



HRM PRACTICES IN EDUCATION SECTOR - A STUDY ON RECRUITMENT DIMENSION USING CONTENT ANALYSIS

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Abstract

Education sector provide typical challenges in terms of need for continuous development of faculty members in accepting the change in the education, change in the curriculum, adoption to the new technology, developing aptitude to cope up the challenges of different generations coming to the colleges for learning, changing the conventional teaching and learning pedagogy. In order to make the faculty members to be prepared to accept these challenges, there is an important need for the effective HRM practices. Despite several studies have been concentrated on the Human Resource management practices of Colleges, gap is still evident where very few studies concentrated on integrating the functions of human resources with the issues of professional development, retention, career progression and satisfaction of the workforce. In view of the significance of human resources, an attempt is made to study the need for HRM practices in Education sector and further, the study focuses on analyzing the recruitment practices of select colleges. The evaluation is made through Content Analysis to determine the key dimensions influencing the recruitment practices of colleges.

Key words: AICTE, API, Content Analysis, Research, UGC.

1. Introduction

Human resources are the foremost very important a part of the organization's productivity. Effective utilization of human capital can lead to optimum action of organization's objectives. a number of the key performance indicators for human resources together with the Employee's clarity on role, responsibility and expectation, development of qualitative employees, tracking and measuring the performance, assessment of promotion criteria and method, ensuring the outline internal capability and establish gaps on skills competencies and behavioural aspects and developing KPI's for every department & employee's strategic objective for organization's growth.

To build quality and synergy within the organizations, the requirement for pertinent human resources who will full fill and surpass in each activity they undertake is vital to realize the vistas. Holding employees and workforce management are considered most common task ahead for the hr managers within the era of competitive situation. Organizations round the world are reworking themselves as they answer the challenges given by the world economy. Success in today's competitive business setting is more and more a results of effective human resource management. It's same that structure and technique will be simply duplicated however the foremost vital shaping issue influencing the organization is its human resources and this cannot be duplicated.

The quality of the human resources in organizations, their enthusiasm, commitment and level of satisfaction that they're feeling in their jobs, sense of satisfaction over treatment are vital factors influencing the firm's productivity, level of service, name and survival of the human resources.

Human resources, in conjunction with monetary and material resources, contribute to the production and distribution of products and services in a company. Physical and financial resources, by themselves,



cannot improve potency or contribute to an augmented rate of return on investment. It's through the combined and cooperative efforts of individuals that financial and material resources are controlled to realize structure goals.

2. Significance of HRM functions in Education Sector

The Human Resource Management responsibilities are broadly classified into four functions or categories. These include:

- a) Procurement of human resources in education sector
- b) Development of human resources in education sector
- c) Motivation of human resources in education sector
- d) Maintenance of human resources in education sector

1) Procurement of human resources

Due to increase pressure on quality of human resources, effective acquisition of human resources is becoming as a complex task especially in education sector. The colleges' future hugely depends on the reputation and the performance of its students, hence acquisition of the faculty members especially keeping in view of the strength of the educational institution is a tough challenge ahead. Further, proper planning is to be executed in job analysis, job description and job specification for the recruitment of faculty members. This function also stresses on the proper induction and orientation of the faculty members to get adjusted to the environment.

2) Development of human resources

Development of faculty members to suit to the class strength, level of understanding of the students is a complex task. The colleges need to employ continuous efforts to sharpen the creativity and innovation in the delivery of lecture, handling the students and performing institution's tasks. Colleges need to address the changing norms and scope of the education system through effective development of the faculty members in the institutions.

These can be performed through

a) Faculty Learning Programs

Faculty learning programs are found necessary for the updating the knowledge and improving the teaching skills. Further, periodical learning programs held at the institutions will improve the morale and boost the performance of the faculty members.

b) Management Development

The modern education system requires not only the abilities of its faculty members, i.e., human resources in performing their main objectives, but also they need to upgrade themselves in handling the issues pertaining to the ranking system of the educational institution, periodical inspections at state and national level, affiliations etc. For these, the faculty members are needed to observe and participate the management development programs.

c) Career Development

Apart from developing the students' skills and knowledge, the faculty members are needed to develop their career. The institution need to encourage the faculty members to develop their career through taking admission into research programs, participating in FDPs, workshops, e-learning etc.



