into the bank.

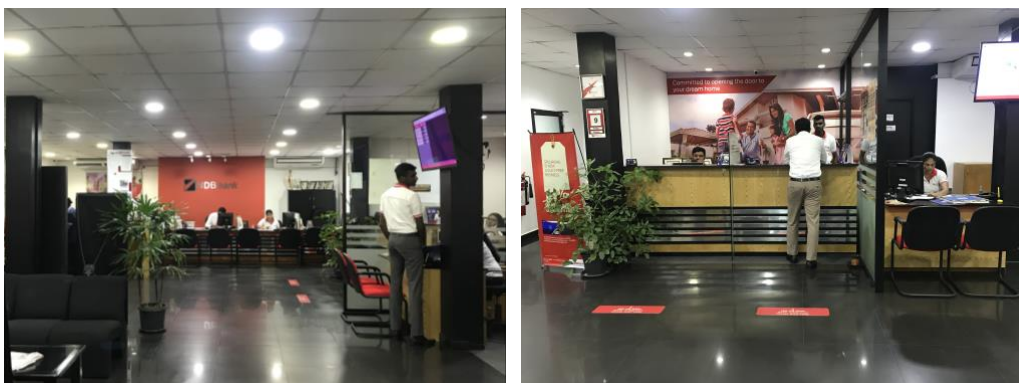


Figure 31: Bank A - Interior



Figure 32: Bank interior with colour and branding



Figure 33: Bank Exterior signage – NDB Rajagiriya Branch

The corporate materials that are printed to be given away to potential customers are kept on a desk inside the interior. They too add corporate colours to the interior.



Figure 34: Corporate materials on display

Further to all of the above mediums even the staff attire is a major component that communicates the corporate colour. The staff portrays their work mood through the corporate colours they are wearing. The staff of Bank A are very energetic, attends the customer needs at their earliest and also serves the customer with a warmth of a dear friend always. The below image shows the staff attire on a weekday and on Friday they are in company t-shirts and black denim bottoms.



Figure 35: Bank A - staff attire

The bank interior has been well lit with the use of cool white lighting. It is very bright and vibrant inside. Yet the warm and vibrant colour combination of Bank A is brought down by the effect of cool white lighting in the bank interior.

04.1.1 The impact of Branding and Colour on the bank staff satisfaction

After analyzing the collected data from the structured questionnaires and the interviews with bank manager and also the ideas gathered through observing the processes and working conditions at the bank, it was evident that the parameters related to workspace environment were maintained at a standard level. According to the research hypothesis, it was necessary to maintain the workspace environment as a controlled variable to test the impact of independent variables of colour and branding on the dependent variable, considered here as the job satisfaction. In keeping the workspace environment related parameters as controlled variables, colour of the interior which is a parameter falling under the physical work environment was

disregarded as it was also considered as an independent variable. Similarly, corporate reputation and branding of the bank is also a parameter under the social work environment.

According to the reviewed literature, that colour temperature has a direct impact on the inhabitants of an interior space. Accordingly, it is proven that large amounts of colour can stimulate people. This stimulation is acceptable if the colour can stimulate the employees of the bank to the right level as both over stimulation and under stimulation is harmful. The effect of colour further depends on the different personalities of different employees. It can be brought up that majority of the introverted people like cool colours and extroverted people like warm colours.

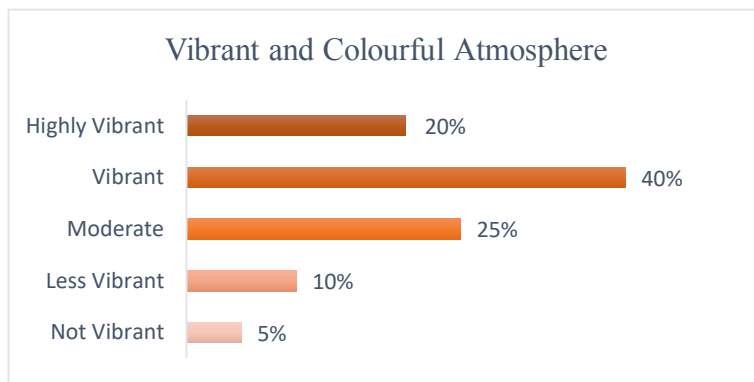


Figure 36: Bank A – Vibrant and Colourful Atmosphere

When inquired about the vibrancy of colours in the interior through the questionnaire, out of the 5-point Likert scale, out of the 20 respondents, 40% have agreed that the interior of the bank was vibrant at Bank A. Red colour being a high value colour it will have an impact on the males, which is the majority in the office. This effect will be further heightened by the fact that the Red colour is combined with Black colour. Black colour will make it more intense making it very strong. Further it will make the staff focus less, their productivity levels can get the lowest and also stress levels will be very high. Further because of its high saturation quality in Red colour it will mostly create negative moods in men.

In space arrangement when Red colour is really visible it makes the room look compact. Even though the area of the bank is fairly big this colour visibility will make it look and appear smaller.

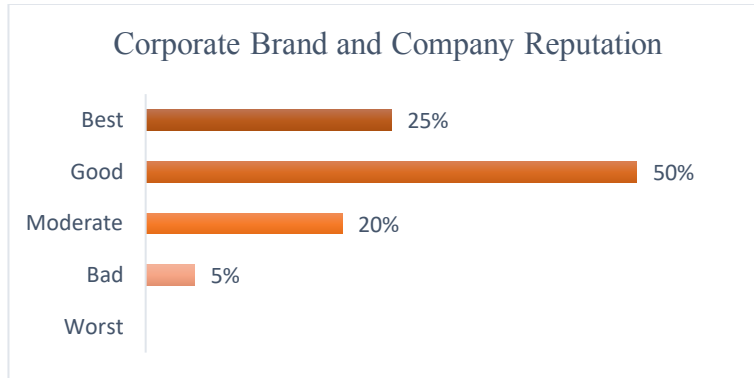


Figure 37: Bank A – Corporate Brand and Company Reputation

Further inquired about how the the employees feel about the corporate brand and the company reputation. This is a parameter which also comes under Social work environment. Employees feel good and proud to mention that they work for a reputed company according to the above reviewed literature. When the company brand is well known among the society as a good company to work for that have social recognition and employees prefer to work for these companies.

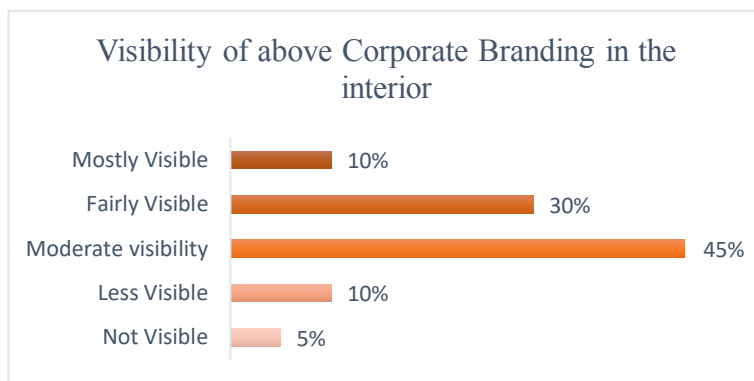


Figure 38: Bank A – Visibility of above Corporate Branding in the interior

Questioned about the visibility of corporate branding in the interior to identify what's the most impactful medium of branding they recognize. When analyzed the collected

data it was evident that 90% of them have agreed that company building interior communicates the corporate brand image better. The interior not only communicates the brand colours but also emphasizes a certain experience which will be etched in the minds of its internal and external customers for a long time.



Figure 39: Bank A - Visibility of Corporate Branding in the Interior

Finally, it was needed to link all the questions with job satisfaction. As we adjudged in the theoretical framework all the questions were formed to see this conclusion. The biggest proportion of 70% were on the positive side of being satisfied.

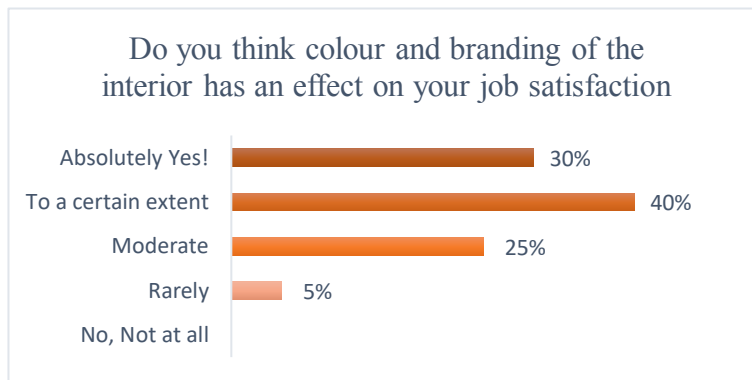


Figure 40: Bank A – Effect of Colour and Branding on Job satisfaction

When inquired the staff about the effect they find and experience on colour and branding on their level of satisfaction, most of them agreed that colour and branding has an impact on their job satisfaction. Their answers were absolutely yes because they agree with the question wholeheartedly. Further the last question was on the satisfaction with the overall job experience. Analyzing the answers given by the 20 members of the Bank A it was clear that 5% of the staff were less satisfied, 15% were moderately satisfied and 30% were satisfied. Yet there were half of the staff which equals to 50% were highly satisfied. Thus, it can be concluded that 50% of the Bank A staff of Rajagiriya branch were highly satisfied with the overall job experience.

