



HUMAN RESOURCE - AN INSTRUMENT TO SUCCESS OF HIGHER EDUCATION – A STUDY

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Abstract

Universities must navigate the choppy waters of a complex global knowledge competition, and position themselves to magnetize and retain the brain they will need on this journey. In knowledge competition scenario the universities are facing several challenges with the existing manpower and from the changing nature of education styles itself. As a result, university authorities will need to get ahead of the game by understanding these major future demographic, technological and societal shifts and then to preparing themselves consequently so as to enable to build their upcoming brains to face future challenges of all kinds without any obstacles. Universities of Odisha are facing so many challenges in managing the human resources to cater the need of the social competitive demand. An empirical study has been carried out on the challenges of Human Resources Management facing by the Berhampur University to fulfill the requirement of the students in the context of present global competitive scenario.

Key words: *University, Challenges, Competition, Knowledge, Requirement and Obstacles.*

Introduction

Higher education is about people. The success of higher educational institutions revolves largely around the quality of the research, faculty, and staff so that the institution can deliver a quality education to students. The essence of human resource development is education, which plays a significant and remedial role in balancing the socio-economic structure of the Country. Since students of a nation are its most valuable resource the innovativeness of faculty research, and the quality of education delivered to them can drive the success of the nation. To strong the nation the all-round development of students is essential and it can be achieved by building strong foundations in education. The department of higher education, government of India is engaged in bringing world class opportunities of higher education and research to the country so that Indian students are not finding lacking when facing an international platform. Success of higher education is well connected with the research oriented faculty that the students can gain the knowledge to compete in the international platform. Researching can offer a comprehensive description of why particular questions and problems are taken up and why it is believed that those issues should be studied in particular modes. It also can make clear how a given study provides an accurate vision to our understanding of teaching and learning (Broadfoot, 1981)¹. Bozeman and Lee (2005)², demonstrated that the research collaboration on higher education can have a positive effect on students' productivity. Six departments of the Berhampur University have been taken into consideration for the present study.

Role of Higher Education in 21st Century

In a progressively knowledge-driven society, more and more people seek education as the hope for a healthier future, the key to good jobs and careers and to meaningful and fulfilling lives. It clears the fact that higher education will flourish in the coming years. So the requirement to provide advance education will become a more strategic issue for the colleges and universities (Duderstadt J., 1999). "India is entering the global employment

¹ Broadfoot, Patricia, John Nisbet. "The impact of research on educational studies" British Journal of educational studies N^o 2, Vol. XXIX(1981).

² Lee, Soho, Barry Bozeman. "The Impact of Research Collaboration on Scientific Productivity" . Social Studies of Science, October N^o 5, Vol. 35 (2005): 673-70



marketplace with a self-imposed handicap of which we are just beginning to become conscious — an acute shortage of Quality institutions of higher education. For far too long, we have been complacent about the fact that we had produced, since the 1960s, the world’s second largest pool of trained scientists and engineers.” - Shashi Tharoor, Former UN Diplomat (Implementing Quality in Higher Education , 2012). Today the Indian education system is one of the largest in the world. At the time of attainment of independence there were only 20 universities and 500 colleges with 0.1 million students in India. But according to the latest research there are 611 universities and university level institutions and 31324 colleges as on 31 August 2011. The vision of 12th FYP is to promote the higher education by forming new universities and increasing the intake capacity of present universities and colleges. For enhancing quality the various measures in the 12th FYP are:

- Continuance of the reforms agenda in higher education will have to be followed in the field of academic, administration, curricula, pedagogy, programme offerings, research, etc.
- Structural and systemic reforms on a huge scale with healthy policies and realistic programmes to facilitate all the measures required for improving quality and to promote excellence in higher education, including good governance.
- Providing incentives through funding for academic reforms like introduction of semester system, grading, choice-based credit system, examination reforms, accreditation, etc. can go a long way towards enhancing quality.
- Focus in the 12thFYP will be on generation of a new knowledge society from the learners' perspective, satisfying the national and international demands of the society.
- Development of new models of accreditation and systems for implementation with the dual objectives of national level coverage and compulsory accreditation of all higher education institutions shall be undertaken in a time bound manner.
- In order to internalize quality inputs, all universities, government and government-aided colleges are to be supported with full-fledged Internal Quality Assurance Cells (IQAC) as a UGC-supported scheme, on regular basis with the required Information Technology (IT) infrastructure and supportive manpower (Inclusive and Qualitative expansion of Higher Education, 12thFive Year Plan, 2011)

Growth of Higher Education System

There were 20 Universities and 500 colleges at the time of independence.