3) Motivating of human resources

This function needs the effective creation of strategies by the colleges to boost and make the faculty member to work with loyalty. Through providing continuous motivation in the form of monetary and non-monetary benefits, the human resources can be motivated.

4) Maintenance of human resources

The challenge for the modern colleges is the maintenance of human resources to work with better coordination and commitment. Rising attrition rate in education sector always put challenges to the maintenance ability of the colleges. Hence, the colleges must exhibit its worth applying better retention strategies, creating positive spirit among the faculty members to make them work honestly.

3. Review of Literature

Brief review of select literature is presented here.

A study by Nirav(2014) measured the validity of HR practices on teaching in MBA program in Colleges and Universities of Gujarat. The study has found 16 factors affecting Human resource management practices of the faculty members and classified them as individual factors and institutional factors. Individual factors are Satisfaction from classroom teaching, learning and faculty development programs, performance appraisal, cooperation and behavior of peers(colleagues).

Tushar(2014) studied the effectiveness of Human resource practices on satisfaction of teachers by examining the level of job satisfaction. The study concluded that the level of Human resource management practices of government and government aided teachers are better than self-financing teachers. The main aspects of dissatisfaction include salary structure and other benefits, the working environment, job security, work load, relationship with other colleagues and the authority.

Sidharth et al.(2016) has made a study to study the significant impact of HR management practices on the work force performance in select colleges . The study more specifically focused on the major factors that are contributing to the organizational performance. The study is organized on a sample of 112 respondents which include the staff working in Administrative and other supporting staff.

Yamina D and Singh G(2017) have made a review on the HRM procedures in Higher Colleges. The study further focused on best HRM practices adopted in academic institutions globally. The study reveals that factors such as Quality Assurance, Accreditation and establishment of National Accreditation Board are some of the quality phenomenon which will decide the growth of the higher colleges in reaching the excellence.

Qazi S and Vikram J(2017) have made an examination on level of HR practices on the faculty members in select private and public sector colleges . Further, the study also made an attempt to study the HR practices on job satisfaction. The study is framed on a sample of 526 respondents. Results of the study show that employee respondents were satisfied with performance appraisal, compensation system and employee participation.

Runhaar P.R.(2016) has concentrated on the benefits that HRM practices can provide to the teachers. The author has specifically concentrated on the content and process perspectives. Author has stressed on the need for the holding potential increase of the student outcomes through effective practice of the motivation to the teachers and involving the teachers actively in the activities of “AMO theory of performance” focuses on increasing the abilities, motivation and opportunity enhancing.



Prabhat Chaudhari(2019) has presented a paper focusing on the challenges faced by the HR managers in the Higher Educational Institutes. The author has observed that, due to poor working conditions at colleges , there has been a rise in the attrition rate in the education sector and further, the author has observed that problem of staffing in the educational institutes.

The extensive study on literature reveal that, many studies have concentrated and highlighted among the select functions of the Human resource management which include development practices of human resources in colleges, transparency in the procurement, effective retention strategies, job satisfaction of the faculty and teachers, retention practices of the human resources, challenges faced by the HR department in the execution of HRM practices in education sector.

4. Objectives of the Study

The paper focuses on the following objectives.

1. To evaluate the need for HRM practices in Education Sector.
2. To study the Recruitment process made for the faculty members in JNTU H jurisdiction.
3. To analyze the recruitment practices of select collges using Content Analysis.

5. Methodology

The study is based on secondary sources of data. The required data is collected through the study of Recruitment brochures, recruitment notifications of select colleges, AICTE and UGC reports on regulations for recruitment of faculty members. Further, the literature is collected from journals, articles and web references.

6. Need for HRM in Education Sector

In most of the cases, the challenges make the faculty members to feel the stress and make them to quit from the colleges and this gap will lead to costly set back to the goals of the colleges. Some of the factors which high light the need for the effective HRM practices in Education sector are:

A) Increasing Size of Workforce

The strength of colleges in terms of intake of the students has been increasing. Large number specializations, courses have been increased in the colleges over the years. The number of faculty members working in the colleges has also increased. The management of increased workforce is creating a tough challenge to ensure the smooth function of the colleges.

