

Internal Branding of Human Resources Using The Expectation Gap Analysis [A Case Study of NTPC]

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ABSTRACT

In this Case Study, we give an overview of the importance of branding, steps involved in building a brand for the HR department. We have also described the importance of creating a brand for the HR department to attract, motivate and retain the best and brightest in order to survive in the competitive world. Then we have analyzed the various sub systems of HR brand system, which serves as the Unique Selling Proposition (USP) of the company to grow in a big way in the long run. Surveys on the employees of the NTPC have been conducted on the basis of expectation gap analysis and there view points are being mentioned in the survey. (i) Basic Product, which means to define what, the HR department is all about. (ii) (ii) Expected Product- which means what the employee expect the HR department to be Augmented Product, which means what are the services in reality provided by the HR Department of NTPC.

Introduction: Customers differentiate firms by their products. Marketers have traditionally used "The 4 Ps" (product, price, position and promotion) to set the products of their firm apart from those of the competitor in the market place. Employees now differentiate their jobs by HR branding .The 4 Ps of HR are People, Pay, Position and Prospects. As the functions of HR started spreading across the organization, the services rendered by the HR department to the employees can be treated as the same thing as selling services to the external customer. Hence, the HR department should care about its brand identity.

For a company to be successful, it has to attract, motivate and retain the best and brightest, making it competitive in the race. As organizations are complex, open systems, single interventions are not enough. The best organizations have compelling people strategies that are perfectly aligned with the organization's business strategy. Once the people strategy is aligned with the business strategy, we can begin creating a great place to work. The HR brand has to be aligned congruently with what the company delivers to the employee, customer, public and shareholder.

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Company Profile: NTPC Limited is the largest thermal power generating company of India. A public sector company, it was incorporated in the year 1975 to accelerate power development in the country as a wholly owned company of the Government of India. At present, Government of India holds 89.5% of the total equity shares of the company and the balance 10.5% is held by FIIs, Domestic Banks, Public and others... Within a span of 31 years, NTPC has emerged as a truly national power company, with power generating facilities in all the major regions of the country.

Recognizing its excellent performance and vast potential, Government of the India has identified NTPC as one of the jewels of Public Sector 'Nirvanas' - a potential global giant. Inspired by its glorious past and vibrant present, NTPC is well on its way to realize its vision of being "A world class integrated power major, powering India's growth, with increasing global presence"

Powering India's Growth: Through people: NTPC believes in achieving organizational excellence through Human Resources and follows "**People First**" approach to leverage the potential of its 23,500 employees to fulfill its business plans. *Human Resources Function has formulated an integrated HR strategy which rests on four building blocks of HR viz. Competence building, Commitment building, Culture building and Systems building.* All HR initiatives are undertaken within this broad framework to actualize the **HR Vision** of "enabling the employees to be a family of committed world class professionals making NTPC a learning organization.

NTPC has institutionalized "Development Centers" in the company to systematically diagnose the current and potential competency requirements of the employees with the objective of enhancing their development in a planned manner. These Centers give a good insight to the employees about their strengths and weaknesses, the gaps in their competencies which they can bridge through suitable support from company. Due to innovative people management practices there is a high level of pride and commitment amongst employees as reflected in the various external surveys including "Great Places to Work for in India" in which NTPC was rated third Great Place to work for in the country in 2005.

Branding: Brands were originally developed as labels of ownership: name, term, design, and symbol. However, today it is what they do for people that matters much more, how they reflect and engage them, how they define their aspiration and enable them to do more. Powerful brands can drive success in competitive and financial markets, and indeed become the organization's most valuable assets.

Internal vs. External Branding: **Creating a strong brand is essential to the success of a business. As a business owner you want your company to be remembered, you want your business name to be the first thing that comes to a customers mind when they think of the products and services that you sell. There are two major elements to Brand. How the public sees your business before they become a customer and how they view your business as a customer.**

External Branding is how we portray ourselves in public. Projecting the image of our business through advertising is often the initial contact we have with a customer. This is the first impression you make, so it needs to be a good one.

Logos, selling sentences, signage and the overall look of your external branding are really important.

External Branding needs to do 3 things.

1. Peak the public's interest.
2. Be memorable
3. Explain what your business does.

All these things are targeted to 'get them in the door'.

If you peak a potential customer's interest, they will want to know more. So present a message that allows you to stand out from your competition.

If your brand is memorable, people will talk about you. The more people who talk about your brand the more customers you will create. So your message needs to be something that's hard to ignore.

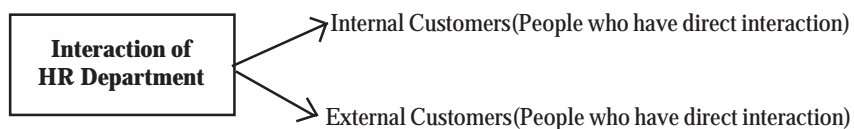
HR Branding: Branding in HR has traditionally been limited to the employment function. The HR branding has become a topic of great interest. The importance of mastering the concepts and skills behind branding has greater implications for HR professionals in the "new economy".

