Analysis of Review of Literature on- Strategic Human Resource Management for Internal Brand Building: A Study of SelectHigher Education Institutions in Bengaluru

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Introduction

Human Resource Management (HRM) is considered to be a vital constituent of any business organization. In the current global scenario, HRM is the key component that is required to be managed with efficacy for any organization to meet its goals. Further, HRM is not merely an administrative function; rather, it is the most crucial division that embodies a strategic imperative. Strategic Human Resource Management entails the alignment of an Organisation's goals with those of the individuals working within their respective organizations. This reality is witnessed in the context of Higher Education Institutions (HEIs) both in India and at the Global purview. Due to the surge in competition amongst HEIs, there is a strong need to uphold the status of their respective brands. As HRM focuses on managing the most valuable assets in any organization which are its employees, this paper is intended to study the literature on the strategic function of HRM, particularly for internal brand building in HEIs.

Keywords

Strategic Human Resource Management, Higher Education Institutions, Branding, Internal Branding

Objectives

The paper sets out with the following objectives:

1. To study the literature on the Strategic function of Human Resource Management and Internal Brand building in HEIs.

2. To undergo a detailed analysis of the literature and identify the research gap

Research Methodology

This paper adopts a descriptive research methodology to study the topic.

Literature Review

1. The article underscores the persistent demand for significant enhancements in the performance of higher education institutions. However, progress in this direction is impeded by the absence of a universally accepted quality management model. Previous endeavors to implement quality management models from the industrial sector in higher education have proven unsuccessful. To address this, there is a compelling argument for distinctively treating the service and academic functions in higher education, each with its own set of relevant criteria when applying any quality management model. The organizational culture is identified as a pivotal factor influencing the effective implementation of any quality strategy. The prevalent bureaucratic nature of the current culture in higher education, characterized by a predisposition toward conflict rather than collaboration, is deemed suboptimal for fostering quality. The paper advocates for the adoption of an organizational behavior model that embodies the concept of 'learning communities' to enhance quality. The proposed holistic quality management model for higher education serves as an ideal framework that synergistically addresses service, education, and implementation aspects (G. Srikanthan, J. Dalrymple, 2002).

2. This study presents findings from insider research conducted at a UK college of higher education. It offers insights into the perspectives of frontline academics regarding organizational change and the implementation of quality policy, highlighting challenges for institutional leadership. The initial focus is on the impact of the quality revolution on the academic community and its relationships. Subsequently, the study explores conceptualizations of policy implementation, leadership, and change management, centering around concepts such as 'psychological contracts' (Handy 1984, 1993), leadership, communication, colloquialism, professional accountability, and reciprocal accountability with mutual trust. The paper concludes by extracting several lessons for quality from the case study, emphasizing the importance of understanding and addressing the complexities surrounding organizational change and quality policy implementation (Newton.J, 2002).

3. The research suggests that the ongoing discourse on quality in higher education is narrowly concentrated on adapting industrial quality systems. While traditionally, academic freedom was deemed essential for excellence in education, post-1990 witnessed a surge in the adoption of quality control measures in higher education. However, this adoption remained superficial compared to the industry. The paper argues for a renewed approach to quality systems in higher education, emphasizing the need for considering Strategic Human Resource Management (SHRM) in internal brand building as fundamental to quality improvement. The present practice of quality management in higher education is critiqued for evolving into managerialism due to a lack of shared vision and alignment issues between QM techniques and educational processes (G. Srikanthan, J. Dalrymple, 2003).

4. The article delves into how organizations can provide value to their customers, investors, managers, and employees, emphasizing the role of HR functions in influencing organizational outcomes or goals. Various HR factors contributing to value addition are explored, including an understanding of external business environments (social, economic, and technical), serving external and internal stakeholders, crafting

HR practices, building HR resources (organization and strategy), and ensuring HR professionalism (Dave Ulrich, 2005).

5. This paper explores the current trend of universities engaging in marketing and branding programs, driven by motivations to enhance the university's reputation and positively impact rankings. However, the success of branding initiatives remains unclear, lacking substantial evidence in rankings to support these programs. The paper reviews branding and image programs at universities, highlighting the influence of marketing, promotion, and branding on reputation assessments that affect rankings. It provides valuable insights into universities and the transformations in their rankings resulting from marketing, promotion, and branding efforts (David L Bunzel, 2007).