B) Increase in Education Level

The faculty members are expected to have higher qualification, hence, this may result in higher expectations of the faculty members in terms of salary, provisions and other job related aspects. There is a need for better HR practices in the creation of pay package viable to college strength, management of standards.

C) Technological Advances

The unprecedented situations happening in the nation has created the need for change in the conventional teaching learning process and the demands of online education, online assignments, online delivery of lectures and assignments have been increased. This has led to the need for the faculty members to upgrade their technical knowledge. Further, the colleges have also need to develop technology enabled environment to reduce the burden of physical HR activities. Hence, the need for the HR practices in the adoption of technology has also been increased.



7. Recruitment Process for the Faculty Members in JNTU Hyderabad

The Universities as well as its affiliated colleges have to follow the guidelines of University Grants Commission in order to facilitate the recruitment of the faculty members for its teaching requirements. The University and its affiliated colleges are following guidelines issued by the University Grants Commission. The following are the eligibility norms for the recruitment of faculty members provided by the University Grants Commission.

A) Recruitment norms of the faculty members in Engineering Courses

For the recruitment of Assistant Professors in the Department of Engineering particularly in the areas of Civil, Electrical, electronics, Mechanical, Information Technology, Petroleum, Petrochemical and Petro Chemical Engineering courses.

The essential qualification for the recruitment of Assistant professor is the applicant should possess First Class in the Master's Degree in the concerned area of engineering and technology. The eligible candidate should possess National Eligibility Test Certificate (NET) conducted by CSIR, UGC, the candidates are further notified if they have cleared State level eligibility test, they will also be considered equivalent to requirement of NET exam. The Job description for the recruitment of faculty members include: teaching and research to the Graduates and Post Graduate courses, guiding the research scholars, actively involving in the projects, participating in the assignments and exam duties as per the requirements of the colleges. The Job specification for the job includes; the experience in the teaching or research, industrial experience in a company, professional experience in the organizations of repute and the papers published in the referred journals.

B) Eligibility conditions for the Associate Professor and Professor in Engineering Courses

For the recruitment of Associate Professor in the area of Engineering in the specified departments, University has prescribed the basic qualification of possessing of Ph.D. degree in the concerned discipline besides possessing Master's Degree securing a minimum of 55 percent of the marks in the 2 years degree.

The job specification include the candidates need to have a minimum of 7 years of teaching and research experience after securing of Ph.D degree. The candidates need to have experience in the contribution and development of curriculum; innovations in education, technology mediated teaching learning process. Eligibility conditions for the recruitment of Professor: As per the notifications issued by JNTU Hyderabad, the eligibility conditions for Professor include a candidate possessing ten years of post Ph.D experience and possessing.

C) Job Eligibility conditions for the faculty members in Management Courses

For the recruitment of Assistant Professors in the Department of Management/ Business Management (MBA) particularly in the areas of Marketing, Finance, Human Resource Management, International Business, Operations Management, Business Analytics, Retail Management, Hospitality Management courses.

The essential qualification for the recruitment of Assistant professor is the applicant should possess First Class in the Master's Degree in the concerned area of management, i.e., Master of Business Administration. The eligible candidate should possess National Eligibility Test Certificate(NET) conducted by UGC, the candidates are further notified if they have cleared State level eligibility test, they will also be considered equivalent to requirement of NET exam. The Job description for the



recruitment of faculty members include: teaching and research to the Post Graduate courses, guiding the research scholars, actively involving in the projects, participating in the assignments and exam duties as per the requirements of the colleges. The Job specification for the job includes; the experience in the teaching or research, industrial experience in a company, professional experience in the organizations of repute and the papers published in the referred journals. Further, they are supposed to actively involved in:

- a) Organizing Management Meets
- b) Co-ordinating the existing projects, actively involving in IMPRESS, ICSSR and UGC projects
- c) Actively engaging the students in securing summer placements

D) Eligibility conditions for the Associate Professor and Professor in Management (MBA) Courses

For the recruitment of Associate Professor in the area of Management (MBA) in the specified departments, University has prescribed the basic qualification of possessing of Ph.D degree in the concerned discipline besides possessing Master's Degree securing a minimum of 55 percent of the marks in the 2 years degree.

