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## Analysis of HR Factor Influencing the Brand Building Process in the MBA Institute of Vidarbha Region

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### **Abstract:**

*To sustain the brand outside it is the need of the hour that it should exist in the hearts and mind of employees especially in the Education Sector, considering the competitive environment provided by the mushrooming of various Institutes. In this competitive world Institutes cannot exclude themselves from generating their own brand and meeting the expectation of all the stake holders generated by the Institute by making certain promises.*

*The objective of this research is to examine the concept and effects of HR factors in internal branding of MBA Institute, involving survey to collect data for the development of measurement scales. The study also focuses on the way and means of Instilling the Brand, Internal Communication, Brand Facilitation and Evaluation, forming an opinion on Brand Values for establishing the Brand Commitment, Delivery and Brand Loyalty.*

**Key words:** Internal Branding, Employee Branding, Role of HR, HR Factors, MBA Institutes

### **1. Introduction**

Employees are now seen as a critically important constituent of the brand. This is where internal branding as a strategic concept comes into play, with a plethora of relevant literature expanding on this concept (Charland, 2001; De Chernatony, 2000, 2001; Donath, 2001; Faust & Bethge, 2003; Keller, 1999; Knox & Maklan, 2001; LePla & Parker, 1999; Macrae, 1996; Mitchell, 2002; Tosti & Stotz, 2001). All these authors recognize the importance of internal brand management as a process to align staff behavior with brand values, and agree that, as Mitchell (2002)<sup>3</sup> suggests, “by applying many of the principles of consumer advertising to internal communications, leaders can guide employees to a better understanding of, and even a passion for, the brand vision” (p. 99).

It's an area of interest to know how much the HR cooperates with the other department in building the corporate Brand. A rising number of researchers are articulating a need for HR to become more engaged in branding activities (Aurand et al 2005; Burmann & Zeplin, 2005; Martin et al, 2005; Hatch & Schultz, 2003; Wilson, 2001; de Chernatony, 1999; Ulrich, 1998; Becker et al, 1997; Ind, 1997). It is therefore interesting to note that the HR department is not highly involved in corporate branding even in the investigated best-practice companies. Instead, HR efforts related to brand building seem to be more focused on employer branding. It thus appears as if Martin et al's (2005) statement that HR has encountered certain problems in legitimising its role in business may needs to be analysed.

### **2. Need/ Importance of the Study**

The Data shows that 35 B-Schools have been established within last five year which constitute the total 57.37 % of overall B-School of Vidarbha Region, 2 college have been Established since last 5-10 years which constitute 3.27 % of total B-school, 5 college have been established since last 10-15 years which constitute 8.19% of total B-School and only 19 colleges out of total 61 B-School have more than 15 years of standing.

As suggested by the above mentioned Data, the Management Institute is ushering like a mushroom all over India especially at Vidarbha Region which gives stiff competition to other Established B-School and in order to retain their glory they need to keep upgrading and developing the brand inside and outside. Despite the growing interest in Institutional internal branding, there has been limited research conducted into the processes required to encourage brand-supporting behavior through HR Activities. Therefore, this study aims to unearth the HR Factors influence the internal brand building process.

### **3. Aims and Objectives of the Study**

The main objective of the study is to investigate the concept of internal brand processing and the HR Contribution in Internal Brand Building. The other objectives of the study are given as follows:

- To identify the various items HR where it can influence Internal Brand Building.

- To run a factor analysis and club the various items into factors
- To label the factors based on Factor Analysis Research.

#### 4. Methodology of the Study

##### 4.1. Universe, Geographical Context And Population

The Present Study is confined to MBA Institutes of Vidarbha Region. In the Vidarbha Region total 3 universities are there. However, only two Universities have MBA Institutes affiliated to it. Hence, total 61 Institutes who are providing the Management MBA Courses are taken into consideration. The research is embodied with both primary and secondary data.

The Researcher listed the complete frame of population who are the respondents namely the Teaching and Non Teaching Staff Members of MBA Institutes.. The Respondents were chosen at random. This study is also covered with secondary data from books, journals, magazines, internet etc

##### 4.2. Sampling Techniques and Sample Size

Simple Random Sampling technique has been used and total 312 Questionnaire collected from Teaching Staff and total 79 Questionnaire Collected from Non Teaching Staff Members.