6. The primary objective of this paper is to investigate the necessity of branding in higher education institutions. It acknowledges the similarities between academia and corporations, with prospective students akin to prospective customers. Higher education is viewed as a broad marketplace, and while educational brand strategy is often limited to marketing and advertising campaigns, effective brand management requires a commitment from every member of the academic community to fulfill the brand promise. The study examines dimensions such as market perception, brand strategies, updated curricula, and engagement in the branding process (Robert C. Lockwood and Jerry Hadd, 2008).

7. This study investigates the perspectives of university marketing and communication directors and managers on brand components relevant to student recruitment. After consulting 25 members of London University, the study identifies six major components of university brand identity. A survey method incorporating expert interviews with semi-standardized questions reveals six prominent elements: The educational identity of the institution, The learning environment, Employability of graduates, Reputation, Location, Social and sports facilities. It is important to note that this study does not encompass responses from other employees regarding student perceptions of Brand Identity elements (Ali-Choudhury, R., Bennett, R., & Savani, S.,2009).

8. This paper seeks to explore the role of internal branding in achieving success in university settings. The analysis of university success is based on data derived from case studies on businesses and universities, literature reviews, and research. The study highlights how internal branding aids institutions in overcoming internal resistance to brand efforts, focusing on identity development strategy. Evidence suggests that a common mistake universities make in branding initiatives is the failure to embrace an inside-out approach to brand development. This paper aims to examine an emerging phenomenon within higher education marketing, an area yet to be fully explored in the marketing literature (Rex Whisman, 2009).

9. The article, based on a study of the University of Duisburg, Germany, emphasizes the need for professional management systems in universities. These systems bridge the gap between increasing internal and external societal service demands and limited resources, enhancing effectiveness and efficiency. The entrepreneurial university concept emphasizes the importance of institutional leadership and strategic planning. The study covers two models, the planning model and the new public management model, along with tools like SWOT analysis, Portfolio Analysis, Goal Card, and Performance Cards (L.Zechlin, 2010).

10. This paper delves into the role of human resource management (HRM) within higher education institutions, offering a strategic HRM plan based on a university's strategic goals. The plan integrates HRM with the university's strategy, considering other functions like quality assurance, internationalization, student services, and finance. It addresses various HRM functions, including recruitment, selection, and retention, workforce planning and development, remuneration and benefits, and performance management. Strategic planning for an organization's current and future HR needs, supporting and nurturing its people, is critical for success. Establishing a relationship with employees based on shared values and purpose is emphasized (Katrin Brückner, Olesya Gladushyna, Alexandra Zinovyeva, 2010).

11. The study focuses on how institutions of higher learning are evolving into major business enterprises and the impact of this business focus on their educational mission. Institutions face fiscal challenges, a shift towards students as consumers, faculty challenges in balancing rigor and student course ratings, and complex human performance processes. The article examines various influences on institutions moving towards a customer-oriented focus, emphasizing the potential conflict between satisfying students and meeting employer expectations (Cathy Hall, William Swart, andSteve Duncan, 2012).

12. This study delves into the realm of HR functions and their efficacy within Higher Education Institutions. It posits that HR leaders in higher education face the challenge of accomplishing more with limited resources. Given that higher education centers around people, the success of these institutions is intricately tied to the quality of senior leaders, faculty, and staff. The study employs online surveys and supplementary interviews to assess the progressiveness, practicality, execution, and effectiveness of HR practices in higher education institutions. Survey respondents, when asked about their top strategic HR priorities for 2012, identified three crucial aspects: 1. Controlling benefits/health care expenses; 2. Improving leadership development and succession planning; and 3. Attracting and retaining key talent (Hewitt, A., 2012).