The success of an organization relies upon excellence in execution. Historically, corporate leaders have looked to other functions, such as product development, marketing and sales, to drive corporate success, today more and more eyes are looking towards HR as the call for need.

Success of the brand depends upon awareness and relevance. If target audiences are not aware of the brand, if their internal and external customers don't notice your effort in the cacophony of messages they receive each day, then we will never have a chance to be relevant. And if they become aware of you, if we capture their attention and fail to deliver relevance, then they will learn to ignore us.

Reasons for HR Branding: In today's knowledge driven economy, HR plays a strategic role in bringing in the right kind of people into the organization. In a sense, HR is the first face of an organization for a new prospective employee. Market research has revealed that strong brands contribute to strong competitive presence. In this way, the HR in its new avatar, the importance of branding HR follows quite as a corollary.

The challenge faced while structuring the brand is to establish new deliverables to sustain strong partnerships with both internal and external customers. The ability to see the big picture and to deploy the resources to address to this big picture will be more important than ever, based on the interactions of HR department with both internal and external customers.

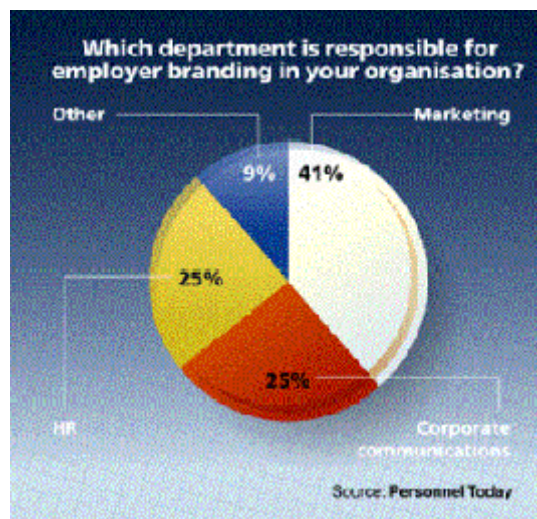


The brand 'HR' can be well built by concentrating on the factors, which directly or indirectly influence the expectations of an employee. HR department should take decisions that would not discourage employees from being aligned to the brand behavior.

Initially, we have to build a brand internally that is possible by making high participation of internal customers in benefit plans, training programs and company functions. Greater the acceptance of performance plans, compensation programs, and policies and procedures, employee assistance programs, meditation services lead to higher satisfaction ratings on employee attitude surveys.

If an organization wants its brand to be perceived as more strategic, more valuable, more reliable, one needs to think about what internal and external customers expect from them, how well they can deliver it, and how to progress. This isn't achieved by fancy packages, catchy slogans and name changes, either. This is achieved by thinking like a business with a product to be developed, marketed and reliably delivered to customers who want your services.

Rise in Importance of HR Branding (Fig. 1)



Monitor the Change Performing expectation Gap Analysis: Based on customer input, your HR department needs to do a better job by providing good services. Whether it's hiring employees or conducting team-building sessions, customers want you to be more responsive and pleasant to deal with. Because branding is about delivering a promise, we must ensure that people, practices and systems in the HR department all work to support the goal of customer service. There has to be an alignment between the brand promise and what you actually deliver.

Just as the company does not hire retired men in leisure suits to sell its hip, young clothing, we should not staff people who are unwilling to go the extra mile for line managers. For a brand identity to work, the systems must provide itself with back-ups.

Act the Talk: Does it make sense for the HR department to create its own logo and slogan? Is the look of the HR department itself important in communicating brand identity? Packaging is an extremely valuable way to communicate and

reinforce what a brand is about, but it would not work unless there is substance behind it. If your HR department has made substantial improvements, then the new look can be a way of communicating those improvements to others. For example, as told by Shiv Balan, Head of HR at GMR Group, more than 80 percent of stored memory comes from the visual sense. "What you see, you remember, more so than any of the other senses." Consumer companies understand this, and that's why they spend enormous sums developing logos with memorable type, images and color.

If you think developing a separate logo for your HR department will make it stand out and get noticed, there is no harm in it. A verbal tag-line can also be an effective tool in getting your message across. But probably the most important packaging item is the HR department itself.

"Branding is not just about a label, logo, name, environment or color." More to the point a service brand HR is about people. It is all about how those people act, talk and treat others. You could spend millions of dollars redesigning your department, developing a logo and tag-line, and communicating the new brand identity, but if the people in HR are impossible to deal with, forget it. Your accomplishment is nothing.

Enhancing Your Visibility: Another PR technique that will help you to spread the good word about HR is to be as visible as you can - not only within your own company, but also in the larger world of human resources. Reach out to magazines and speak at HR conferences. This gives external validation for the brand changes you have made internally - and sometimes that's what it takes to get managers to pay attention.

Benefits of Building a Brand for HR Department:

1. It improves credibility and strengthens the bonds of trust between HR department and the employees.
2. It acts as a catalyst for pushing change.
3. It is communications shorthand for getting the message out.