The job specification include the candidates need to have a minimum of 7 years of teaching and research experience after securing of Ph.D degree. The candidates need to have experience in the contribution and development of curriculum; innovations in education, technology mediated teaching learning process.

Eligibility conditions for the recruitment of Professor: As per the notifications issued by JNTU Hyderabad, the eligibility conditions for Professor include a candidate possessing ten years of post Ph.D experience and possessing of research and teaching experience in the institutions, contribution to the development of curriculum, technology assisted teaching and learning process. The job specification include having a minimum of 10 publications in a reputed peer journals and a score of over 120 as per the API design prescribed by university and University Grants Commission. Further, candidates having publications in ABDC journals and Scopus journals are given special weightage as per the norms of UGC guidelines on Care listed journals. For the recruitment of Faculty members in the area of Professors, Associate Professor and Assistant professor in the areas of Pharmaceuticals, Pharmaceutical Analysis, Pharmaceutical chemistry, Pharmacology and Pharmacy Practice Departments, the following qualifications are been practices by the colleges affiliated to JNTU Hyderabad region.

8. Content Analysis on the Recruitment and Selection in Select Affiliated Colleges of JNTU Hyderabad Region

The content analysis is applied with a view to extract the job description, job specification and welfare measures presented in the recruitment notifications of select colleges. The Content Analysis further aimed to evaluate the important elements in the recruitment notification. This analysis is particularly used for the analysis of fulfilment of the colleges for each of the dimension analyzed from the recruitment notifications. It further aims to trace out the areas of deficiency on the whole and helps to find out the deficiencies or corrective measures to be taken.

From the analysis on the content presented in the job recruitment notification of the 20 select colleges selected for the field survey, 14 dimensions are identified as the most followed dimensions in recruitment notifications for the faculty members in the select courses.



Table-1 presents the detailed observation on the notifications issued by select affiliated colleges of JNTU Hyderabad region.

From table-3.1, the following observations are made.

- a. In order to have clear information on which college has given the recruitment notification, it is mandatory to have the college name and contact details for getting additional information. In this direction, an attempt is made to evaluate whether the content related address and contact details of the colleges are given in the recruitment notification. College wise analysis reveals that, 100 percent of the select colleges affiliated to JNTU Hyderabad have fulfilled the requirement.
- b. The specification of the institute logo presents the easy catch up and differentiation among the colleges that already exist. Further, the logo symbolizes its brand and reputation. In this direction, an assessment is made and the college wise analysis reveals that, 40 percent of the colleges have given the college logo presented in its recruitment notification.
- c. The number of positions to be filled in the college provides a clear vision to the applicant to have an estimation of getting succeeded; further, it ensures the applicants to gain confidence that the recruitment is issued not for the mandatory provision but to fill the required suitable candidates. The analysis reveals that, only 20 percent of the colleges have fulfilled the number of positions to be filled in the college in its recruitment notification.
- d. With respect to the details of requirements in academic disciplines, the college wise analysis reveals that 95 percent of the colleges have given the details of requirements in academic disciplines.
- e. The eligibility details particularly differentiate the candidates on the basis of their probability of being included. The results reveal that 80 percent of the colleges have provided the eligibility details in the recruitment notifications.
- f. The job description in the notification is been summarized by 85 percent of the colleges. Further, only about 50 percent of the colleges have described the job specification in the notification.
- g. The information pertaining to salary and other financial benefits are given by 30 percent of the colleges. Since, specification of salary in the recruitment notification encourages the prospective candidates to get interested to apply for the job, less proportionate of colleges have presented these in their recruitment notification.
- h. The information on provision of welfare measures are presented by only 25 percent of the colleges.
- i. With reference to Details of affiliations, particularly the details about “affiliated to JNTU Hyderabad region’, 75 percent of the colleges have specified in their recruitment notification. Further, 75 percent of the colleges have presented the details of accreditations on NBA, NAAC grades etc.
- j. Only about 30 percent of the colleges have given the brief description of the colleges including established year, campus facilities and area of campus and number of students pursuing in the college.
- k. Majority of the colleges have given combined recruitment notification for different courses. Only about 10 percent of the notifications issued by the colleges have mentioned individual notification for different courses.
- l. About 50 percent of the colleges have mentioned the approval status related to AICTE and UGC approval status in their job notifications.
- m. The particulars related to last date for sending the application/CV are mentioned by 55 percent of the colleges and about 80 percent of the colleges have mentioned about details of person-in-charge/ issuing authority of recruitment notification.