13. This study is aimed at examining the intricacies of Vision Building in Higher Education and the challenges associated with it. A genuine vision transcends a static written statement and must permeate the minds and hearts of individuals. A dynamic, adaptable, and responsive vision is imperative, especially given rapidly changing conditions. The paper analyzes the current scenario of higher education in India, emphasizes the need for a vision for 2020, and explores facets such as becoming a knowledge superpower, foreign educational institutes, advanced research, and educational management. The study underscores that addressing the needs of higher education demands collaboration from the government, private providers, and foreign universities, coupled with a realistic approach to vision building for substantial improvements in the higher education system (P. Gupta, N. Gupta, 2013).

14. This paper aims to scrutinize the quality of universities by considering the skillsets of the human capital entering the training processes. The study evaluates the academic productivity of universities and emphasizes that the quality of learning significantly impacts faculty career regularities. While measures of student and graduate performance are of great interest to families, universities, and firms, the study argues for policymakers to place less importance on these measures when allocating funds to faculty. The paper advocates for allocating public resources based on universities'

capacities to enhance their inputs rather than focusing on output results (Ferrante, F.,2014).

15. The paper focuses on studying the strategic factors considered for achieving growth in university admissions by 2025. It delves into various aspects of strategy, including institutional profile, teaching and learning processes, impact factor, research and collaboration, consultancy and training, industry exposure and placement, social service, and civic responsibility. However, the study neglects to cover the aspect of employee understanding of the organization's vision as part of strategic human resource management (Srinivas Rao A., Suresh Kumar P. M., & Aithal P. S., 2015).

16. This paper conducts a comprehensive study on the concept of internal branding and its impact on service industries, particularly in UK universities. It reviews employee brand support in connection with leadership characteristics and their effects on internal branding. The study expresses concern that knowledge of internal branding and employee brand support in higher education institutions is predominantly borrowed from the business sector, suggesting a need for more adapted and implemented practices. The paper also identifies and discusses potential future research areas for internal branding studies (N. Sujchaphong, B. Nguyen, T.C. Melewar, 2015).

17. The study presents an overview of the evolution and influence of marketing and brand management in UK universities. It considers the marketing perspective of the education sector, focusing on four components: marketing management in universities, branding in universities, corporate branding in universities, and internal branding. Private universities, facing minimal expected funds from the government, highlight internal brand communication as a crucial practice. The study emphasizes the importance of employees understanding brand values to align their behaviors and actions in support of the corporate brand. Internal branding is still considered a relatively new phenomenon in the education sector, necessitating further research (N. Sujchaphong,
B. Nguyen, T.C. Melewar, 2015).

18. The study underscores the importance of education in the development of a country and highlights the need to tailor education to changing times and scenarios. It aims to identify issues and challenges in higher education, emphasizing that stakeholders must work collaboratively to find solutions. This collaborative effort is deemed crucial for India to evolve into a digital nation or a prosperous partner in global development (Dr.
K. Matliwala, 2016).

19. This paper explores the aspects of internal brand in terms of Higher Education Institution employees, delving into the concept of brand value. Adapting to the global environment, Higher Education Institutions, due to their complex nature, find internal branding and marketing challenging in realizing and creating a shared brand identity. The phenomenological approach used in this study reveals that brand meaning commences from historical and superficial interactions, evolving through a series of brand and social interactions. The study underscores the functions of employees as both readers and authors of brand meaning, emphasizing the crucial role of brand co-creation in guiding employees in brand promise delivery (R.E. Punjaisri, K. Khanyapuss, C. PICH, 2016).

20. Mondkar's study investigates the strategic management practices of higher education institutes (HEIs), specifically focusing on management colleges in Mumbai and Pune.

The comprehensive study encompasses a significant geographical area and attempts to understand the impact of strategic management on the brand image of these institutes. The author demonstrates a meticulous approach by delving into various facets of strategic management and brand image, providing a detailed analysis. However, the study lacks clarity regarding the specific methodologies employed for data collection and analysis. Furthermore, the research could benefit from a more explicit theoretical framework that aligns with the study's objectives. A robust theoretical foundation would strengthen the study's conceptual underpinning, making it more applicable to broader contexts within higher education. Despite these considerations, the study contributes valuable insights into the complex relationship between strategic management and brand image in the higher education sector (Mondkar, G. P., 2017).