A Shared Responsibility is Arising: It is no secret that success in business relies upon excellence in execution. While corporate leaders have historically looked to other functions, such as product development, marketing and sales, to drive corporate success, today more and more eyes are looking to HUMAN RESOURCE for help.

The reason for this new-found reliance on HR stems from a decrease in the effectiveness of the traditional levels marketing organizations used to differentiate a firm and their products. Marketers have traditionally used "the 4 P's" (product, price, position and promotion) to set the products of their firm apart from those of the competitors in the market place. However, in the new economy, product features, pricing and positioning become almost irrelevant as competitors can now mimic and upstage your efforts in very short periods.

While this development forces marketing to become more and more branding oriented, it also forces corporate attention on other avenues that can be used to establish and maintain a corporate brand in the marketplace.

Most corporate leaders and professional marketers now admit that one of the few

(if not the only) channels left to communicate the corporate brand to customers is the employee, and the customer experience they are capable of providing. Customer service is a factor that is largely influenced by the quality of the workforce, which in turn is largely influenced by the quality of recruiting and workforce management systems developed and maintained by HR.

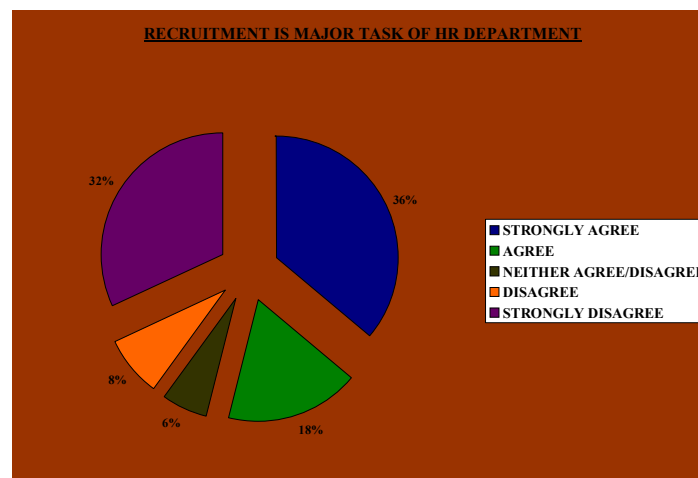
Workforce Lives Your Brand: Companies opting to distinguish themselves in the market through customer service require a workforce capable of providing a notable positive difference in customer experience versus that which a competitor can provide. Each year, companies spend billions of dollars crafting corporate branding or "identity" strategies. They update their mission and values statements, and then work with marketers and advertisers to fine-tune and communicate the new perspective to customers. In many companies, the value statements are posted publicly at every facility to remind employees and communicate to customers what attributes matter most to the company.

Where most companies routinely fail is in managing the impact employees have on making a brand more than words on paper. In every industry, employees serve as the primary "channel" used to characterize the brand during direct contact with the customer. But in most companies, employees don't understand the corporate brand elements or what is needed from them in order to help customers experience the difference. To make matters worse, many organizations have developed standard operating procedures, policies and reward systems that drive behaviors directly in opposition to the brand values.

Analysis of Data: Recruitment is the major task of HR Department (Table 1)

Strongly Agree	36
Agree	18
Neither Agree/ Disagree	6
Disagree	8
Strongly disagree	32

(Fig. 2)

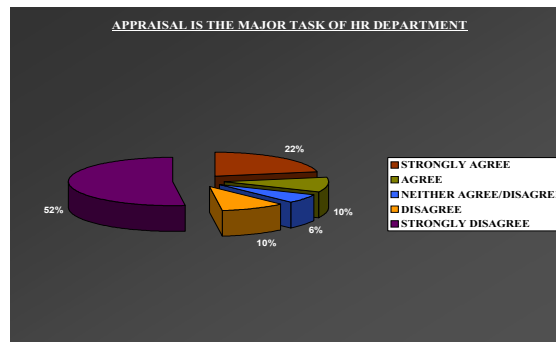


Inference: 36% of the respondent strongly agree while 32% strongly disagree. This shows that respondents are not very clear about task of HR.

Appraisal is the major task of HR Department (Table 2)

Strongly Agree	22
Agree	10
Neither Agree/Disagree	6
Disagree	10
Stronglydisagree	52

(Fig. 3)

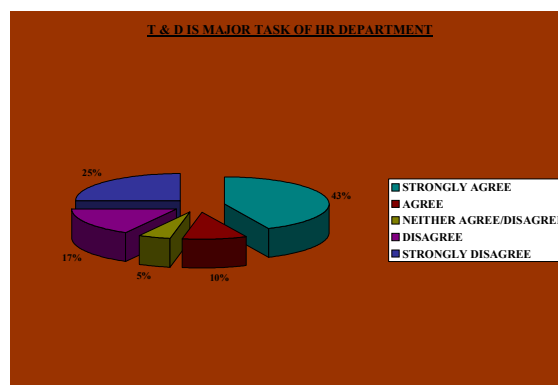


Inference: 52% strongly agree while only 22%strongly agree. This shows that respondents feel that Appraisal is not the major task of HR.

