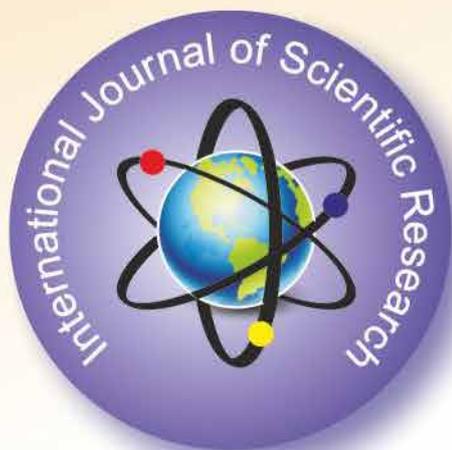


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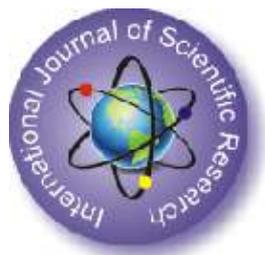
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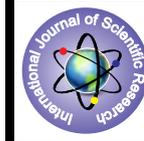
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Factors Influencing Employee Branding in Higher Educational Institutions: A Special Reference to Management Institutions in Virudhunagar District in Tamilnadu



Management

KEYWORDS : Brand Behaviour, Brand Value, Educational Institutions, Employees

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ABSTRACT

An Educational Institution should not only have to ensure that it has a strong brand, it also needs to ensure that its employees reflect that brand in their interactions with students. The focus has shifted having employees to having Brand Ambassadors. Also, referred to as Internal Branding or Internal marketing by many, Employee branding has become the buzzword of today's business. This concept is becoming very important in the service sector where the employee becomes the touch point for the intangible brand for the customer. Successful positioning of employees in the Institutional Brand depends on various internal factors, which will internalize the brand values, resulting in desired Brand behaviour. This paper throws light on the factors influencing Employee branding in Higher Educational Institutions with special reference to Management programmes, in Virudhunagar District.

In recent years, Higher education in the field of management is witnessing increasing demand in India. Most students are pursuing education after graduation and management education is a popular choice because of its interdisciplinary nature, with admission to the courses open to all categories of graduates. Many new institutions have exclusively been setup, in particular by the private sector in large numbers, to offer postgraduate courses in management. Besides, many existing institutes have started offering these courses considering the huge demand, competing with one another.

To survive in such a competitive environment, the key differentiating factor required is manpower. By nature, service cannot be separated from the person who is delivering it. For the customers, the personal banker of HDFC bank is the banker itself and the faculty members of the higher educational institution is the Institution itself. In this scenario, it becomes very critical to ensure that the employees live the brand itself. Before promoting the brand to the customer, the brand should be promoted to the employees. The value system of the institution and the brand's deliverables should be understood by each employee. Each faculty member's attitude and behaviour should be an integral part of an Institution's overall branding strategy. As Payne, Christopher, Clark and Peck (2001) say organisations should have the goal to re-orientate the entire Institution to face the market.

Imparting the brand's value system to the employees is referred to as Employee Branding or Internal Marketing (Czaplewski, Ferguson and Milliman, 2000).

Considering the growing demand of students from premier institutions, who are interested in recruiting top quality management graduates, the demand for management education has risen sharply in recent years. This gap is well recognized as a business opportunity and a number of institutes have been set up to offer MBA or equivalent programmes by organisations in the private sector too (R.Jagadeesh, 2000).

Employee interface has been one of the most important aspects of Higher Educational Institution. For students, the faculty member himself is the Institution. To maintain their differentiating edge, Educational Institutions are constantly trying to install the brand values among their faculty members, but still, we see some brand disconnect in many Institutions.

OBJECTIVES OF THE STUDY

1. To throw light on the concept of Employee Branding.
2. To study the factors influencing Employee Branding.

HYPOTHESIS

The study is based on the following hypotheses.

- There is no significant variance between the Senior & Junior faculty members with that of Performance Evaluation.

