



## ROLE OF HRM IN TODAY'S EDUCATIONAL INSTITUTION

**Dr.G.Venkatesan**

*Head & Professor, Department of Master of Business Administration, Jayalakshmi Institute of Technology, Thoppur, Tamil Nadu, India.*

### **Abstract**

*In the today's era of trajectory competition, the professionalism is buzz word for success of any organization. Today's educational Institution and Universities Administration is found lacking in practice of professional HRM & OB. The numbers of these organizations are increasing leap and bound. Though such growth is the need of hour for a nation like ours, also the same is on the merit of Ministry of HRD has started many programs for enhancing quality of education at higher level, the quality of education, philosophy of these institutions and their working environment has remain the worry of specialists and think tanks of this nation. The aim of this article is to highlight the grey area of HRM and OB management application in the working environment of these institutions, which also includes management institutions. Though, the same is taught in these institutions and found lacking in their own administration. Almost all educational institutions are striving hard to achieve quality in their research and development or facing the problem of attrition rate. Since, the concept of professional HRM and OB is found far away from implementation in these institutions.*

### **INTRODUCTION**

In every organization, there are three major resources to be managed if the organization wants to achieve its objectives and goals. These resources are Humans, materials and financial resources. And out of these three, *human resource* is the most important and difficult to manage. The reason being that every human being is born unique and therefore, is bound to have different characteristics– that is, the ways they think, feels, reason and act. Secondly, human beings control and coordinate the other resources. They constitute the workforce of an organization and are referred to as personnel. Since human nature plays a very major part in the overall success of an organization, it is therefore important to have an effective working relationship between the employee and the administrator as this is essential for the success of the organization.

HRM, which involves the efficient and effective management within an organization, is one of the vital functions of Educational Administrators. This is because every administrator has a function to perform through his staff and his own abilities. Every educational institution like other formal organizations needs human beings to execute its programmes and achieve educational goals and objectives. To be able to achieve this, the Registrar who is the 'chief of administration' has to ensure that personnel with whom he works knows their role goal and are been given appropriate growth and recognition.

### **HUMAN RESOURCE MANAGEMENT**

The primary responsibility of a human resource manager is to ensure that human resources are utilized and managed as efficiently and effectively as possible. To this end, the Educational Institution's Chief administrator is required meet the following objectives:-

1. Recruitment and selection, developing the work place required by the organization.
2. Helping in creating a working environment that is conducive for his members of staff so as to promote maximum contentment thereby motivating them.
3. Ensuring that the abilities and skills of the workforce are used to the optimum in pursuance of the institution's mission and mandate.
4. Ensuring a fair balance between the personal needs of staff and the needs of the institution in general. The effectiveness and success of any organization is dependent on the efficient use of its resources particularly the human resource.

### **Human resource functions can be generally classified into three basic functions namely**

1. Personal utilization to meet organizational needs
2. Motivation of employees to meet their needs and organizational needs in unison.
3. Maintenance of human relationships.

### **Other human resource management functions includes**

1. *Recruitment and Selection*:- This involves searching for a suitable person to fill the vacant position. In the registry department, the least qualification for an administrative secretary is a bachelor's degree. The basic goal of staffing is to locate qualified applicant who will stay with the organization.
2. *Training and Education*:- This involves developing staff to professional growth. In the Registry department, training



involves induction of new employees, formal training of staff which may include on the job training.

3. *Wages and salary Administration*:- This refers to the financial benefits that are given to staff for the jobs they have performed. In the university administration, fixing of salaries is a continuous exercise as position and posts keep changing due to growth and functional advancement.
4. *Staff Appraisals*:- This is the continuous process of feed back to subordinates about how well they have performed on their jobs. In the registry department, members of staff are formally appraised annually by their immediate supervisors and the evaluation ratified by the Appointments and promotions committee.
5. *Welfare*:- In Educational Institution's administration, the main purpose of welfare is to provide assistance to members of staff and also encourage a positive relationship between staff and the institution by providing extra security comforts.

### **ORGANIZATIONAL BEHAVIOUR**

All organizations including educational institutions are made up of people who chose to work in it primarily because it enables them to satisfy at least some of their personal needs. Virtually everybody works, plays or is educated in an organization. Attempt must be made to define what an organization is. Here the organization as a system of consciously coordinated activities which are deliberately structured for the purpose of realizing specific goals.