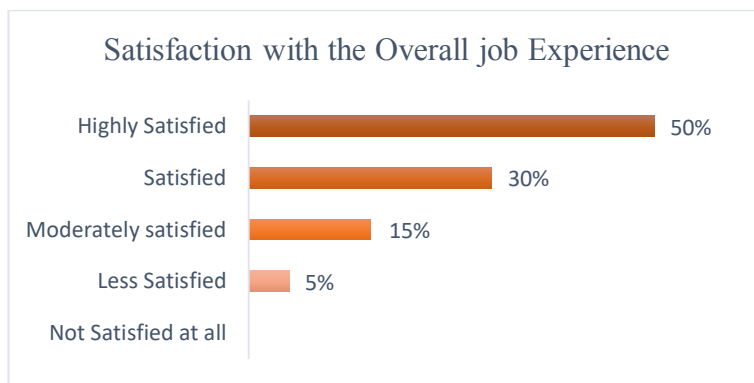


Figure 41: Bank A – Satisfaction with the Overall Job Experience

04.2 Case Study 02 – Bank B

In 1920, first Eastern Bank opened a branch in Chatham Street in 1969 it was incorporated as Bank B of Ceylon. The bank envisions to deliver a high tech, innovative and close to the heart service to its customers and strive to be the best bank in Sri Lanka.

Today the bank runs its operations with 285 branches island wide and 5,027 employees. The bank offers loans, deposits and savings facilities to its customers.

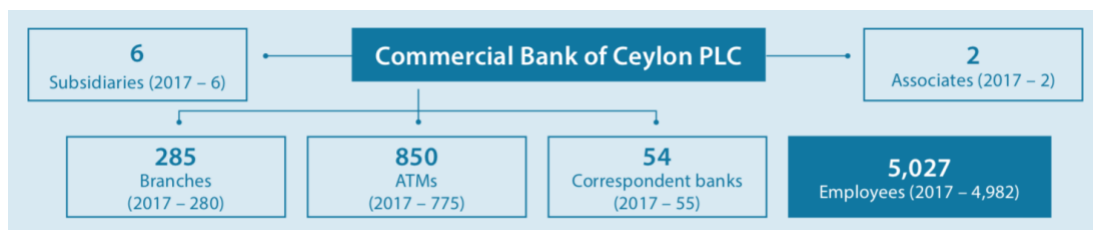


Figure 42: Human Resource Capital of Bank B in year 2018.

Source: Bank B – Annual Report, 2018

The bank offers its services to investors, customers, employees, society and environment, business partners, government institutions and regulators.

The employees of the bank usually work from 9 am – 5pm and its open for customers from 9 am – 3pm.

04.2.1 Workplace Environment

The workplace environment of the bank can be discussed about through the following three points.

1. Physical Work Environment
2. Psychological Work Environment
3. Social Work Environment

Physical Work Environment

Office Layout

The Nawala branch office is a two storey office space. The bank is operating in a 2900 sqft area in two floors. The bank has 3 departments and they provide loans, fixed deposits, leasing, remittances and treasury products. When inquired about the office layout from the bank manager and the staff the answers given were as follows:

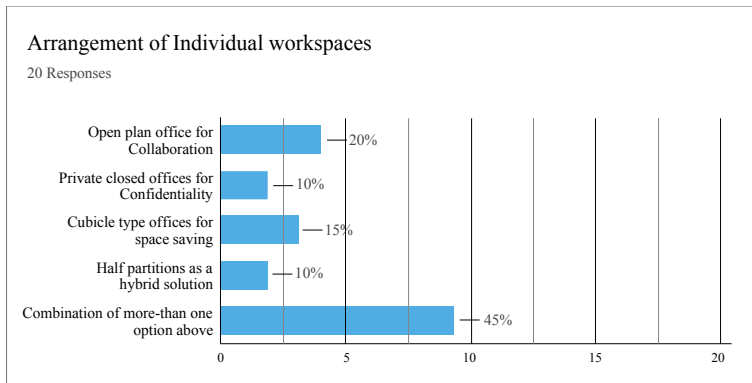


Figure 43: Bank B – Arrangement of Individual workspaces

As shown above, 45% of the staff agreed with the above answer of a combination of spaces. The manager has a close office, front counter is a half partition, the executives who attends the customers are seated in an open plan office.

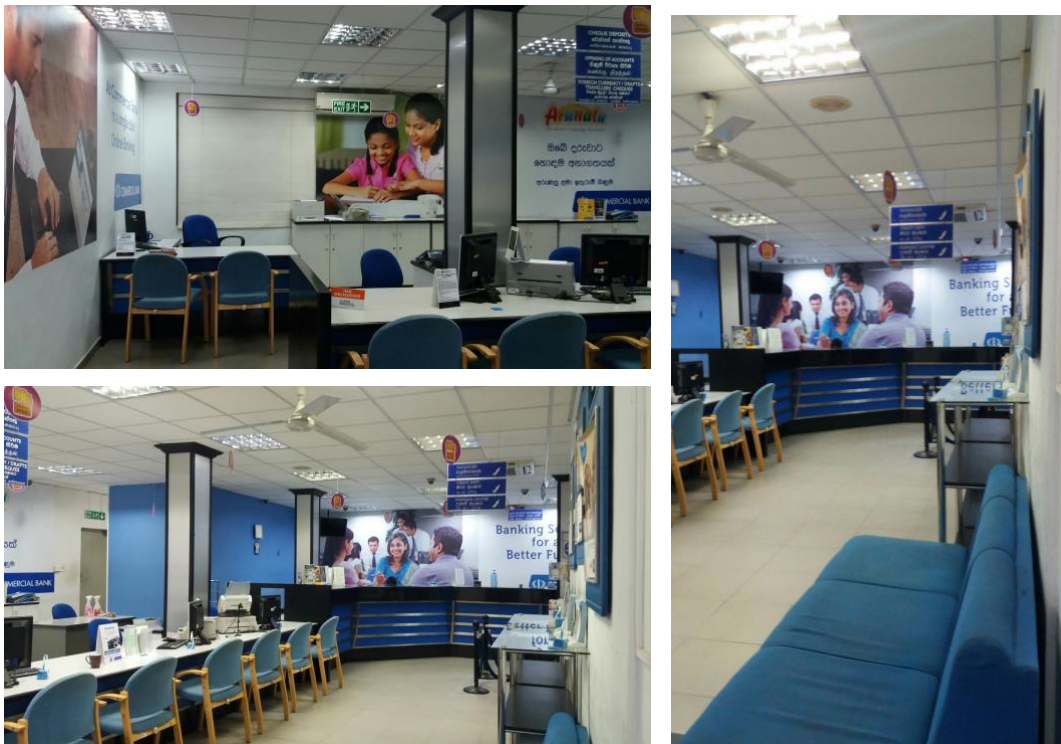


Figure 44: Bank B – Bank Interior layout

Temperature

When inquired from the bank manager and the staff about the indoor temperature level it was understood that the bank has central A/C with, and the temperature was controlled at 24 Celsius degrees. 50% of the workers further mentioned that it was very conducive for their operations.

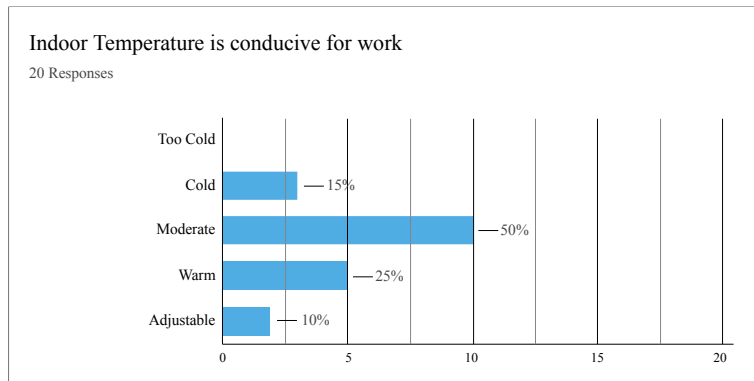


Figure 45: Bank B – Indoor Temperature

Noise

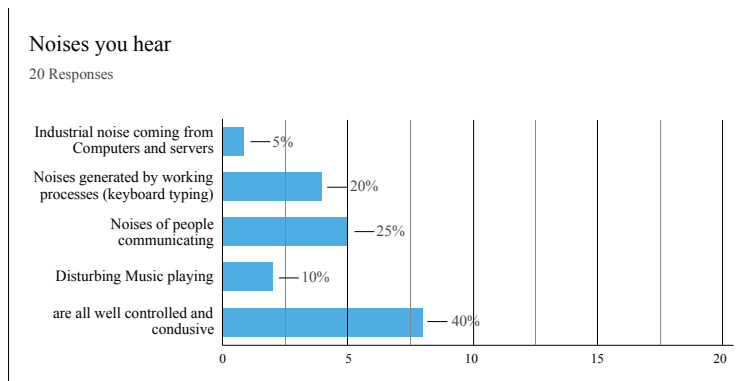


Figure 46: Bank B – Noise level

The availability of noise and its generating source was questioned. 40% of them said that they like the soft music that is playing in the background, as it is calming and relaxing. Few have mentioned that the industrial noises that are generated from computers and servers together with the noises that are generated through work

processes in the interior as a noticeable sound. Even though some people have recognized different sounds in the interior, 40% have agreed that those sounds are well controlled, and it is conducive for work.