Training and Development is the major task of HR Department (Table 3)

Strongly Agree	43
Agree	10
Neither Agree/Disagree	5
Disagree	17
Stronglydisagree	25

(Fig. 4)

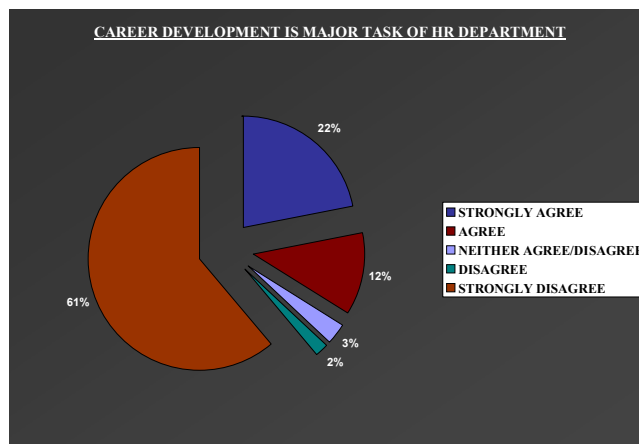


Inference: 43% of the respondents strongly agree while 25% strongly disagree. This shows that majority of people agrees that training and development is the major task performed by HR department.

Career Development is the major task of HR Department (Table 4)

Strongly Agree	22
Agree	12
Neither Agree/Disagree	3
Disagree	2
Strong disagree	61

(Fig. 5)

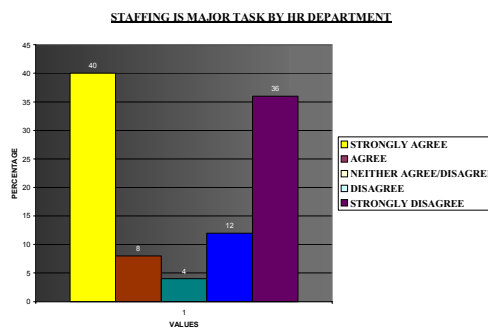


Inference: 61% strongly disagree while 22% agree. This shows that career development is not the major task of the HR.

Staffing is major task of HR Department (Table)

Strongly Agree	40
Agree	8
Neither Agree/Disagree	4
Disagree	12
Stronglydisagree	36

(Fig. 6)

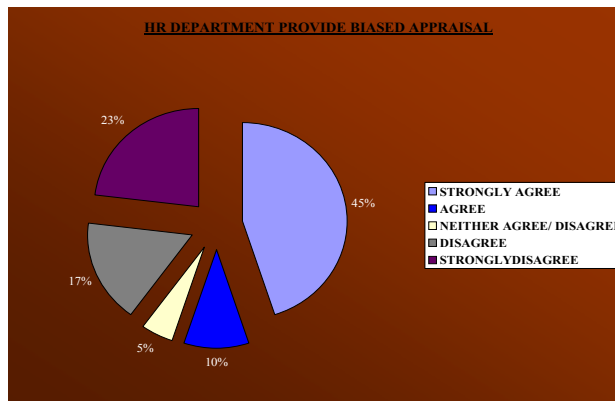


Inference: 40%strongly agree while 30%strongly disagree. This shows that staffing is the major task performed by HR department.

HR Department provides biased appraisal (Table 6)

Strongly Agree	45
Agree	10
Neither Agree/ Disagree	5
Disagree	17
Stronglydisagree	23

(Fig. 7)

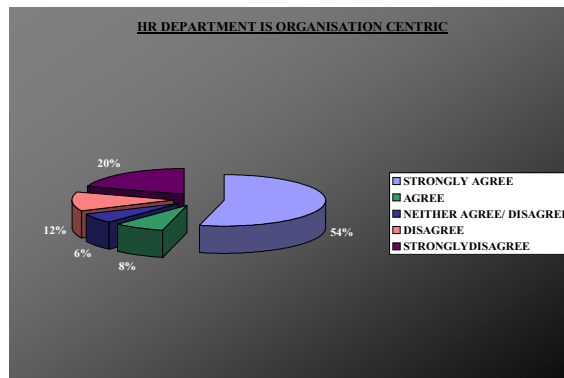


Inference: 45% of the respondent strongly agrees while only 23% strongly disagree. This shows that according to the respondent HR department provide biased Appraisals.

HR Department is organization centric (Table 7)

Strongly Agree	54
Agree	8
Neither Agree/ Disagree	6
Disagree	12
Strongly disagree	20

(Fig. 8)

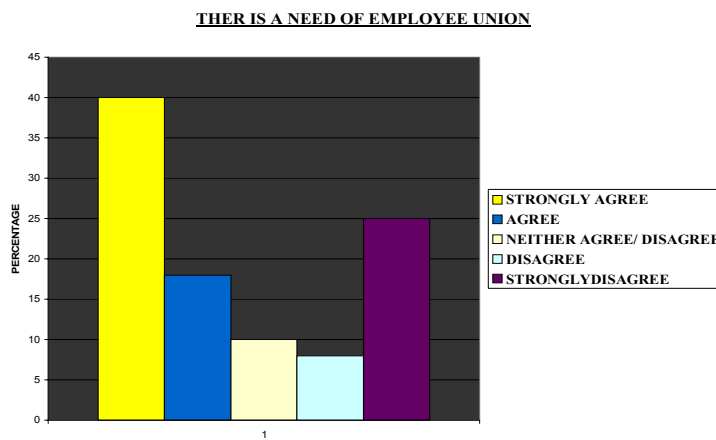


Inference: 54% of the respondent strongly agrees while only 20% of the respondent strongly disagrees. This shows that HR department is organization centric.