##### 4.3. Data collection instrument

A 5 point Likert scale questionnaire. Half of the questions were modified slightly, in terms of wordings and the sequence of questions. This was done to avoid syntax and sequential bias. The questionnaires were filled in with the help of sending questionnaire through mail, hard form and personal interviews with the respondents.

##### 4.4. Data representation and statistical tools

Factor Analysis and Normal Tabulation.

**ROTATED COMPONENT MATRIX**

Sr. No.	Statement	Component					
		1	2	3	4	5	6
1.	Employees understand how they contribute to the success of this Institute	<b>.703</b>	.085	.070	.040	.135	-.017
2.	Employees use knowledge of Institutions Brand value in prioritizing their task	<b>.655</b>	-.113	.338	-.019	.078	-.046
3.	Employee understand the brand of this Institute	<b>.653</b>	.161	-.066	-.002	.119	-.044
4.	Employees are aware of atleast 5 distinctive feature of the Institute	<b>.529</b>	.263	-.176	.068	.241	-.044
5.	Employees are encouraged to make their own decision regarding the daily work	<b>.509</b>	.441	.235	.010	-.069	.043
6.	Feedback and suggestion of employees are very well taken by the concerned authority of the Institute	<b>.547</b>	.179	.439	-.030	-.018	.025
7.	The Institute is communicating formal brand related material to Employees ( Brochures, booklets, e-mail etc)	.275	<b>.546</b>	-.049	.032	.008	-.015
8.	The brand values are communicated to the Employees through the official communication system i.e circular, rules, regulation, policy and objectives	.048	<b>.809</b>	-.023	.040	-.091	.052
9.	Employees knowledge about the institute, its strategies and its ongoing accomplishments increase with passing of time ]	.071	<b>.594</b>	.144	.070	-.101	.008
10.	Employees are satisfied with the official communication system of the Institute	.240	<b>.527</b>	.235	-.013	.131	.038
11.	Institute have a unique brand identity to fetch good students and Staff members	.055	<b>.685</b>	-.082	-.020	.089	.031
12.	Employees are allowed a high degree of own initiative when taking care of students and other stake holders	.265	<b>.450</b>	.436	-.036	-.008	-.102
13.	The Institutes evaluates the performance of the Employee based on how they contribute in increasing the brand value	.259	-.054	<b>.733</b>	-.077	.034	-.006
14.	Institute considers Employees role in supporting the brand	.107	.062	<b>.565</b>	.048	.112	-.064

15.	Senior person of this Institute understand and live the brand of the Institute	.118	.266	<b>.710</b>	-.034	-.014	.064
16.	Recognition are provided to those employees who live the brand of the Institution	.184	.106	<b>.573</b>	-.004	-.025	.101
17.	Brand of the Institute plays a prominent role in taking decision of joining the Institute	.001	.041	-.106	<b>.425</b>	.066	.116
18.	It is necessary that Institutional Brand to be strengthened internally to deliver brand promise externally	.055	.034	-.046	<b>.503</b>	.054	.018
19.	Induction Training ( at the time of joining ) is the best medium to impart the brand values and culture of the Institution to the employee	.129	-.054	-.082	<b>.783</b>	-.214	.037
20.	It should be top priority for the Management Institutions to ensure that its employee understand the brand and internalize the value of the brand	-.129	.046	.134	<b>.681</b>	.156	.007
21.	Values of the employee should be correlated with the Institution's value ( value include brand messages, institutional policies, institutional missions and institutional vision)	-.129	.046	.134	<b>.681</b>	.156	.007
22.	Internal Brand Building should include two way communication between management and employees	.129	-.054	-.082	<b>.783</b>	-.214	.037
23.	Employees go extra mile to serve the clients (students and other stake holders)	.014	-.062	.035	.121	<b>.599</b>	.054
24.	Employees treats problem of the institute as their own	.000	-.078	.094	-.020	<b>.668</b>	-.072
25.	Employees are personally attached to this Institute and have a great belongingness	.061	-.052	.009	-.001	<b>.736</b>	-.082
26.	Employees are informed about the role and responsibilities in the Institute	.091	.083	.016	.008	<b>.674</b>	.018
27.	This is the best institute to work ]	.043	.053	.004	.060	.003	<b>.968</b>
28.	Employees would be very happy to spend the rest of their career with this Institute]	.049	.042	.014	.053	-.004	<b>.965</b>