Indoor Plants

The interior had used indoor plants for the benefit of the users. It was evident that there were two indoor plants that were kept inside the interior to create a calming effect.

Controllable Parameters – Physical work environment	Most favourable answer
Office Layout	Combination of Open plan, private closed offices, cubicle type and half partitioned
Temperature	Air conditioned, 24 Celsius
Noise	Negligible
Indoor Plants	2 plants

Table 13: Controllable parameters of Physical work environment

Psychographic Work Environment

Gender

The research sample has a 70% of males as below. Further it was told by the management that usually Bank B staff has more male population in all their branches, thus could have been another reason for the below details.

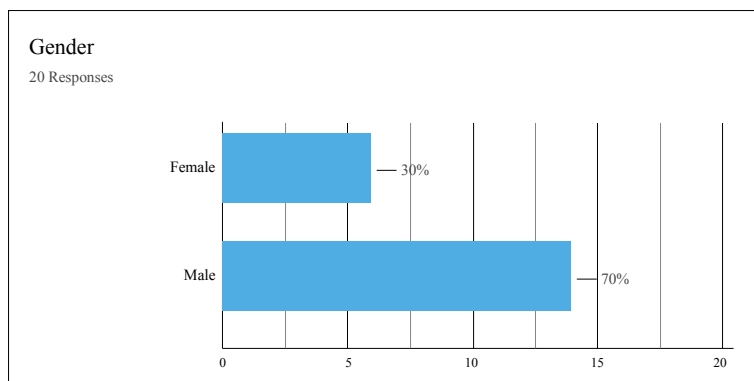


Figure 47: Bank B – Gender Analysis

Age

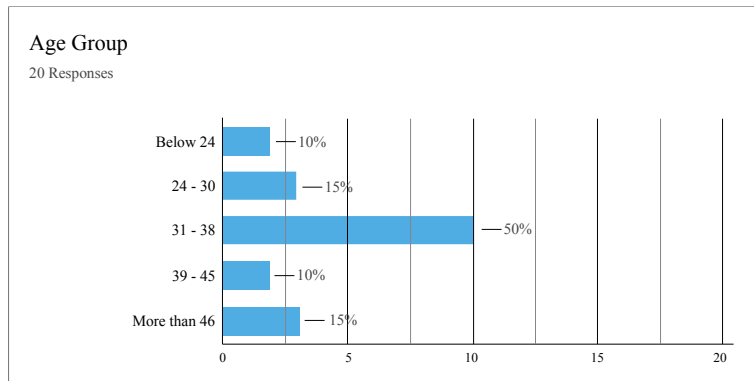


Figure 48: Bank B – Age

The bank has a 50% of staff who falls on to the 31 – 38 years age range. This is the workforce who are pioneering the key functions of the bank.

Level of Education

When considering about their level of education it was clear that 55% of the sample group again has acquired the degree level in their education.

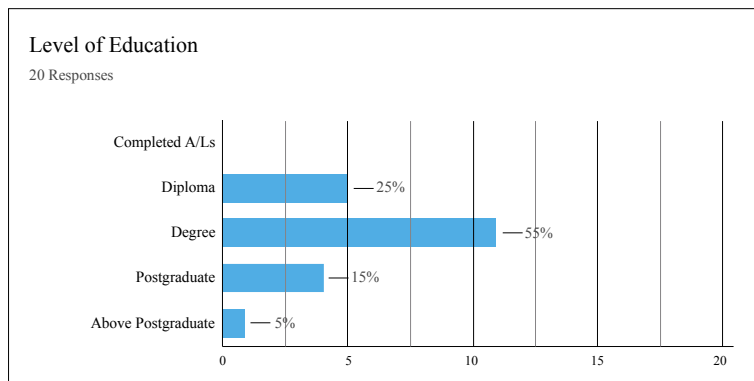


Figure 49: Bank B – Level of Education

Monthly salary scale

As explained by the bank manager that most of the private banks are maintaining similar salary scales for their staff as per the regulations set by the Sri Lanka Central Bank and the Bankers Institute of Sri Lanka. Hence its clear that at Bank B have a 40% of staff who are earning 50,000 – 100,000 salary range.

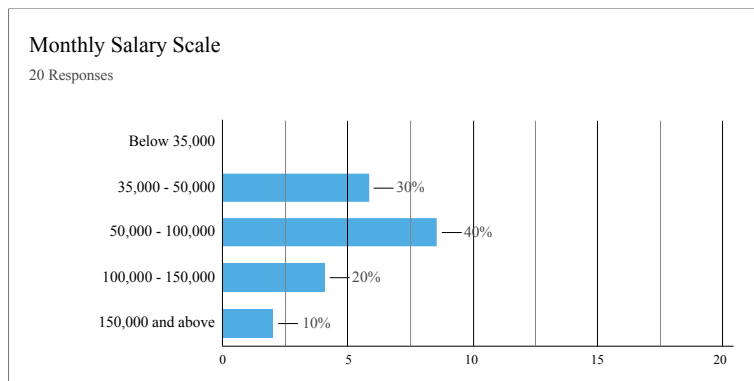


Figure 50: Bank B – Monthly Salary Scale

No. of years at work

The 35% of the staff has selected 3 – 5 years which has the highest ratio. It was ensured by the bank manager that the staff has a clear path for progression in their job and hence the staff is contended. The young minds who are in their 30s are still settling in with their lives and the bank ensures a clear career progression path for the staff, which results in long years of work commitments.

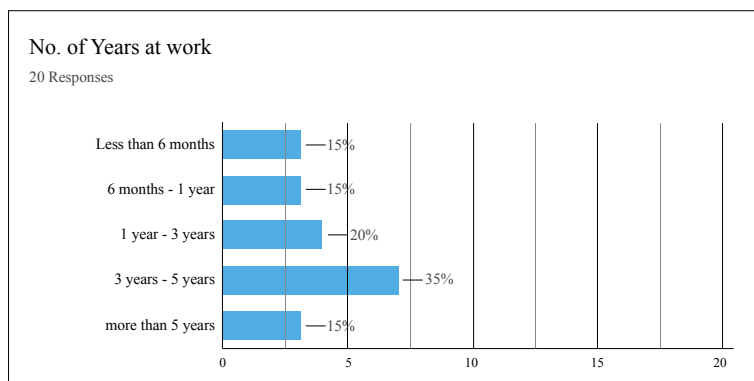


Figure 51: Bank B – No. of Years at work

Job type

The selected branch has more first level managers precisely 80%, who are bank executives and front office managers. They handle the critical day to day operations of the bank.

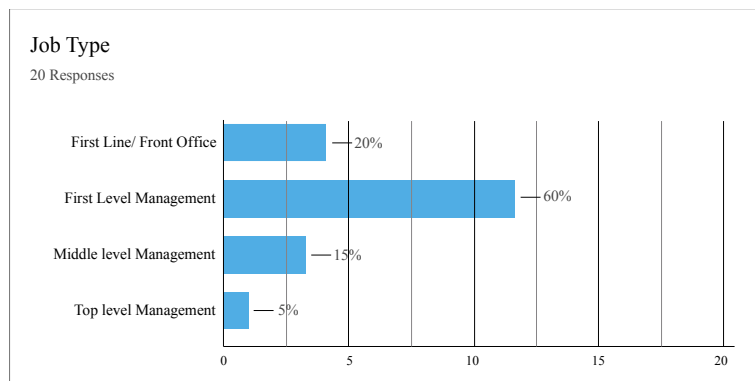


Figure 52: Bank B – Job Type

No. of working hours

8 hours is the standard allocation, and this exceeds in super branches. This is not applied in the selected case study as the selected bank is not a super branch.