*Dale (1978)*, views organization thus: "Whenever several people are working together for a common end, there must be some form of organization: that is the task must be divided among them and the work of the group must be coordinated. Dividing the work and arranging for coordination make up the process of organization and once that is completed, the group may be described as an organization." It is also a systematic attempt to understand the behavior of people in an organization; not just human behavior but structural behavior, elements behavior, systems behavior and even policy behavior.

Thus for staff in the HR department of the educational institutions to function efficiently and effectively, specially the administrator (Registrar) must understand the nature of people he is working with and be able to interpret their behavior. Organizational behavior follows the principle of human behavior. People in an organization are governed by the same psychological mechanisms both on the job and outside the job. Organizational behavior is human behavior in a particular setting. The behavior of an individual in an organization is determined to some extent by internal and external factors. These include learning ability, motivation, perception, attitude, emotions, frustration etc. while the external factors include stress, reward system, degree of trust, group cohesiveness, social factors, office policies etc.

Organizations are seen as complex systems consisting of interrelated subsistence. Changes or alteration in any part of the system have consequences on other part of the system. Modification in the system leads to desired positive changes called functions. Negative consequences in response to alteration or change in the system are called dysfunction. Therefore, the behavior of an individual is borne out of the decisions that have been taken in an organization. Organizations represent constant interaction between structure and process. To get an assignment accomplished in an organization, we need to define who does what. Structures refer to organizational shapes, definitions and rules. It is what binds an organization together. Process is the sequence of activity in the system. Decision Making, Communication, Leadership and Conflict are few examples of the many processes that take place within an organization. Consequently, the primary responsibility of the educational administrator (Registrar) is to ensure that human resources are utilized and managed effectively and efficiently to meet these educational institution's goals.

### **HUMAN RELATIONS APPROACH**

Good human relations in an organization, for it to function effectively and efficiently cannot be overemphasized. It provides knowledge on how people interact and respond in different organizational situations in an effort to satisfy their needs and in the process meet organizational goals. The chief administrator's ability to understand his staff and their problems, and his belief in and the practice of democratic leadership will go a long way to make him succeed in his supervisory and administrative task. Educational Administration is concerned with the mobilization of the efforts of people for the achievement of educational objectives. It is therefore imperative that the Registrar cultivates the habits of Human Relations in his odious administrative task.

Human relations focus on workers as human beings rather than as producers. It focuses on the development of morale and individual. Human relations emphasize paying attention to workers as human beings in an informal association within an organization. Human Relations led to the policy of consultation of participation by Workers. Human Relations approach led to the diffusion of authority which led to a wider participation in decision making. It led to a decentralized approach to



organization rather than centralization. This explains why committees are used as tools for decision making in these educational institutions. Also the research on stress management shows that trainer, educator and educational administrator are the second lot after Doctors and counselors who suffer the highest rate of burn out. They take cares of all, and there is no one in the absence of a professional Administrator to manage burn out of these trainer, teacher and faculty members.

## CONCLUSION

Basically, the Educational Administrator, we may call him HR Manager or Registrar in these educational institutions/Universities, who are generally the Chief Administrative Managers and deals with human beings at various levels. Administration at all levels involves effective planning, organizing, supervising, controlling and evaluating. It is therefore their duty to co-ordinate all activities to meet the Human Resource Management and Organizational Behavior in the Educational Institutions/University System. Attempt has been made to understand the meaning of human resource management as the understanding of human behavior, their needs, aspiration in an organization and developing strategies to accomplish these needs and aspirations. Knowing that if these needs are neglected, it could lead to failure in achieving set goals for the administration of future education system. It should be understood that these individuals work with external and internal environments which are psychological and sociological in nature.

Thus a professional of HRM & OB by the administrator of this institutions/University will go a long way to improve the quality of R&D and the satisfaction rate of the employees in these organizations. Thus it is recommended that, these administrators should therefore deal with staff individually and collectively with a view of understanding them deeply. Since there is a lot of noise being made everywhere to attract and retain best talent from their specializations in these specialist pools of educational institutions, the issue needs to be address proactively to procure, develop and utilize these talents up to the optimum level. Therefore it will not be out of place to mention here that; *“Talent will always be a leaky bucket; but if we don’t address it holistically, we may end up with short term measures.”*

To this end, it has therefore becomes necessary for these institutions to advocate the use of good human relations so as to ensure effective and efficient administration in these institutions. It is also found that they need to motivate workers not only through monetary means but also to recognize the individual’s worth and enhance their feeling of responsibility and achievements. Creation of a talent culture in these institutions/Universities is the need of hour

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