At present,

- Universities and university-level institutions - 642
- State Universities - 293
- State Private Universities - 73
- Central Universities - 45
- Deemed Universities - 171
- Institutions of national importance
- established under Acts of Parliament - 43
- Institutions established under various
- State legislations - 17

There are 34,908 numbers of Colleges.

Enrolment – 285.63

Enrolment in distance mode – 35.60

Total Number of Students Enrolled:

University Departments	45.4 million
Affiliated colleges	119.73 lakhs

Source: All India survey on HE (2012-13 up to December 2013)



Objective of the Study

The main objective of the study is –

- To study the human resources status of the university
- To study the departmental problems with regard to quality teacher and education
- To study the action taken by the university to fulfill the needs of the student to meet the competitive challenges

Methodology

The primary and secondary data have been collected for the study. The respondents of the various departments have been approached personally to gather required information. Sixty questionnaires were handed over to the respondents of all the departments. On scrutiny only fifty questionnaires have been considered for analysis. The secondary data have been collected from the records, files, and published materials of the concerned departments. To justify the study some statistical tools have been used.

Analysis

Six major departments (Management, Commerce, Economics, Industrial Relations & Personnel Management, Mathematics and computer Science) data have been collected on the various aspects. The information so collected is tabulated below.

Demographic Characters of the Respondents

All the respondents are belongs from male category. All are residing in the nearby area of the university with their family. 90% of the respondents have acquired their education in the same university.

Table No:1 Faculty Position of the Departments

Department	Sanctioned strength	Existing strength	Retired within 3 yrs	Recruited within 3 yrs	Student Strength	Ratio	AICTE/UGC C Norms	Rewarded towards contribution	Remarks
Management	15	9	1	1	97	1:11	1:15	Nil	4 professors
Commerce	10	6	2	1	109	1:19	1:15	Nil	5 professors
Economics	05	06	1	-	86	1:15	1:15	Nil	4 Professors
IRPM	7	3	3	3	84	1:29	1:15	Nil	No professor
Mathematics	8	3	2	2	86	1:29	1:10	Nil	1 professor
Computer Science	9	5	1	2	102	1:35	1:10	Nil	1 professor

Source: Compilation of preliminary data.

The table No.1 depicts that in the Department of Business Administration (Management) 60 percent faculty are available, fifty percent are professors and apart from their academic work they have been engaged in administration activities instead of research and development. In the department of Commerce 60 percent faculty are available against which 83 percent are in professors. In the department of Industrial Relation and Personnel Management against seven sanction strength only 43 percent teaching staff is available without any professor. In regard to mathematics department only 37.5 percent faculty are managing the department. The fate of department of computer science department where student and faculty ratio is 1:35 against the normal norm 1:10. In the department of Business Administration the ratio is 1:11 but strength of professors are more. Except department of economics the student and faculty ratio of other departments are more as per the norms of AICTE/UGC. With regards to rewards awarded to the faculty of the above departments towards their contribution during the last five



years remains nil. This may be happened due to engage of faculty in administration jobs of the university instead of putting them to carry out research and development activities.