- There is no significant variance between of the Senior & Junior faculty members with that of Work Environment.
- There is no significant variance between members and the Senior & Junior faculty with that of Employee Commitment to the Brand.

Methodology of the study:

The present study is confined to Virudhunagar District in Tamil Nadu. Owing to the demand for Management Education in recent years, 7 Educational Institutions [one University, three Engineering Colleges and three Colleges of Arts and Science] are offering the M.B.A programme in Virudhunagar district. The researcher listed the complete frame of population who are the respondents, namely the MBA faculty members, who constituted 55 in number. A complete Enumeration Census survey was done in all the seven Educational Institutions.

DATA COLLECTION

An extensive literature review facilitated theory development and item generation. Further, to answer the research questions (objectives of the study) and to verify/test the tentative answers (hypotheses of the study), the required information is identified. Then, the questionnaire was developed, which was the main instrument used to collect the required information. The respondents were asked to rate their opinion in a 5 point Likert Scale (5-Strongly Agree, 4-Agree, 3 -Neutral, 2 - Disagree, 1 - Strongly Disagree). The questionnaire consisted of 60 statements. Statistical analysis such as descriptive statistical analysis and frequency distribution was used. Secondary data was also collected from several journals and records.

DATA ANALYSIS AND INTERPRETATION

➤ Personal Profile of the Respondents

The respondents belong to different experience group viz- 5-10 years, 10-15 years, 15-20 years, 20-25 years, and 25 years and above; 18 respondents have an experience of 3-10 years, 30 respondents have an experience of 10- 15 years and 4 respondents have an experience of 15-20 years, 2 respondents have an experience of 20-25years, and 1 respondent have an experience of more than 25 years of experience.

After collection of data through various sources, different statistical tools and techniques have been used for the analysis of data. A set of simple techniques of statistical analysis such as mean, percentage and standard deviation has been used. Further, ANOVA test have been used. Most of them are obtained with the help of the computerized packages SPSS (16.0 version) and Microsoft Excel. Interpretation of data is based on rigorous exercise aiming at the achievement of the objectives of the study and findings of the existing studies.

TEST OF HYPOTHESES

This research was carried out in order to find out major factors influencing the faculty members in MBA I institutions. On the basis of past literature and in-depth interview of the faculty

members a comprehensive list of factors was prepared, which is shown below.

- Communication
- Recruitment & selection
- Motivation
- Management contribution
- Rewards and recognition
- Training & development
- Performance evaluation
- Work environment

1. EXPERIENCE OF THE FACULTY MEMBERS AND THE COMMITMENT TO THE BRAND

The Educational Institution initiates its faculty members to have a strong sense of belongingness to the Institution brand and have emotional attachment to the brand. Working for the Institution is more than just earning a living and the employees volunteer themselves to work after working hours in the college which ultimately results in Employee Branding. To find the variance between the experience of the senior and junior faculty members in M.B.A colleges with that of their commitment and loyalty towards the Institution, the following Hypothesis is framed.

H1: There is no significant variance between the senior and junior Faculty members with that of Commitment and Loyalty

TABLE 1: ONE WAY ANOVA between the senior and junior Faculty members with that of Commitment and Loyalty

Commitment to the Brand		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	126.7652	4	31.69129		
Within Groups	336.6167	50	6.732333			
Total	463.3818	54				

Source: Computed Data

The above table reveals that there is high degree of significant variance between the Senior staff members and the fresher's with that of their Commitment towards the Institution, as the significant value is less than .01.Hence we reject the null hypothesis. The Commitment and Loyalty of the senior and junior faculty members in M.B.A colleges are different.

2. EXPERIENCE OF THE FACULTY MEMBERS AND THE WORK ENVIRONMENT

The availability of modern resources for teaching, good infrastructure facilities, management support to serve the students and getting information through Internet, Public address system and circulars are the factors that result in Employee Branding. To find the variance between the experience of the senior and junior faculty members in M.B.A colleges with that of the Work Environment, the following Hypothesis is framed.