Table 1: provides a deep insight into the concept of Employee Branding

### 5. Analysis and Findings

Based on the Factor Analysis conducted on the variables for the Employees of MBA Institute of Vidarbha Region, the 28 variables are reduced into six factors (vide Table 1) and the factors are summarized as follows:

(1) Instilling the brand (2) Internal communication (3) Brand Facilitation and Evaluation (4) Opinion on Brand Values (5) Brand Commitment and Delivery (6) Brand Loyalty

The first set of items clearly exhibit that the Employees clearly understand the values of the Institution and they know what is expected from them. In the next point employees have clearly agreed that they are aware of at least 5 distinctive features of the Institute. In the next point they are neutral to the fact that employees are encourage to make their own decision regarding the daily work which may be to over stressed given on the laid down procedure. They also indicated that Feedback and suggestion of employees are very well taken by the concerned authority of the Institute.

The Second of Items provides information as to how to instill the brand of the MBA Instituion, through “Internal Communication”. The official communication by way of circular, rules, regulation, policy and objectives ensure sufficient exposure to the employees about the brand values and culture of the Institution. However, on the point that Employees knowledge about the institute , its strategies and its ongoing accomplishment increase with the passing time most people agreed to it which states that there is lacking some sort of proper induction training. However, all the set of item indicates the communication of the brand to the employees.

The third set of items highlights about the way the brand delivery can be monitored and control which is evidenced by the statement “The institute evaluates the performance of the Employee based on how they contribute in increasing the brand value” and “Institute considers employees role in supporting the brand”. It also evaluates whether the senior to whom junior looks upon as role model set the example by strictly adhering to brand value by the statement “Senior person of the institute understand and live the brand of the Institute”. The control of the brand delivered can also be done by motivation i.e “Recognition are provided to those employees who live the brand of the Institution.

The next Fourth set items exhibits the “Brand Values” that they understand the fact that “Brand of the Institute plays a prominent role in taking decision of joining the Institute and it is necessary that Institutional Brand to be strengthened internally to deliver brand promise externally. They also agreed that Induction Training at the time of joining is the best medium to impart the brand

values and culture of the Institution to the employee. The role of the employee in strengthening the brand also confirmed with the statement “Internal Brand Building should include two way communication between management and employees.

The fifth set of item clearly indicates about the brand delivery which can be confirmed by the statement “Employees go extra mile to serve the client ( students and other stake holders ) and Employees treats problem of the institute as their own. The commitment with which the employees deliver the brand can be confirmed with the statement “Employees treats problem of the Institute as their own and Employees are personally attached to this institute and have a great belongingness. The brand delivery and commitment comes with the clearly stipulated roles and responsibility and it also confirmed with the Statement “Employees are informed about the role and responsibilities in the Institute.

The sixth set of items clearly exhibits that Brand Loyalty by the Statement “This is the best institute to Work” and “Employees would be very happy to spend the rest of their career with this Institute”.

## 6. Conclusion

On account of mushrooming of MBA Institutes all over Vidarbha Region, there is an emerging trend to stay Competitive. The Branding of the Management Institute has become strategic issues to be dealt by the Management. For these competent, dedicated and committed efforts from Teaching and Non Teaching Staff is the need of the day.

In building the brand internally, the HR Factors mentioned above are important to be considered as without them it would not be possible for employee to internalize the brand value. No efforts of Brand Building Externally can succeed if they are not backed by the full commitment from the Employees. This is the reason why all the analyzed factors to be taken into consideration for making the Brand strong inside by involving all the Employees ( Teaching and Non Teaching ) into it.

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