There is a need of employees union (Table 8)

Strongly Agree	40
Agree	18
Neither Agree/ Disagree	10
Disagree	8
Strongly disagree	25

(Fig. 9)

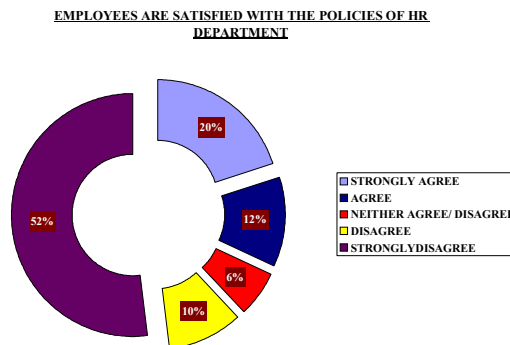


Inference: 40% of the respondent strongly agrees while only 25% of the respondent strongly disagrees. This shows that respondent feel that there is acute need of the employee union in the organization.

Employees are satisfied with the policies of HR department (Table 9)

Strongly Agree	20
Agree	12
Neither Agree/ Disagree	6
Disagree	10
Stronglydisagree	52

(Fig. 10)



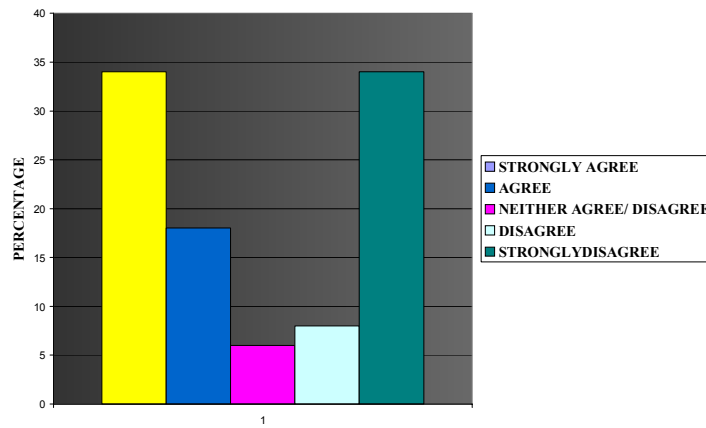
Inference: 20% of the respondent strongly agrees while 52% respondent strongly disagrees. This shows that employees of NTPC are not satisfied by the policies framed by HR department.

HR Department is respected by employees (Table 10)

Strongly Agree	34
Agree	18
Neither Agree/ Disagree	6
Disagree	8
Strongly disagree	34

(Fig. 11)

HR DEPARTMENT IS RESPECTED BY EMPLOYEES

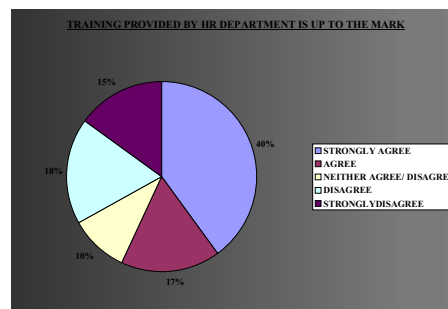


Inference: 34% of the respondent strongly agrees while 34% of the respondent strongly disagrees. This shows that respondent carry neutral opinion with respect- ing the HR department.

Training provided by the HR department is up to the mark (Table 11)

Strongly Agree	40
Agree	17
Neither Agree/ Disagree	10
Disagree	18
Stronglydisagree	15

(Fig. 12)



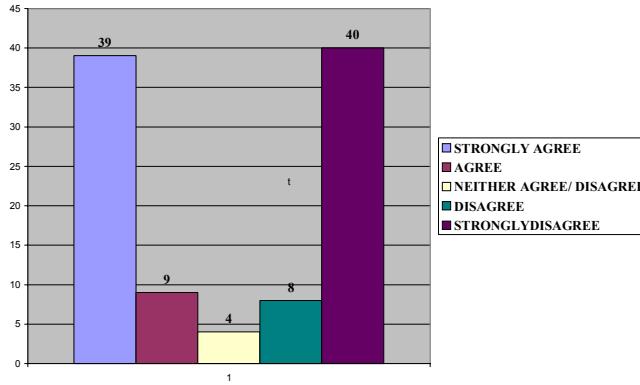
Inference: 40% of the respondent strongly agrees while 15% of the respondents strongly disagree, this shows that the training and development provided by the HR department is up to three marks.