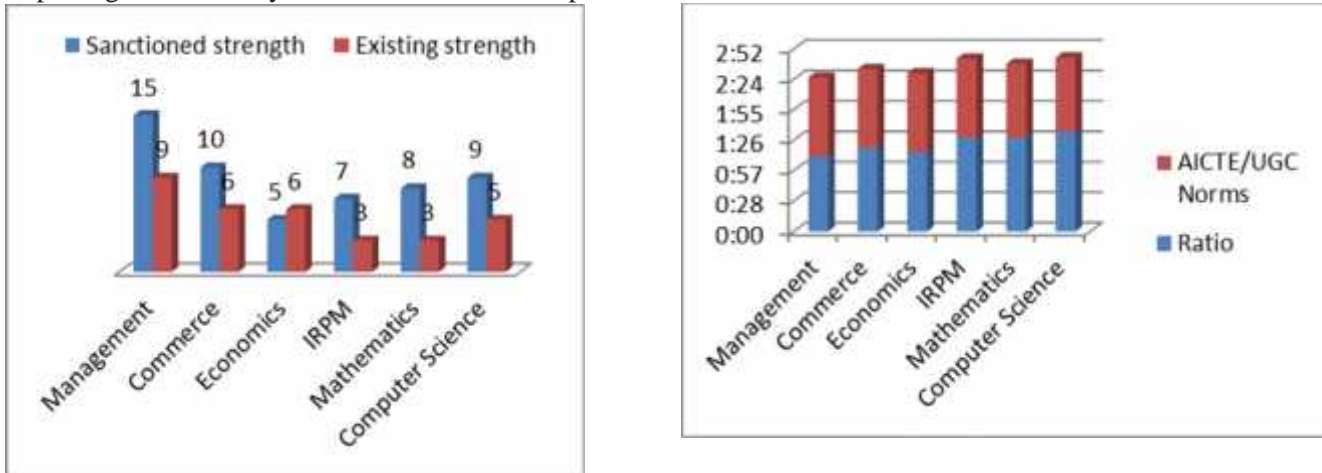


Figure – 1 Faculty position of departments

Table No. 2 Knowledge Management by Departments

Department	W/shops conducted during five years	Seminars conducted during five years	National conducted during five years	Inter National conducted during five years	Deputed to foreign University during five years	Attended by N/IN seminar during five years	R & D facilities to faculty and students	Project allotted during 5 years	Awards received by the deptt./ faculty due to their exemplary work	No.of students qualified in Civil Service during 10 years
Management	5	8	8	1	-	4	-	-	-	-
Commerce	6	9	9	-	-	6	-	-	-	-
Economics	-	-	-	-	-	--	-	-	-	-
IRPM	4	-	-	-	-	4	-	-	-	-
Mathematics	-	1	-	1	-	27	-	--	-	-
Computer Science	-	-	-	-	-	4	-	-	-	-

Source: Compilation of preliminary data.

Data have been collected with regard to knowledge management of the departments to face the human resources challenges towards catering the needs of student for their survival in global competition. The above table depicts that there is no research and development facilities available to the faculty or students. No research project has been allotted/received to/by the departments from the government or autonomous body or private organization since last five years. Since last ten years no pass out students of the departments have qualified in the civil service examination conducted by the UPSC.

Respondents views on need of Research in higher education in the present globalization scenario

The perpetual views from the respondents of the sample departments have been collected on different angels on the importance of research in higher education to full fill the need of the student in 21st century. The statistical tool has been applied to find out the significance of research for the university faculty by correlating the research in higher education and students need. The views so collected are shown in table:3.



Table No.3 Relationship Between Research in Higher Education and Students Need

Statement	Strongly agreed	Agreed	No comments	Disagreed	Strongly Disagreed	Mean	SD	CC = r
Teaching and research are mutually supportive activities	44.91	12.72	16.10	18.65	07.62	3.68	17.14	r=0.590
Teaching and research mutually supportive – The mean response to this statement was a 3.68, and 58% of the sample respondents agreed or strongly agreed with the statement (with 16% remaining neutral). Thus, the majority of faculty subjects do indeed feel that Teaching and research are mutually supportive. We have calculated the correlation with the statement that “ with number of referred journal articles published during the last 5 Years”. There is also a strong and positive degree of correlation with the statement also.								
Students would not be as well prepared, academically, to enter the business world if their professors did not research oriented	29.66	14.40	16.10	24.58	15.25	3.18	7.98	r=0.195
That about 16% respondents did not comment on the statement. The mean response against this statement is 3.187 with positive correlation.								
Knowledge of students interferes with research productivity.	41.52	19.49	12.71	24.58	1.69	3.74	17.42	r=0.530
Teaching interferes with research productivity - the mean response of this statement 3.74. 61% respondents opined positively and there was positive significance relationship between teaching and research productivity.								
Research offers the greatest professional justification	33.05	34.74	16.95	11.01	4.23	3.81	15.89	r=0.785
That about 68% respondents accepted whereas, 18% reverse this statement with mean response 3.81 and there was positive significance relationship between the statement research and professional satisfaction with research publication. The number of research contribution has been shown to be the best established measure of research productivity (e.g., Fox 1992).								
In higher education experience is enhanced by the research activities not with year of service	46.61	19.49	03.40	14.40	16.10	3.66	18.94	r=0.356
On the above statement the positive perpetual views of the respondents were 66% with mean 3.66 3% respondents are not favouring or favouring the statement. The responses are having high degree of positive significance. With this it can be expected that in higher education experience is enhanced by the researchable work not with year of service.								
Higher education faculty view themselves primarily as a researchers	48.30	30.51	11.01	02.54	07.63	4.09	22.46	r=0.733
The university faculty view themselves primarily as researchers – The mean response to this statement is 4.09 and about 79% respondents agreed or strongly agreed whereas 11% neither favour nor disfavor the statement. The interpretation of the faculty in this matter justified that the higher education faculty are regularly generating new ideas by referring contemporary issues which is otherwise known as primary research.								