21. This paper investigates the impact of branding capability on educational institutes' performance through an explanatory quantitative research design, utilizing a questionnaire survey. The study covers three dimensions: the impact of branding on alumni, employment, and learning efficiency. The results indicate that none of the branding dimensions significantly affects learning efficiency, while all branding dimensions significantly influence alumni (A. Rashwan, A. Shawky, M.A. Ragheb, A.A. Bary, 2018).

22. The paper aims to study internal brand building in higher education institutions through a case study on the Azerbaijan State University of Economics. It explores various theories of brand building and presents a model of Internal Corporate Brand Building consisting of three dimensions: Brand Audit, Brand Identity, and Brand Positioning. The study describes internal brand building in higher education institutions using the case study of UNEC in Azerbaijan, assessing the applicability of existing brand-building theories (K.S. Soliman, 2019).

23. This paper delves into the concept of Internal Branding in Higher Education Institutions, focusing on its impact on service quality. Most studies in higher education related to branding primarily consider external perspectives. Internal Branding is crucial for garnering internal support for external branding efforts. The research design adopts a single case study approach, examining Flemish University College, which has successfully achieved internal support for a new external branding strategy focusing on student diversity. Three specific tensions are identified in the internal branding process: Authorization, Normalization, and Moralization (J. Mampaey, 2019).

24. The study aims to explore brand image and brand identity in association with the social networks of internal stakeholders in a UK university. Insights are drawn from previous theories, and an explanatory research design is adopted to understand the relationship among brand reputation, website design, logo, and treating students and employees as co-creators of the university brand image. The behavior of co-creators is studied in relation to brand identity and brand image through a positivist survey, creating a strong communication tool for marketing managers to actively engage students and employees in the co-creation process for improving brand image (P. Foroudi, A. Nazarian, S. Ziyadin, P. Kitchen, K. Hafeez, C. Priporas, E. Pantano, 2020).

25. This study focuses on how internal branding affects levels of engagement among Higher Education Institution students. Conducted at a Commonwealth university in South Africa, the qualitative study explores student engagement with university brands. Despite the absence of formal internal branding, the study finds that students can

engage with university brands. While internal branding gaps do not significantly affect student commitment to academics, they may negatively impact communication and engagement with the university brand (O.R. Maunze, R. Abratt, M. Mingione, 2020).

26. Itam, Misra, and Anjum explore the interplay between Human Resource Development (HRD) indicators and branding practices, particularly focusing on the employer brand building process. The study, published in the European Journal of Training and Development, presents a noteworthy perspective on how HRD indicators influence the employer brand. The authors successfully establish a connection between these dimensions, shedding light on the significance of HRD in shaping the employer brand.The research, however, could be strengthened by a more explicit elucidation of the conceptual framework guiding the study. Clearer identification of the theoretical underpinnings would enhance the study's theoretical contribution to the broader literature. Despite this, the study makes a valuable contribution by emphasizing the crucial role of HRD in shaping an organization's brand, providing practical insights for practitioners and scholars alike (Itam, U., Misra, S., & Anjum, H., 2020).

27. Rana et al. contribute to the literature by exploring international positioning strategies for Indian higher education institutions. Published in the Review of International Business and Strategy, the study examines strategies employed by Indian HEIs to position themselves globally. The authors offer a comprehensive analysis, considering the distinctive context of the Indian higher education landscape. However, the study could be enhanced by providing a more detailed exposition of the research methodology, ensuring transparency and replicability. A clear methodological framework would strengthen the study's empirical foundation. Despite this, the research serves as a valuable resource for policymakers and educational administrators seeking to enhance the global positioning of Indian HEIs (Rana, S., Verma, S., Haque, M. M., & Ahmed, G., 2022).

28. Gupta and Gupta investigate the role of Strategic Human Resource Management Practices (SHRMPs) in aligning higher education institutions with the vision outlined in the National Education Policy. Published in the Amity Journal of Management Research, the study focuses on the specific implications of SHRMPs in the context of national educational objectives. The study, however, could benefit from providing more explicit details regarding the specific SHRMPs explored and their direct linkages to the National Education Policy's vision. A more granular exploration of these practices would enhance the study's practical implications. Nevertheless, the research makes a noteworthy contribution by addressing the critical intersection of SHRMPs and nationaleducational goals (Gupta, P. B., & Gupta, B., 2022).