HR Department helps in the holistic development of employees (Table 12)

Strongly Agree	39
Agree	9
Neither Agree/ Disagree	4
Disagree	8
Strongly disagree	40

(Fig. 13)

HR DEPARTMENT HELPS IN WHOLISTIC DEVELOPMENT



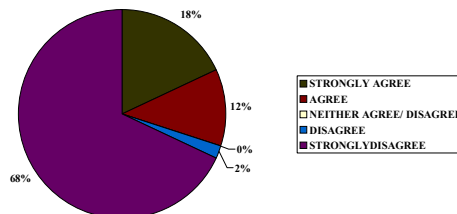
Inference: 39% of the respondents strongly disagree while 40% of the respondent strongly disagrees; this shows that the HR department doesn't play very much role in the holistic development of the employee.

There is mutual coordination between HR Department and employees (Table13)

Strongly Agree	18
Agree	12
Neither Agree/ Disagree	0
Disagree	2
Strongly disagree	68

(Fig. 14)

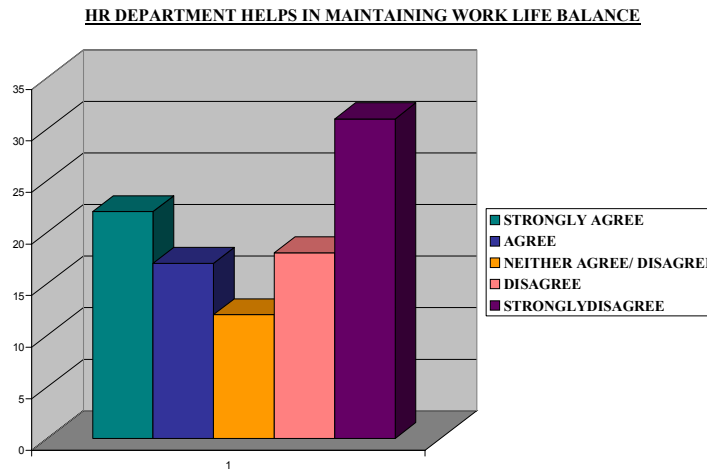
THERE IS MUTUAL COORDINATION BETWEEN HR DEPARTMENT AND EMPLOYEES



Inference: 18% of the respondents strongly agree while around 68% of the employees strongly disagree. This shows that there is no mutual coordination between HR department and employees.

HR Department helps in maintaining work life balance.

(Fig. 14)



Inference: 21% of the respondents strongly agree while 30% of the employees strongly disagree. This shows that the HR department doesn't play any role in maintaining the work life balance of the employees.

Factor Analysis: The explanatory factor analyst is used in order to identify the factors affecting the choice of the employee of NTPC towards the HR department:

1. The correlation matrices are computed and examined. It reveals that there are enough correlation to go ahead with factor analysis.
2. Anti-image correlations were computed. There showed that partial correlation were low, indicating that true factors existed in the data.
3. Kaiser-meyer-olkin measure of sampling adequacy(MSA) for individual variables is studied from the diagonal of partial correlation matrix.
4. To test the sampling adequacy, Kaiser-meyer-olkin of sampling adequacy s computed, which is found to be .919 for the branding of the HR department which shows that the sample is marvelous.

Hence all these standards indicate that the data is excellent for factor analysis, principle component analysis is employed for extracting factor. Rotation method was applied as per it only the factor having latent roots or eligen values greater than one are considered significant, all the factors with laent roots less than one are considered insignificant and disregarded.

KMO and Bartlett's Test (Table 14)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	5542.405
	Df	136
	Sig.	.000

Communalities (Table 15)

	Initial	Extraction
Biased Appraisal	1.000	.980
Organization Centric	1.000	.966
TRAINING PROVIDED IS UPTO THE MARK	1.000	.967
WHOLISTIC DEVELOPMENT	1.000	.973
MUTUAL COORDINATION	1.000	.934
WORK LIFE BALANCE	1.000	.976
NEED OF EMPLOYEE UNION	1.000	.972
EMPLOYEES SATISFACTION WITH POLICIES	1.000	.992
HR DEPARTMENT RESPECTED BY THE EMPLOYEES	1.000	.973
RECRUITMENT IS THE MAJOR TASK BY HR	1.000	.976
APPRAISAL IS THE MAJOR TASK PERFORMED BY THE HR	1.000	.993
T&D IS MAJOR TASK BY HR	1.000	.981
SELECTION IS THE MAJOR TASK BY HR	1.000	.982
CAREER DEVELOPMENT IS MAJOR TASK BY HR	1.000	.980
STAFFING IS MAJOR TASK BY HR	1.000	.966
HR SHOULD UNDERGO BRANDING	1.000	.889
DECISION HR MAKE ARE FAIR	1.000	.967

Extraction Method: Principal Component Analysis.