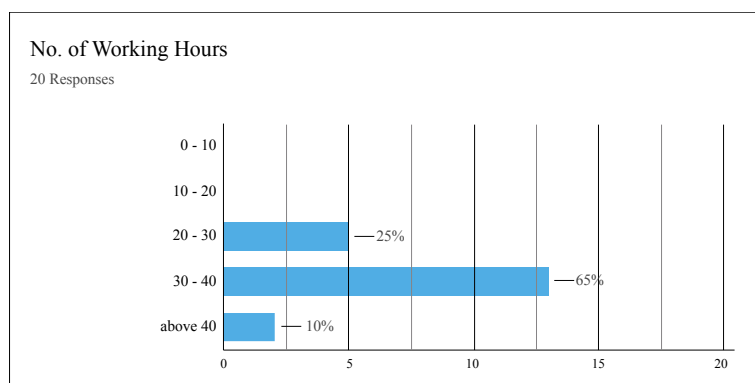


Figure 53: Bank B – No. of Working Hours

The psychographic parameters can then be summarized as below:

Psychographic work environment Controllable Parameters	Selected range
Age	Between 31 – 38 of age
Level of Education	Degree Level
Monthly salary scale	Rs. 50,000 – 100,000
No. of Years at work	3 – 5 years
Job Type	First Level Management
No. of Working Hours	30 – 40 hours per week

Table 14: Controllable parameters of Psychographic work environment

Social Work Environment

The parameters for Bank B are as follows:

Social work environment Parameters	1	2	3	4	5
Work Relationships	0% No Interaction	10% Less Interaction	15% Moderate	20% Rare Interaction	55% Frequent Interactions
Distribution of Workload	10% Distribution is biased	10% Distribution is less biased	20% Moderate	10% Distribution is ok	40% Fairly Distributed
Opportunity for Career Growth	0% No opportunity	0% Rare opportunity	20% Moderate	20% Few Opportunities	60% Many Opportunities
Recognition and Appreciation	0% No recognition and appreciation	5% Less recognition and appreciation	30% Moderate	45% Recognised and appraised	20% Highly recognised and appraised
Social Reputation	0% No reputation	5% Less Reputed	5% Moderate	30% Reputed	60% Highly Reputed

Table 15: Parameters of Social work environment

All the parameters that affect the physical work environment except for colour has been kept as controllable variables.

04.2.2 Corporate Branding and Use of Colour



The interior branding dimensions of the Bank B too include the business name, logo and tagline, colour scheme, products and services, corporate materials, building exterior and interior, employees' attitude and behaviour and staff attire.

The corporate colours of the bank are Blue and White. It is used well in their bank interiors in order to promote their brand and its brand values. Blue is a cool colour and when it is combined with white, it gives a calming effect.



Logo

Corporate colours

	Blue - #006EB9
	White - #FFFFFF

The corporate colour scheme is widely visible in the interior and exterior of the bank. The exterior view makes it easy for the clients to identify the bank from a far.



Figure 54: The Bank exterior

Inside the branch the corporate colours and branding is visible in logo and signage, wall colours, furniture, Staff attire and printed corporate materials.

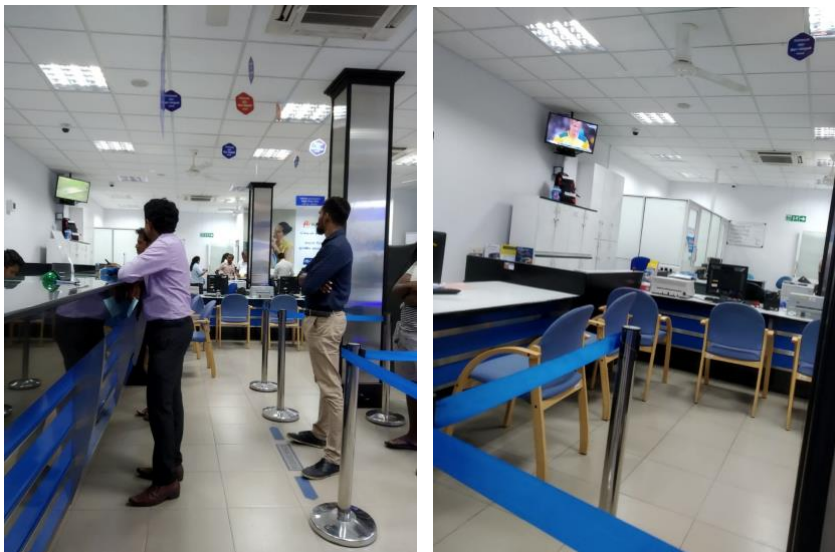


Figure 55: Bank interior with colour and branding

The staff attire at the Bank B is with their corporate colours. On weekdays they wear blue pants, white shirts and blue ties. Fridays which are known as casual days they are in the blue company t-shirt and blue denim bottoms.

The Bank B interior has been well lit with the use of cool white lighting. It is very bright and cool inside and complements the cool colour palette of the bank interior well. It further enhances a bluish tone inside making it look cooler and calmer.

04.2.3 The impact of Branding and Colour on the bank staff satisfaction

The impact of branding and colour on the staff satisfaction was also questioned from the bank staff through the structured questionnaire. The following were the answers received.

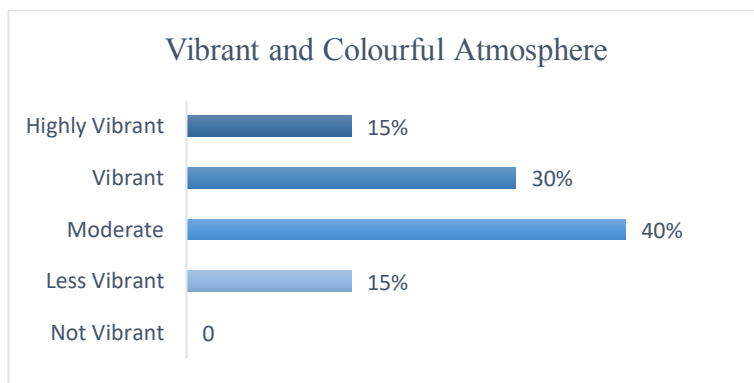


Figure 56: Bank B – Vibrant and Colourful atmosphere

The colour scheme of blue and white creates a soothing effect inside the bank. The bank has 70% male population and Blue colour being a cool colour will make the staff focus more, because they can focus more their productivity levels will rise and when they are productive their stress levels will be low. Further because of the low saturation in blue colour will create positive moods in male population. Thus, the majority of the staff has agreed that the colour and vibrancy of the atmosphere is at a moderate level. Blue and white colour makes a tiny space looks bigger visually.

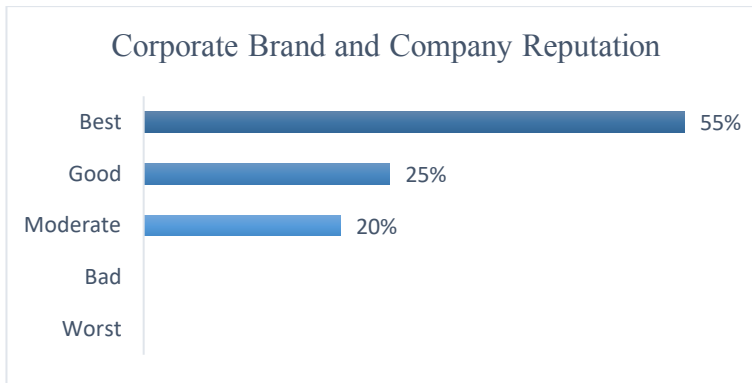


Figure 57: Bank B – Corporate brand and company reputation

Nominated as the best bank for many years their corporate reputation is quite high among the business sector. The staff feels very proud to mention that they are working for this winning entity.

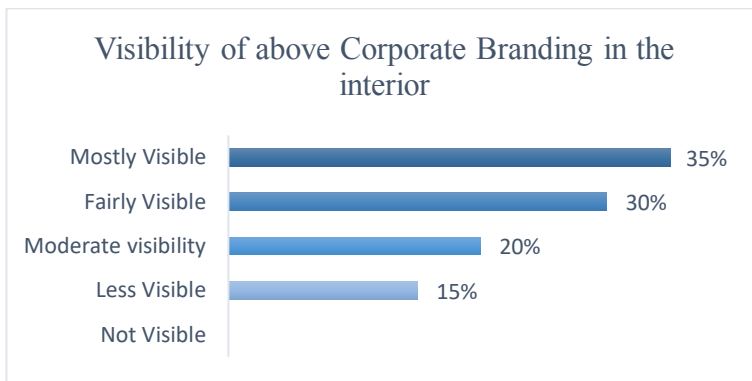


Figure 58: Bank B – Visibility of Corporate branding in the interior

When inquired about the visibility of corporate branding inside the interior and how well the staff recognizes them following were the answers received.