Source: Compilation of Primary data.

From the above analysis it can be concluded that faculty of all the departments are having skill and knowledge but non availability of scope in the university they are not able to utilize the same to fulfill the cent-percent need of the students to compete with the present competitive scenario. To fill up the gap government support as well as the interest of top officials of the university is essential.

HR Effectiveness

Higher education currently faces a variety of challenges: competition for talent, changing expectations of the work force, pressure on funding sources and changing expectations of students and parents. To maintain the higher education standards to meet variety of challenges the authority should have taken due care on certain elements those exclusively closely associated with education.

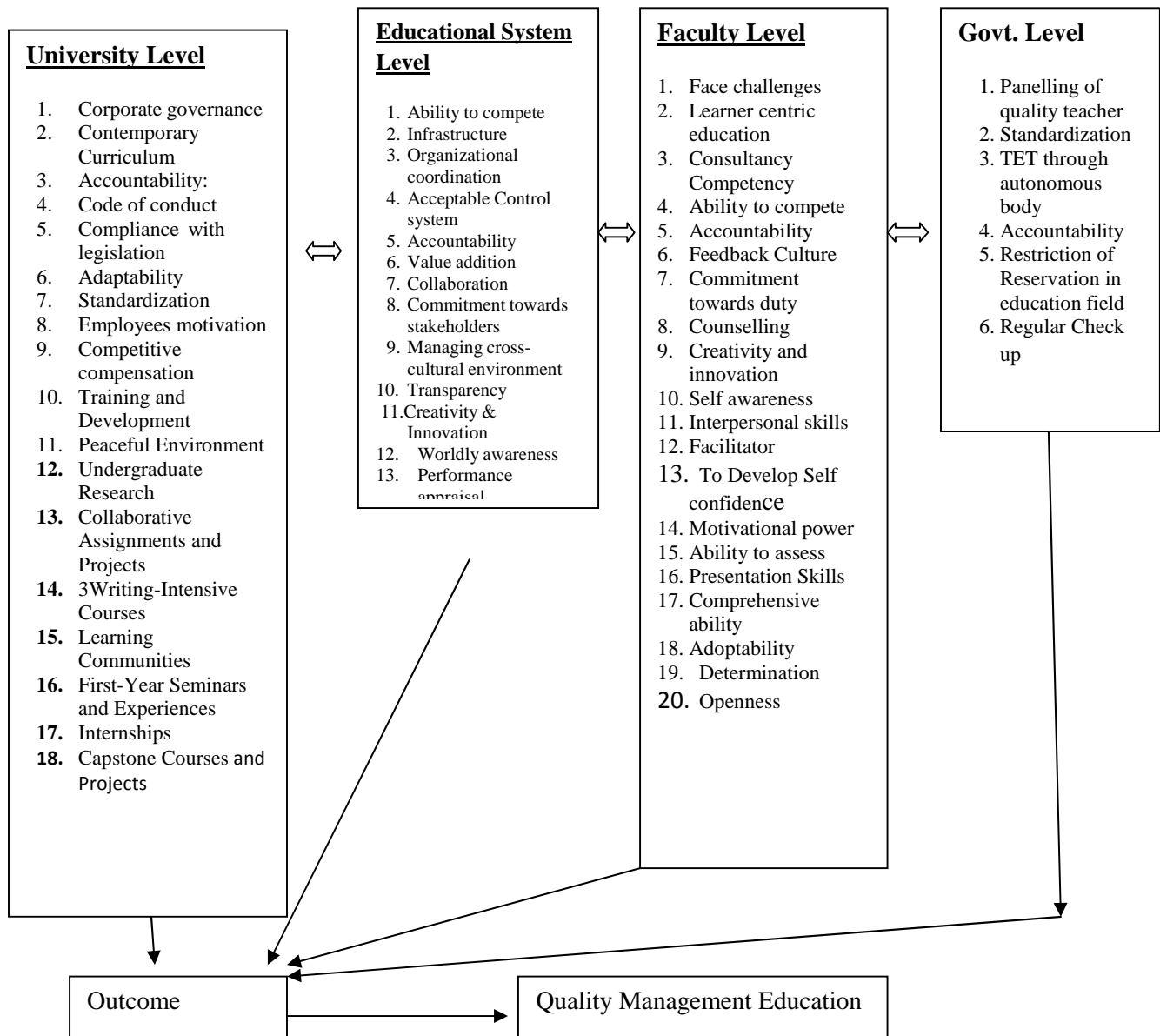


Elements needed for quality education

18:13:20:6 model shows the various elements needed to ensure quality education. The implementation of the model begins from the grass root level. It should start from the educational system and penetrate down till the individual level. So, it is an instantaneous requirement to shape the higher education in accordance with the global changes to improve competitiveness with the total quality management. If it is not so, the young mass will budge with

Elements to upgrade higher education

There are main four elements through that the standard of higher education can be enhanced. These are – Institutional level, Educational System level, Faculty level, and Government level.



18:13:20:6 models



Conclusion

Academic human resources is really an instrument to solve the problems currently what the sample university is facing a variety of challenges to extend higher education i.e, competition for talent, changing expectations of the work force, pressure on funding sources and changing expectations of students and parents. Present education scenario of the university is passing in critical stages. To get back its images, status the government, university authority, and faculty should take correct measure for its respectable existence. If so without any hindrance the student can able to satisfy their competitive needs. Higher Education is facing developments that are radical, fundamental and unpredictable. The new higher education world sees a huge injection of competition, an unprecedented focus on the student experience