TOTAL VARIANCE EXPLAINED (Table 16)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.197	89.397	89.397	15.197	89.397	89.397	9.954	58.554	58.554
2	1.271	7.475	96.872	1.271	7.475	96.872	6.514	38.318	96.872
3	.174	1.025	97.897						
4	.143	.839	98.736						
5	.051	.301	99.038						
6	.034	.201	99.238						
7	.030	.179	99.417						
8	.022	.130	99.548						
9	.017	.102	99.650						
10	.015	.086	99.735						
11	.013	.076	99.811						
12	.012	.069	99.880						
13	.008	.046	99.926						
14	.005	.032	99.958						
15	.004	.021	99.979						
16	.002	.013	99.992						
17	.001	.008	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a) (Table 18)

	Component	
	1	2
Biased Appraisal	.966	-.219
Organization Centric	.913	-.364
TRAINING PROVIDED IS UPTO THE MARK	.965	-.192
WHOLISTIC DEVELOPMENT	.986	-.038
MUTUAL COORDINATION	.784	.564
WORK LIFE BALANCE	.982	.108
NEED OF EMPLOYEE UNION	.960	-.223
EMPLOYEES SATISFACTION WITH POLICIES	.913	.398
HR DEPARTMENT RESPECTED BY THE EMPLOYEES	.982	-.092
RECRUITMENT IS THE MAJOR TASK BY HR	.978	-.137
APPRAISAL IS THE MAJOR TASK PERFORMED BY THE HR	.913	.399
T&D IS MAJOR TASK BY HR	.975	-.175
SELECTION IS THE MAJOR TASK BY HR	.944	-.302
CAREER DEVELOPMENT IS MAJOR TASK BY HR	.882	.450
STAFFING IS MAJOR TASK BY HR	.982	-.040
HR SHOULD UNDERGO BRANDING	.942	.034
DECISION HR MAKE ARE FAIR	.983	-.006

Extraction Method: Principal Component Analysis.

a 2 components extracted.

Rotated Component Matrix(a) (Table 19)

	Component	
	1	2
Biased Appraisal	.897	.420
Organization Centric	.944	.272
TRAINING PROVIDED IS UPTO THE MARK	.880	.440
WHOLISTIC DEVELOPMENT	.801	.575
MUTUAL COORDINATION	.273	.927
WORK LIFE BALANCE	.709	.687
NEED OF EMPLOYEE UNION	.895	.413
EMPLOYEES SATISFACTION WITH POLICIES	.477	.874
HR DEPARTMENT RESPECTED BY THE EMPLOYEES	.832	.530
RECRUITMENT IS THE MAJOR TASK BY HR	.856	.492
APPRAISAL IS THE MAJOR TASK PERFORMED BY THE HR	.476	.876
T&D IS MAJOR TASK BY HR	.877	.460
SELECTION IS THE MAJOR TASK BY HR	.931	.340
CAREER DEVELOPMENT IS MAJOR TASK BY HR	.420	.896
STAFFING IS MAJOR TASK BY HR	.800	.571
HR SHOULD UNDERGO BRANDING	.723	.605
DECISION HR MAKE ARE FAIR	.780	.599

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 3 iterations

Component Transformation Matrix (Table 20)

Component	1	2
1	.790	.614
2	-.614	.790

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

Naming of the Factors (Table 21):

FACTORS NUMBERS	NAME OF DIMENSION	LABEL	STATEMENTS	FACTOR LOADING		
F1	HRENVIRONMENT	V1	Biased appraisal	.897		
		V2	Organizational centric	.944		
		V3	Training provided is upto the	.880		
		V4	mark	.801		
		V6	Wholistic development	.709		
		V7	Work life balance	.895		
		V9	Need for employee union	.832		
		V10	HR department respected by the employee	.856		
		V12	Recruitment is the major task by HR	.877		
		V13	Training and development is the major task	.931		
		V15	Selection is the major task by	.800		
		V16	HR	.723		
		V17	Staffing is the major task by HR	.780		
				HR should undergo branding		
				Decision made by HR are fair		
		F2	HRJOB	V5	Mutual coordination	.927
				V8	Employee satisfied by the	.874
	policies					
V11	Of HR			.876		
V14	Appraisal is the major task by HR			.896		
		Career development is the major				
		task by HR				

Findings:

- People had a perception in their mind that the HR department is :
 - Panga and adanga department.
 - Hamara raj.
 - The functions are somewhat like municipality department.
 - Department is not able to perform at par with employees expectations.

➤ **Basically HR department should be about :**

1. Customer Delight
2. Sensitivity
3. Service Department
4. Motivator Of The Employee
5. Organizational Communicator

The expectation of the customer from HR department are:

1. Prompt Service
2. Take care of all the peripheral needs of the employees other than his job.

➤ **HR department offerings:**

- | | | |
|----------------------------------|----------------|-------------------------|
| 1. Administrative Support System | Infrastructure | 5. Counseling |
| 2. Motivation | | 6. Manpower |
| 3. Competency Enhancement | | 7. Maintenance Function |
| 4. Enabling Culture | | 8. Managing Environment |

➤ **Though the HR department is working a lot but they are unable to provide :**

- | | |
|-------------------|------------------|
| 1. Responsiveness | 2. Transparency |
| 3. Consistency | 4. Fairness |
| 5. Speed | 6. Accessibility |
| 7. Quality | 8. Empathy |
| 9. Ownership | 10. Dignity |
| 11. Trust | |