Table-3.1(a), Results of Content Analysis on Recruitment Notifications of Select Colleges

S. No	Dimension	C 1	C 2	C 3	C 4	C 5	C 6	C 7	C 8	C 9	C 10	C 11	C 12	C 13	C 14	C 15	C 16	C 17	C 18	C 19	C 20	fraction
1.	Address and Contact details of the College	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20/20 = 100%
2.	Specification of Institute Logo	✓	✓	✗	✓	✓	✗	✗	✗	✓	✗	✓	✓	✓	✓	✓	✗	✓	✓	✗	✗	8/20 = 40%
3.	Number of positions to be filled in the college	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗	4/20 = 20%
4.	Details of requirements in academic disciplines	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	19/20 = 95%
5.	Eligibility details	✓	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	16/20 = 80%
6.	Job Description in the notification	✓	✓	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	17/20 = 85%
7.	Job Specification in the Notification	✗	✗	✗	✗	✗	✓	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✗	10/20 = 50%
8.	Information on Salary and other financial benefits	✓	✓	✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✓	✗	✗	✗	6/20 = 30%
9.	Information on provision of welfare measures	✓	✓	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	5/20 = 25%
10.	Details of Affiliation of the college	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✗	✗	✓	✗	✓	✓	✓	15/20 = 75%
11.	Details of Accreditations	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✓	✗	15/20 = 75%
12.	Brief description of the college	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✓	6/20 = 30%



13.	Individual notification for difference courses	X	X	√	X	X	X	X	X	X	X	X	X	X	X	X	X	√	X	X	2/20 = 10%	
14.	Details of approval from regulatory bodies (AICTE, UGC etc.)	X	X	√	√	√	√	√	√	X	X	X	X	√	√	√	X	X	X	X	10/20 = 50%	
15.	Details of status of Autonomous status	√	√	√	X	X	X	X	X	X	X	X	X	X	X	X	X	√	√	√	6/20 = 30%	
16.	Details of last dates for application	X	X	X	√	√	√	√	√	X	X	X	√	√	X	X	√	√	X	X	X	11/20 = 55%
17.	Details of person – in – charge/ Issuing authority	X	X	√	√	√	√	√	√	√	√	√	√	√	√	X	√	√	√	X	√	16/20 = 80%
	College wise Score	58	59	70	65	53	53	65	70	40	40	59	40	40	40	40	59	59	65	47	40	

Source: Compiled from field survey.

9. Conclusions

The study reveals that rise in the work force, increasing educational qualification of prospective candidates; technological advancements in the education sector are providing typical challenges for the candidates to advance in teaching field. Especially, the study on recruitment process for the faculty members in JNTU Hyderabad region, it is noticed that, majority of the colleges drawn for the field study are following the norms as per the AICTE and University Grants commission. The study shown that, basic qualification and desired qualification were found different for various departments. The results of Content Analysis shown that, in the recruitment notifications of the select colleges, the identity of the college, details of requirements of academic disciplines, job description, eligibility and details of in charge to whom the candidates have to send the details were found shown in the recruitment notifications. However, the results show that, status of the institution, brief description of the college, individual notification for different courses and number of positions to be filled are not been followed in majority of the notifications. Overall, it is to conclude that there is a significant variation in the recruitment approach of the colleges. Further, majority of the colleges were shown not fully provided the sufficient information for prospective candidates applying for various positions.



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