29. Garavan et al.'s research explores the critical connection between internal branding, corporate brand promise, and the role of learning and development in the context of front-line employees. Published in Tourism Management, the study addresses a pertinent issue in organizational management. The authors present a robust theoretical framework, grounding their work in relevant literature on internal branding and employee development. By doing so, the study effectively bridges the gap between theoretical insights and practical implications for the tourism industry. The research methodology, however, could benefit from a more detailed exposition to ensure transparency and replicability. A clearer articulation of the data collection and analysis methods would strengthen the empirical foundation of the study. Despite this, the paper makes a valuable contribution by shedding light on the intricate dynamics of internal

branding and the pivotal role of learning and development in signaling the corporate brand promise to front-line employees (Garavan, T., Koukpaki, A. S. F., Darcy, C., O'Brien, F., Oyedijo, A., & Adams, K., 2022).

30. Kirti and Goyal's research explores the adoption of employee engagement practices in higher educational institutes, contributing to the domain of positive school psychology. Published in the Journal of Positive School Psychology, the study addresses a crucial aspect of organizational culture in educational institutions. The authors present a comprehensive overview of employee engagement practices, emphasizing their positive impact on the workplace. The study could benefit from a more detailed discussion on the specific practices considered in the research and their contextual relevance in higher education settings. Additionally, a more nuanced exploration of the potential challenges and limitations of implementing these practices would enhance the practical applicability of the findings. Nevertheless, the research provides valuable insights into fostering positive work environments in higher educational institutes (Kirti, K., & Goyal, S., 2022).

31. Salunkhe, Rajan, and Natarajan's research delves into the creation and management of value within Indian management education. Published in the Journal of Creating Value, the study provides a comprehensive examination of the challenges and opportunities faced by management education in the Indian context. The authors employ a solid theoretical foundation, integrating concepts of value creation and management into the unique landscape of Indian business education. The study could be strengthened by offering more detailed insights into the specific methodologies employed for data collection and analysis. A more explicit exposition of these aspects would enhance the study's empirical robustness. Nonetheless, the research contributes significantly by addressing a critical aspect of value creation in the educational sector, offering insights that are relevant not only in the Indian context but also for broader discussions on management education (Salunkhe, U., Rajan, B., & Natarajan, S., 2022).

32. Fernandes, Shukla, and Fardoun's research investigates the position of Indian higher education in world university rankings, focusing on the significance of reputation and branding. Published in the Journal of Statistics Applications & Probability, the study addresses a crucial aspect of the global standing of Indian universities. The authors effectively synthesize statistical methodologies to analyze the impact of reputation and branding on the rankings.The paper, while comprehensive, could benefit from a more detailed exploration of the specific statistical techniques employed. A transparent exposition of the statistical methods would enhance the study's rigor and replicability. However, the research significantly contributes to the understanding of the factors influencing the global perception of Indian higher education institutions, offering insights that can inform strategic decisions in the sector (Fernandes, A., Shukla, B., & Fardoun, H., 2022).

Summary

In conclusion, each of the reviewed papers contributes valuable insights to the understanding of diverse aspects within the higher education landscape. While all studies demonstrate commendable efforts in their respective areas, the outlined suggestions aim to further refine these contributions and strengthen their impact on both academic research and practical applications. These studies cover a diverse range of topics within the higher education

landscape, including HR functions, vision building, quality assessment, strategic factors for growth, internal branding, brand image, and academic job satisfaction. Each study contributes valuable insights to the understanding of the complex dynamics within higher education institutions and provides a foundation for further research in these areas. The following research gaps were identified during the study:

1. Though many educational institutions consider SHRM as an important element, **it is notpracticed in totality.**

2. **Cognitive association** of employees (academic and administrative) with their institutionalbrand

3. Branding exercise in many universities is considered with an external focus only concentrating on **Teaching Quality and academic Staff-Faculty Performances.**

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