Suggestions and Recommendations: There are a lot of things that need to be accomplished in HR before HR programs and practices can begin supporting the corporate brand. The list is immense, but some recommended starting points follow: -

1. Stop executing HR in a vacuum. Managing the most valuable corporate asset in a world-class way requires cooperation with marketing and finance.
2. Identify where your standard operating procedures, policies and reward systems contradict the customer experience your corporate brand depends upon, and fix them. (Every company should find at least one major contradiction. If you are having problems, look at how you provide bonus compensation.)
3. Measure the success of your recruiting and training initiatives based on the customer perception of the quality of your workforce; after all, it is their opinion that matters most!
4. Identify how your employees perceive your organization, and compare that to how you want customers to perceive your organization. If there is a mismatch, it must be resolved. (Note that resolution does not mean telling the employee they are wrong! Branding relies upon their perception, not yours.)

What Needs To Be Done?

- Specific Time Set Aside For Stake Holders: There Should Be specific time set aside for the stake holders as they are the internal customer of the organization so they must be given due importance.
- Feedback: There Should Be Proper Feed Back Given To The Employee So That They May Improve In The Areas Where Ever They Lack.
- Listening: HR Department Should Listen To Every Employee Regarding The Challenges And The Problems Which He/She Faces In The Job.
- Reaching Out: HR Department Should Be Easily Approachable By Each And Every Employee.
- Total Availability: HR Department Should Be Available 24*7 At The Service Of The Employees.
- Credibility: HR department Should Give Complete Credit To The Worthier Employee So As To Motivate Them Further To Perform Well.
- Consistency: HR department Should Be Very Much Consistence in Its Working Areas and Service providing to the Employees.
- Monitor Self: HR Department Should Set Up A Suggestion Box For Itself Or Go For A Proper Feedback Form So As To Take The Opinion Of The People On The Performance Of The HR Department, With This HR Department Would Be Able To compares it's performance from the previous one and would improve its services if needed.

Conclusion: We knew that corporate branding initiatives are created in a vacuum, and not always based upon reality, or the ability of our firm to live up to the image created. Unfortunately, failing to follow through on a promise put forth by our brand, either stated or implied, is one of the easiest and most effective ways to drive customers away and revenues down.

Branding initiatives should always have the customer as their primary focus, and focus on their needs and wants. In some cases, the customer is internal, in other cases external. Branding can be used to accomplish a variety of challenges, but success depends upon follow through, and that depends upon the quality of your workforce and their ability to deliver. Why do we go for brands? The answer is simple - reliability. It's the popular brands which provide this reliability. Attracting knowledge workers has become a Herculean task for the HR department. Only the best practices and the best environment can assure their interest in working for your organization. The practices and policies of the HR department and its outlook create a certain brand for the HR. The better the brand, better are the chances that you attract the best talent. The focus in our paper outlines all that are required to make HR the best brand.

A question that seems to be popping up more and more in the minds of recruiters and general HR leadership is, "Why should branding be important to HR manager? I work in HR, not marketing."

In proposing an answer to this question, one must admit that just a few short years ago, answer would have been significantly more limited than it is today, in that branding in HR has traditionally been limited to the employment function. But while employment branding has always been a topic of great interest to many leading recruiting professionals, the importance of mastering the concepts and skills behind branding have much greater implications for HR professionals in the "new economy".

Annexure 1
Questionnaire

Kindly spare few minutes to fill this questionnaire, we will be highly obliged to you. Please put tick {"} mark from questions no. 1-18. whereas, SA-Strongly Agree, A-Agree, N-Neither agree nor disagree, DA-disagree, SDA-strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1 Recruitment is the major task performed By the HR department.					
2 Appraisal is the major task performed by the HR department					
3 Training and development provide By HR department is up to the mark					
4 Selection is the major task performed By the HR department.					
5 HR department helps in the career Development or growth the employee					
6 HR department provides biased Appraisal.					
7 HR department is organization centric.					
8 Staffing done by HR department is Up to the mark.					
9 There is a need of employee union					
10 HR department should undergo Branding					
11 The decision HR department Makes concerning employee are Fair					
12 I am satisfied with the policies of HR department.					
13 HR department is respected by the Employee.					
14 The training provided by the HR department Prepares me for the work I do. \					
15 HR department helps in the Wholistic development of the employees.					
16 There is a proper mutual Coordination between the Employee and the HR department					
17 HR department helps in maintain Work- life balance of an employee.					
18 What changes should HR department undergo?					
19 Your views on the current working condition of HR department (in few words)?					

Personal Details

(Please tick (") the appropriate box)

					Designation:			
AGE					EDUCATION			
					12 th Standard		Professional Degree/ Diploma	
5	26-35	36-45	46-55	56 and above	Bachelors Degree		Ph.D	
					Masters degree			
GENDER					Department you work in			
Male		Female			Engineering / R & D		HR	
					Finance		Customer Service	
					Marketing/ Sales		Any other	
					Accounting			

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