and uncertain pressures to differentiate institutional missions. This has been supported to the views of Department for Business, Innovation and Skills, 2011 that 'Higher education: students at the heart of the system'. Jennifer Rowley-2000, made a study on implementation of knowledge management in higher education in united Kingdom and reported that the existing facilities like libraries, electronic collections of learning materials, networks for e-mail communications, and management information system provide data on the student profile. With the help of JANET network researchers and academic staff have access to electronic documents, email, access to network resources, training and awareness etc. Nory B Jones et al 2007 throws a light on development of a web portal to connect researchers in university to fill a perceived in knowledge sharing and accessibility within the University uses knowledge management methodologies. Comparatively Berhampur university is having better academic human resources for all of its faculties, infrastructures, location wise, etc., if the university authority will pay more stress on research and development by utilizing the skill and knowledge of existing resources by involving students, definitely the university will be considered a number one university in the eastern belt of the country. If so students can their expectations and can able to stand on the global plat form.

Apart from this the university can take the following measures-

- The university has to understand the challenges that learning and practicing their subject present to students
- Break down what needs to be learnt into its constituent parts
- Set activities to enable students to acquire skills and knowledge, to practice, experiment and with maximum learning
- Guide students to relevant resources, and help them distinguish valuable from less valuable resources
- Set project that enable students to bring all their learning back together as a complex and nuanced whole, giving them a change to try and fail and succeed at the real thing, whatever that is in their field.

Limitations

This study has so many limitations, such as; paucity of time, less population size, the data given by the respondents may not be free from bias, and some factors have been taken for consideration. The findings cannot be guaranteed. Further study in this respect is highly essential to reach in any conclusion.

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