H2: There is no significant variance between the senior and junior Faculty members with that of the Work Environment

TABLE 2: ONE WAY ANOVA between the senior and junior Faculty members with that of the Work Environment

Work Environment		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	133.4646	4	33.36616		
Within Groups	436.6444	50	8.732889			
Total	570.1091	54				

Source: Computed Data

The above table reveals that there is high degree of significant variance between the Senior staff members and the fresher's with their opinion towards the Work Environment in the Institution, as the significant value is less than .01.Hence we reject the null hypothesis . The senior and junior faculty members in M.B.A colleges have different attitude towards the Work Environment in their college.

3. EXPERIENCE OF THE FACULTY MEMBERS AND THE PERFORMANCE EVALUATION

In Performance Evaluation, the Institution values the faculty member's work and it recognizes the faculty members for the work they do. It also values the faculty member's contribution to its well-being and measures the faculty members, according to how they live the brand of the organisation and the faculty members are keen on working for deadlines rather than for Institutional goals. This will motivate the employees to align their values with the organizational values. To find the variance between the experience of the senior and junior faculty members in M.B.A colleges with that of their opinion towards the Performance Evaluation, the following Hypothesis is framed.

H3: There is no significant variance between the senior and junior Faculty members with that of their opinion towards the Performance Evaluation

TABLE 3: ONE WAY ANOVA between the senior and junior Faculty members with that of their opinion towards the performance Evaluation

Performance Evaluation		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	167.048	4	41.76199		
Within Groups	556.6611	50	11.13322			
Total	723.7091	54				

Source: Computed Data

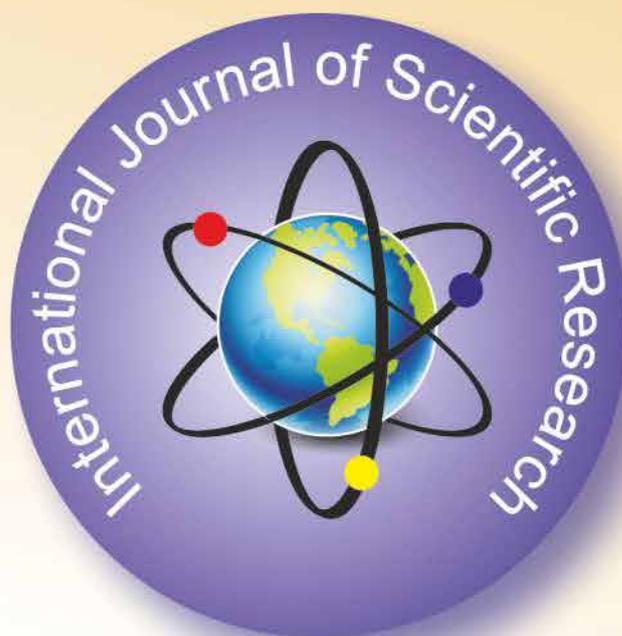
The above table reveals that there is high degree of significant variance between the senior staff members and the fresher's with their opinion towards the Performance Evaluation in the Institution, as the significant value is less than .01.Hence we reject the null hypothesis . The senior and junior faculty members in M.B.A colleges have expressed different opinion towards the Performance Evaluation system in the Educational Institution.

FINDINGS AND CONCLUSION

The above discussions and the analysis of the data from the Higher Educational Institutions, give us a clear picture about the factors influencing Employee Branding. Thus we observe that the senior and junior faculty members have variance in Employee branding and has a positive impact on attitudinal and behavioural aspects in delivery of the brand promise to its stakeholders. Internalizing the Brand Knowledge in employees and providing them with pleasant infra-structural facilities in the work environment, will result in desired Brand Behaviour in the Educational Institutions. Satisfied employees make satisfied customers and satisfied employees can, in turn, re-inforce employee's sense of satisfaction in their jobs. Organisations need to adopt a systematic process of employee branding approach so that the employees perform in alignment with the brand values.

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