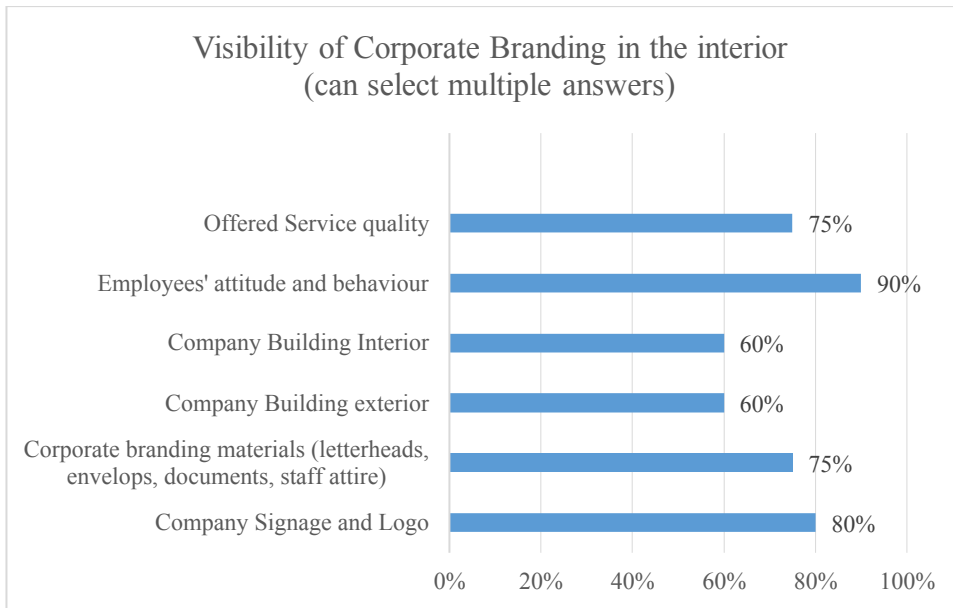


Figure 59: Bank B – Visibility of Corporate branding in the interior

Since the above question was a multiple answer question, here at Bank B 90% of the staff have agreed that the employees’ attitude and behaviour tops the communication of corporate branding. Secondly, with a 80% answer rate they have selected it’s the company signage and logo. The interior and exterior of the bank communicates the brand identity has a 60% agreement.

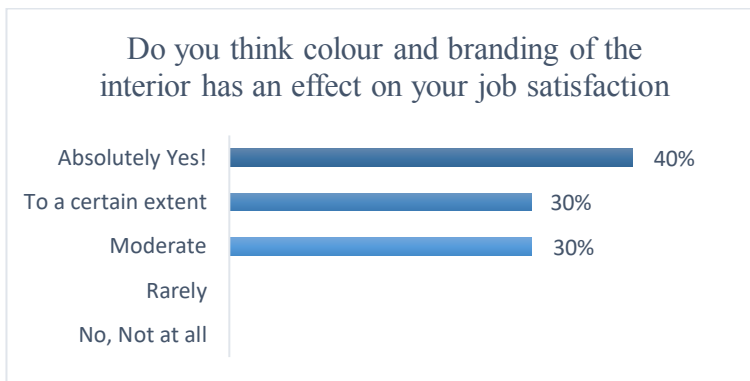


Figure 60: Bank B – Effect of Colour and Branding on Job satisfaction

Finally, when inquired the staff about the effect they find and experience on colour and branding on their level of E.S., most of them agreed that colour and branding has an impact on their job satisfaction and the result was as above:

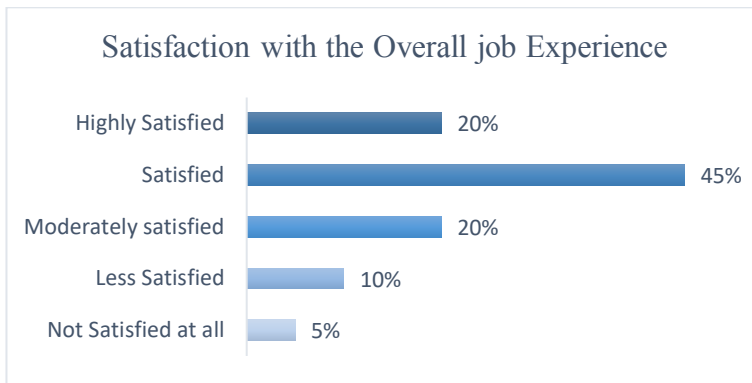
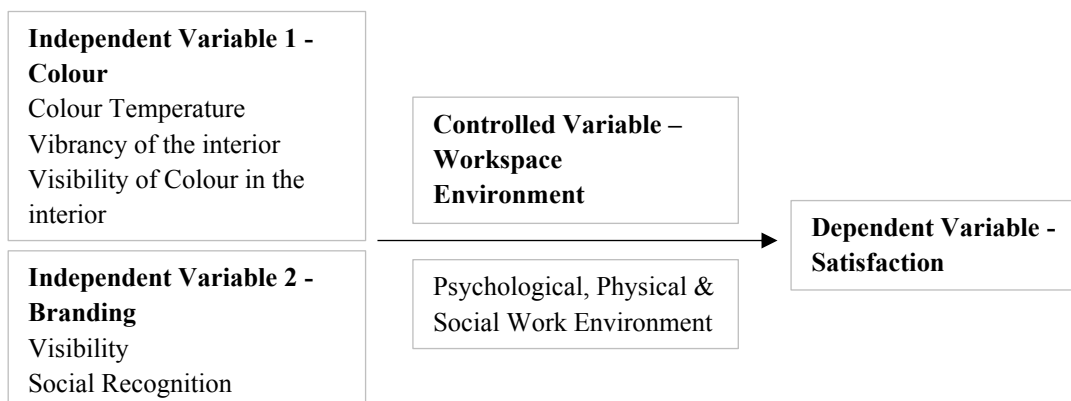


Figure 61: Bank B – Satisfaction with overall job experience

When inquired about the E.S. the above results were obtained. 45% of the staff was satisfied while another 20% of the staff were highly satisfied with their jobs. This could be due to many factors and colour and branding of the bank interior could be one of those many reasons for the staff to be satisfied.

04.3 Data Analysis and research Findings

The data analysis was done based on the theoretical framework which was done with the reviewed literature. The data that was collected through the structured questionnaires from bank Staff and clients together with the data received from the bank managers and also through observations will be analyzed according to the following theoretical framework.



In selecting the case studies the criteria for selection was to get two private banks which has certain similar parameters. These parameters included the geographical location of the branch, corporate colours of the bank, the branch grade, number of permanent employees in the branch, the floor area of the bank, No. of floors, No. of Departments the bank has and also the bank services provided.

Controllable Parameters

Bank A	Bank B
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Physical work environment		
Office Layout	Combination of Open plan, private closed offices, cubicle type and half partitioned	Combination of Open plan, private closed offices, cubicle type and half partitioned
Temperature	Air conditioned, 24 Celsius	Air conditioned, 24 Celsius
Noise	Negligible	Negligible
Indoor Plants	5 plants	2 plants
Lighting	Cool White light	Cool White light

Psychographic work environment		
Age	Between 31 – 38 of age	Between 31 – 38 of age
Level of Education	Degree Level	Degree Level
Monthly salary scale	Rs. 50,000 – 100,000	Rs. 50,000 – 100,000
No. of Years at work	3 – 5 years	3 – 5 years
Job Type	First Level Management	First Level Management
No. of Working Hours	30 – 40 hours per week	30 – 40 hours per week

Social work environment		
Work Relationships	50% Frequent Interactions	55% Frequent Interactions
Distribution of Workload	60% Fairly Distributed	40% Fairly Distributed
Opportunity for Career Growth	55% Many Opportunities	60% Many Opportunities
Recognition and Appreciation	55% Recognised and appraised	55% Recognised and appraised
Social Reputation	70% Highly Reputed	60% Highly Reputed

Table 16: Controlled Parameters of the workspace Environment

As shown in the above table: physical, psychographic and social parameters are quite similar in both these selected case studies. Hence, they are taken as controlled parameters in order to see how colour and branding creates an effect on staff satisfaction.

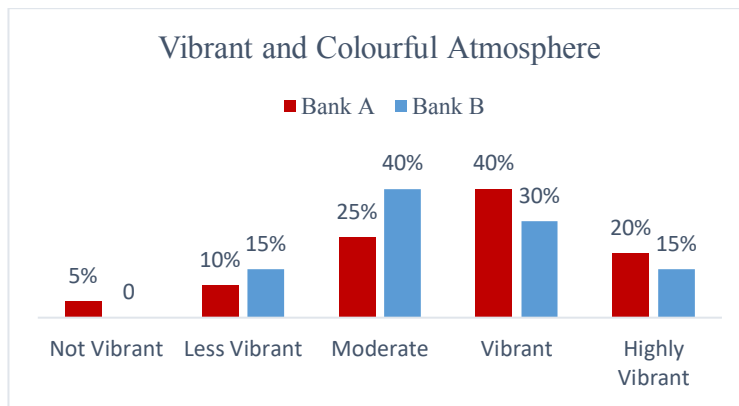


Figure 62: Comparison of Vibrant and colourful atmosphere

The statistics run similarly when it comes to the vibrancy and colorfulness of the interior in both the case studies.

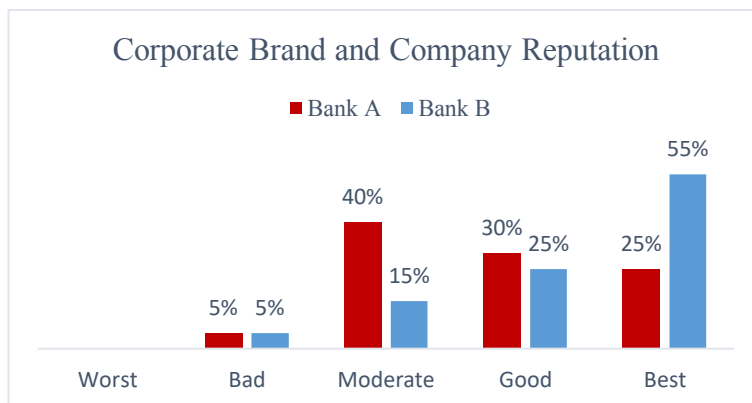


Figure 63: Comparison of Corporate brand and company reputation

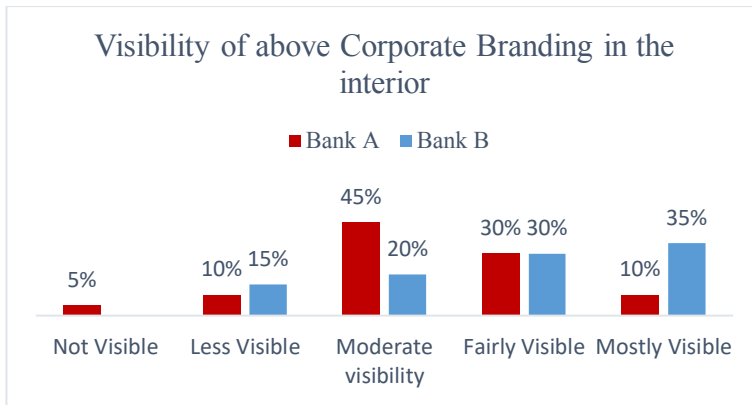


Figure 64: Comparison of Visibility of Corporate branding

When they identified that there is corporate branding visible in the interior, the identification of the parameters of branding was important. The below comparison shows how the staff of the two case studies identify branding efforts in the two contexts.

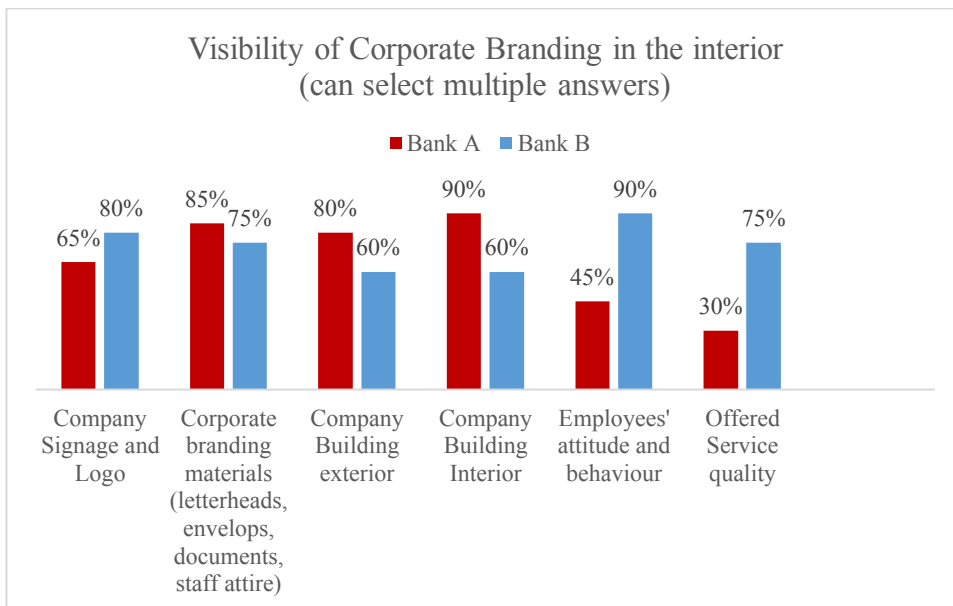


Figure 65: Comparison of corporate branding in the interior

The staff has agreed that the Bank B has more branding and colour visible inside. These two above parameters were again cross checked with the Bank A and Bank B customer survey. Because corporate branding is mainly done targeting the bank

customers. The staff just live with the branding and they are the brand ambassadors who carry the brand values and brand image to the customers.

Hence another questionnaire was given to the bank customers to get their insight about branding and colour on their satisfaction. The questionnaire comprises of 16 questions and this was given to 37 respondents who were randomly selected from the two branches.

The application of Colours in the bank interior

37 responses

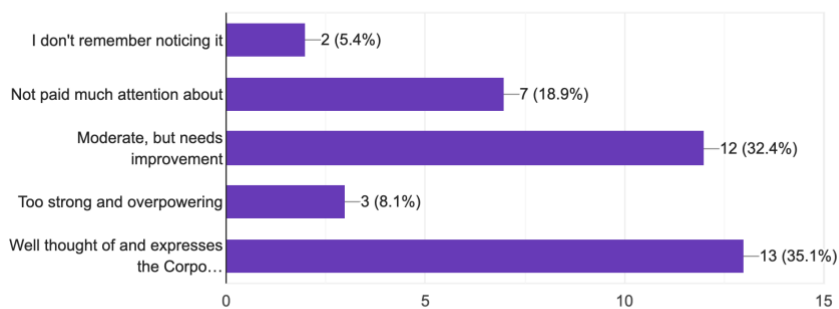


Figure 66: The application of colours in the bank interior of customer satisfaction

The above table shows that the customers of both banks agree that the colour application in the bank interior is well thought of and expresses the corporate brand well. Further the customers of both banks have identified that the visibility of corporate branding in the interior is as follows: Out of the 37 respondents from the two banks many of them recognize company signage and logo, corporate branding materials and company building interior as the strongest mediums of corporate branding.

Visibility of Corporate Branding in the interior (can select multiple answers)

38 responses

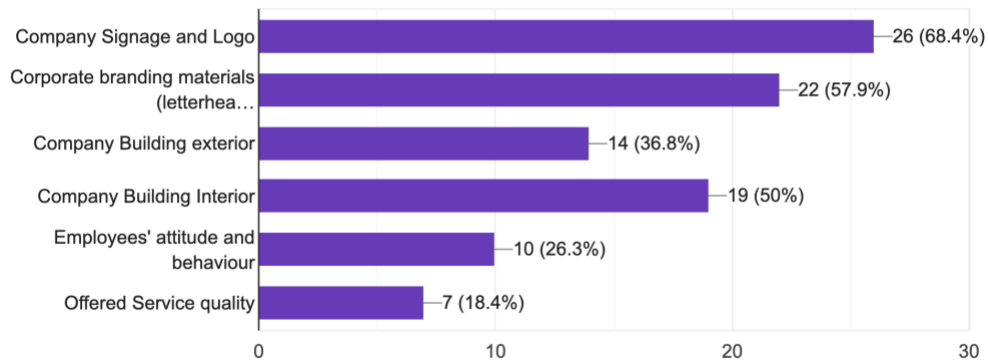


Figure 67: Visibility of Corporate Branding in the interior

Further analyzing the effect of colour and branding of the interior on the E.S. of employees of both banks have agreed that there is an effect of colour and branding. They have felt this similar effect over a certain period of time.

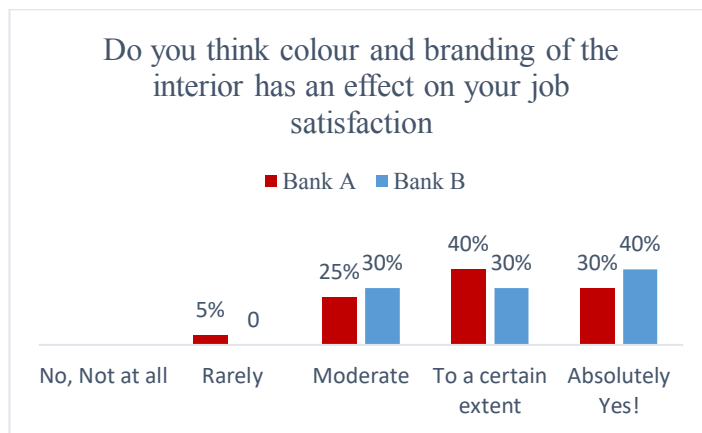


Figure 68: Comparison of the effect of colour and branding on job satisfaction

Further lastly inquired about the satisfaction they have with the overall job experience. Staff of both the banks gave similar answers about their level of E.S.

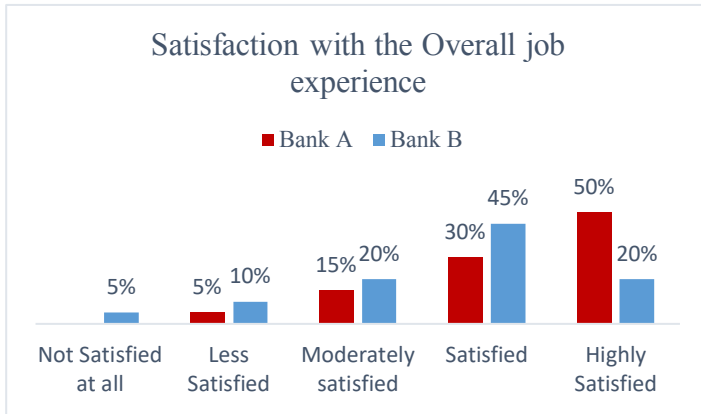


Figure 69: Comparison of the satisfaction of overall job experience

When the employees are satisfied in some way, it will be reflected in many other areas and especially in their level of productivity. When the productivity level increases it will bring more financial benefits to the organisation. In the interview with the Bank manager data was collected related to the following two parameters to judge the productivity level of the selected employees.

The selected staff members for this study is from the first level management of the bank. Their main responsibility is to attend the account handling processes of clients and manage the cash flows of the bank. The front office staff handles the transactions such as deposits and withdrawals through the front cashier counters. So, when measuring the productivity both these parameters were taken into consideration to analyze if they have a relationship with satisfaction.

	Bank A	Bank B
Front office staff	250 – 300	500
No. of Transactions done over the counter on a weekday		
First level Management	12	5

No. of accounts handled by an officer on a weekday		
--	--	--

Table 17: Comparison of staff productivity levels of Bank A and Bank B

It is evident that the Bank B front office staff handles as double the number of transactions as the front office staff of Bank A. Yet the number of accounts handled by the first level management at Bank B is comparatively lower than that of Bank A.

Even though the controlled parameters were maintained right and the two independent variables were allowed to change in the two selected case studies, the dependent variable does not show a drastic change. When controlling the variables related to workspace environment parameters of psychological work environment was exempted by controlling them similarly in both the case studies. Colour was an independent variable in this study. Parameters pertaining to physical work environment were controlled again in both the case studies. Corporate reputation and branding of social work environment were again exempted in the social work environment parameters.

Colour and branding were considered as independent variables and their certain qualities and aspects were differentiated in order to see how the satisfaction varies. It was evident that just by changing the independent variables of branding and colour in an office interior of a private bank the satisfaction level of employees won't be affected. There are many more other reasons that could have an impact on the satisfaction of staff satisfaction.

05 Discussion

The office workspace environment has 3 key parameters which are namely the psychological, physical and social work environment. Out of these parameters Colour that is a parameter coming under physical work environment is taken out from the category and is being considered as an independent variable. Similarly, Branding and corporate reputation which is a parameter that comes under the social work environment is again taken out from its category. Colour and branding are then considered as independent variables. The other parameters that define office workspace environment of psychological, physical and social are maintained at constant level to test the research hypothesis.

Out of the two variables identified for this research Colour will be first discussed. When considering about colour, key parameters that are identified were the colour temperature, visibility of colour application, vibrancy of atmosphere.

When comparing the vibrant and colourful atmosphere of the interior of the two case studies, it is clear that NDB staff has agreed more on the fact that their interior is colourful and vibrant. This is because of the striking warm Red colour against the tranquilizing cool blue colour. According to the literature Red colour makes the male population to focus less, which makes their productivity level low resulting in their stress levels to be higher. The majority of the staff at Bank B are males too. They prefer cool colours according to the reviewed literature. So hypothetically they should be happy in the Bank B interior.

Further Blue colour is considered to be calming, restful and comfortable. It further reduces blood pressure, pulse and respiration rate making people feel more relaxed. Red colour is dominating and the effect rises when its paired with black. Yet some researchers say that red is associated with anxiety and blue colour is associated with depression. According to literature, the employees of Bank A are living in the red interiors for a long time like 3 years and because of this they will develop problems

related to anxiety. Similarly, when Bank B staff is exposed to blue and white interiors for a long time again like 3 years, they will also have similar issues. Just like black colour enhances the saturation of red colour, in comparison to that white colour desaturates the blue colour in the Bank B interior. When exposed to blue and white colour palette for a longer period of time they will have issues like depression in the long run. According to the literature reviewed Blue offices are good for jobs with numbers because they increase the accuracy of work. Hence Bank B staff should have more productivity.

Yet, productivity is a different measure all together. There are many researches that are being conducted about productivity and many parameters that define it also. Yet staff satisfaction is one such parameter that affects the level of productivity. Because of this reason it is hard to define that because of the number of transactions done through the counter and number of accounts handled by a bank officer per day, that the staff is productive. There could be many other reasons such as their level of expertise that they have cultivated over the years, the level of communication they process which can easily solve the issue with the customer, their rapport, knowledge on the processes of the bank and many other reasons could be affecting the productivity of the staff worker. Further this study does not focus about the productivity of the worker. Hence this factor will be less considered.

There is a lot of blue colour seen in the Bank B interior. They have their walls painted, seats, panel board, partitions board, advertising materials, carpets, staff attire and corporate branding materials everything in blue and white being quite in line with the corporate colour. Because of this the lighting condition in the bank is having a cool white hue and it creates a daylight effect inside. Because of this the interior is well lit. The lighting condition supports the cool blue colour further. In comparison to that the Bank A interior has more amount of corporate branding inside and further their premises are comparatively bigger than that of Bank B. The lighting condition is in a warm palette because of the amply available red colour in the interior. This makes the Bank A interior to be a little dark, yet their branding is highlighted well.

Branding is similarly more prominent in both these two case studies. The data shows that the staff of both the banks are happy and contented with the branding of their companies. Both these companies are well reputed and has a good reputation in the society. Their corporate values are well etched into the minds of their customers, potential customers and also to the employees. The Bank B brand is stronger according to the data collected through the questionnaires. The staff at Bank B has identified that the corporate brand and company reputation of Bank B is higher than that of Bank A. There are many reasons that will have an impact on this including the no. of years the bank has been in the business, the amount of revenue generated for a year, number of corporate accounts handled by the bank, number of branches in the country, international presence and many more. These factors are not being considered in the study as they are non-controllable and will make the research hypothesis very complex.

06 RESEARCH FINDINGS

- Both banks used as case studies incorporate their branding and colour well in the I.D.
- Employees have a direct impact by their work environment.
- Branding and colour play a significant role when it comes to the interior design of a workplace environment.
- Branding and colour can create positive and negative impact on its workers level of satisfaction.
- Worker satisfaction is related to worker productivity. When the workers are satisfied, they are more productive and when they are more productive, they become much satisfied.

07 CONCLUSION AND RECOMMENDATIONS

The impact an interior environment can do to humans' behavior is significant. There are other parameters that define the Interior of a workplace environment and in them colour and branding does play a significant role. After analyzing the two case studies, it was evident that branding and colour has a direct impact on staff satisfaction and it was proven through the case study analysis. This same scenario can be applied to any private bank, if the parameters related to workspace environment can be controlled. Any private bank that has similar workspace parameters with different branding and colour use can be tested for staff satisfaction with the developed research theoretical framework.

Most of the time the interiors of the banks are done to attract the customers and very little attention is given to identify the impact it creates in the employees who spend most of their time inside that interior. So, if proper emphasis is given as suggested in this research about the impact on employees it will create lasting impact on the bank's performance.

There are no limitations for the usage of branding and colour in an office environment. Hence many more effective applications of branding and colour could have been used in the interiors of the private banks to create better effects.

Because this research study had a limitation for certain data acquisition from the bank's end as there are security reasons that curtail this, many difficulties were faced. If there were other possibilities of accessing the data related to employee productivity, staff turnover rates, capturing the idea of the real customers through interviews the data conclusions could have been different.

It is further recommended that this study could be further extended and conducted on a larger scale with many other case study samples. It will be best in a future research study if Nations Trust Bank and Standard Chartered Bank also could be taken as case

studies. It would be a fascinating study to see how a warm colour and a cool colour combination will affect the staff satisfaction.

Further according to the literature found there are hardly any use of green colour in bank branding in the world. Most of the banks use red and blue colour as their corporate colours. Red for the dominance, passion and strength as pointed out through the literature and Blue for the trust, confidence, corporate loyalty and stability of performance. Yet in the Sri Lankan context there is Standard Chartered Bank which uses blue and green colour as their corporate colours. Recently Amana Takaful bank was incorporated with Green as their corporate colour in the Sri Lankan context and in the global context there is few banking corporations that use Green colour and a smaller number of banks use Yellow colour. So, there is a lot of room for future research in this study area of usage of colour and branding in the private banks for staff satisfaction.

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APPENDIX A

**BRANDING AND COLOUR OF OFFICE INTERIOR ON STAFF
SATISFACTION**

Branding and Colour of Office Interior on staff satisfaction

A research on the Staff satisfaction of employees of private banks on bank interior branding and colour

1. The Bank you are working for?

- Bank A
- Bank B

2. Gender

- Female
- Male

3. Age group

- Below 21 years
- 24 - 30 years
- 31 - 38 years
- 38 - 45 years
- Above 46 years

4. Level of Education

- Completed A/Ls
- Diploma
- Degree
- Postgraduate
- Above Postgraduate

5. Monthly Salary scale

- below Rs. 35,000
- Rs. 35,000 - Rs. 50,000
- Rs. 50,000 - Rs. 100,000
- Rs. 100,000 - Rs. 150,000
- Rs. 150,000 and above

6. Number of Years at work

- Less than 6 months
- 6 months - 1 year
- 1 year - 3 years
- 3 years - 5 years
- More than 5 years

7. Job Type/ Level of Management

- First line/ Front office
- First Level Management (Management Assistants)
- Middle Level Management (Human Resource Manager, Finance Manager)
- Top Level Management (Assistant Bank Manager, Bank Manager)

8. Working hours per week

- 00 – 10 hours
- 10 – 20 hours
- 20 – 30 hours
- 30 – 40 hours
- above 40

Physical Work Environment

Tangibles at the working environment where the job is performed

9. Productive Office layout design

- Highly Satisfied
- Satisfied
- Moderate
- Need to improve further
- Not satisfied at all

10. Arrangement of individual workspaces

- Open plan office for collaboration
- Private closed offices for confidentiality
- Cubicle type offices for space saving
- Half Partitions as a hybrid solution
- Combination of more than one option above

11. Size of the workspace for individuals

- Adequate space provided with comfortable chair
- Moderate space provided with comfortable chair
- Not enough space but is comfortable to work
- Enough space provided but chair is uncomfortable
- Need to improve the space provided and the comfort of the worker

12. Noise in the office

- Too Noisy
- Noisy
- Moderate

- Comfortable to work
 - Can be adjusted according to the work requirement
13. Noises you hear
- Industrial Noise coming from Computers and servers
 - Noises generated by working processes (typing in the keyboard, telephone ringing)
 - Noises of people communicating
 - Music playing that is disturbing
 - Are well controlled and conducive
14. Indoor temperature is conducive for work
- Too cold
 - Cold
 - Moderate
 - Warm
 - Adjustable
15. Lighting condition in the Bank interior
- Ambient Lighting - common lighting in the ceiling for all areas
 - Task Lighting - Designated lighting for different tasks for counter, tables and separated areas
 - Accent Lighting - lighting on the walls, track lighting, Lighting for signage
 - A combination of one or more of the above
 - No adequate lighting provided in the interior
16. The application of Colours in the bank interior
- Too strong and overpowering
 - Attractive but can't stay for long hours
 - Moderate, but needs improvement
 - Quite comfortable and pleasing to stay for long duration
 - Expresses the Corporate brand well

Psychological Work Environment

Those elements of the workplace that effect the worker conduct

17. Vibrant and colourful atmosphere
Not Vibrant – Highly Vibrant (1-5 Likert scale)

18. Corporate Brand and Company Reputation
Worst - Best (1-5 Likert scale)
19. Visibility of Corporate Branding in the interior (Can select multiple answers)
- Company Signage and Logo
 - Corporate branding materials (letterheads, envelopes, documents, staff attire)
 - Company Building exterior
 - Company Building Interior
 - Employees' attitude and behavior
 - Offered Service quality
20. Visibility of Corporate Branding in the interior
Not Visible - Mostly Visible (1-5 Likert scale)
21. Do you think colour and branding of the interior has an effect on your job satisfaction
No, not at all - Absolutely Yes (1-5 Likert scale)

Social Work Environment

Deals with relationships at the job

22. Level of Interaction with your superiors and coworkers
No interaction - Frequent interactions (1-5 Likert scale)
23. Distribution of Workload
Distribution is Biased on different reasons - Fairly Distributed (1-5 Likert scale)
24. Opportunity for your Career Growth
No opportunity - Many opportunities (1-5 Likert scale)
25. Recognition and appreciation
Hardly recognize and never appreciate - Highly recognized and appraised (1-5 Likert scale)
26. Satisfaction with the overall Job experience
Not Satisfied at all - Highly Satisfied (1-5 Likert scale)

APPENDIX B

BRANDING AND COLOUR OF BANK INTERIORS ON CUSTOMER
SATISFACTION

Branding and colour of Bank interiors on Customer satisfaction

A research to analyze the impact of branding and colour on customer satisfaction in the private banks of Sri Lanka

27. The Bank you are closely working with?
- Bank A
 - Bank B
28. Gender
- Female
 - Male
29. Age group
- Below 21 years
 - 24 - 30 years
 - 31 - 38 years
 - 38 - 45 years
 - Above 46 years
30. Level of Education
- Completed A/Ls
 - Diploma
 - Degree
 - Postgraduate
 - Above Postgraduate
31. Occupation
- Government Sector Employee
 - Private Sector Employee
 - Semi Government Employee
 - Self Employed
 - Not Employed
32. Monthly Salary scale
- below Rs. 50,000
 - Rs. 50,000 - Rs. 100,000
 - Rs. 100,000 - Rs. 200,000
 - Rs. 200,000 - Rs. 300,000
 - Rs. 300,000 and above
33. Types of Services expecting from the bank

- Personal Accounts
 - Credit Cards
 - Loans and Leasing
 - Deposits and safes
 - Others
34. Frequency of Bank visits per month
- Rarely
 - Occasionally
 - Once a month
 - 2-5 times a month
 - More than 5 times a month

Bank office Environment

What you notice and feel about the service the bank is offering

35. The application of Colours in the bank interior
- I don't remember noticing it
 - Not paid much attention about
 - Moderate, but needs improvement
 - Too strong and overpowering
 - Well thought of and expresses the Corporate brand well
36. Visibility of Corporate Branding in the interior (can select multiple answers)
- Company Signage and Logo
 - Corporate branding materials (letterheads, envelopes, documents, staff attire)
 - Company Building exterior
 - Company Building Interior
 - Employees' attitude and behaviour
 - Offered Service quality
37. Visibility of the above Corporate Branding in the interior
Slightly Visible – Mostly Visible (1-5 Likert scale)
38. Corporate Brand and Company Reputation
Branding and reputation are different - Love the reputation of the bank and its branding (1-5 Likert scale)
39. The staff attending the customer requirement

- Not satisfied at all
- Highly satisfied about their service

40. How productive is the staff when attending the customers?
Not Productive at all – Very productive (1-5 Likert scale)
41. Satisfaction with the overall banking experience
Not satisfied at all – Highly satisfied (1-5 Likert scale)
42. Do you think colour and branding of the bank interior has an effect on your satisfaction about the bank service?
No, not at all – Absolutely Yes! (1-5 Likert scale)

APPENDIX C

**BRANDING AND COLOUR OF OFFICE INTERIOR ON STAFF SATISFACTION
QUESTIONNAIRE FOR BANK MANAGERS**

**Branding and colour of office interior on staff satisfaction:
An empirical study on Interiors of Private Banks of Sri Lanka**

Bank

Branch

QUESTIONNAIRE FOR THE BANK MANAGER

1. No. of Staff _____
2. Top Level Management – Managers/ Assistant Managers

3. Middle level Management – Human Resource Managers/ Finance Managers

4. First Line Members – Cashiers/ Management assistants

5. Bank floor area in Square feet _____
6. No. of floors – _____
7. No. of Departments – _____
8. Services Provided – Loan, Fixed Deposits, Leasing, Islamic Banking, Remittance,
Safe Deposit Lockers, Treasury
Products, _____
9. No. of Transactions done over the counter on a
weekday _____
10. No. of Accounts handled by an officer on
weekday _____
11. No. of leave allocated for an employee _____
12. No. of hours at work _____
13. The Career progression process – _____
14. Workplace Design layout – Open / Cellular/ Co- Working/
Combination _____

15. Air Conditioning – Split Type/ Central Indoor Temperature level
– _____

16. Lighting – Ambient/ Task/ Accent/ Combination
17. Noise in the background – Any music playing/ close to road/ A/C noise/ Any other disturbances – _____
18. Availability of Indoor Plants -
