



HR PRACTICES IN EDUCATIONAL INSTITUTIONS

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Abstract

Education is an important vehicle for holistic growth of individual and systematic expansion of an intellectual society. Even after 69 years of country planning, enormous funding and promises, total literacy remains to be a distant dream. Several initiatives for encouraging students for education by the union and state government have resulted in improvements in the overall gross and net enrolment. However, completion of high education institution education is still puzzling to all. Failure of education institution in terms of lack of ability in the effective management of human resources had led to waste of public resources in terms of time, money and person day and opportunity cost to the society. In view of the, the paper enlightens the significance of Human Resource practices in Educational Institutions. Further, the study examines need of HR practices in Educational Institutions and the role of HR practices in Educational Institutions,

Key words: Induction, Talent Retention, Performance Appraisal, Satisfaction.

1. Introduction

In the modern world, the human resource function of the organization, an entire industry, and the global workplace, in general, goes well beyond what happens in the office. While the Human resources department will do its fair share of training employees, coming up with career development programs for them, planning for their success, and so on, there needs to be some kind of support in the education system to prepare candidates for the process altogether.

When a candidate receives some kind of training while in education institution that helps them to prepare for the job, then the job of the Human resources department is made much easier because a lot less has to be invested in the training of an employee upfront when they join a company. Local governments, as well as state governments, are using education as a tool to give them a competitive edge.

Human resource department is an essential part of any organization. The officials working in this section are called human resource managers. The responsibilities of these managers are planning, recruiting, selection, induction, training, developing, ensuring safety, determining compensation packages and smoothing career path of personals working in the organization. Human resource managers in education organization also perform these common jobs. Apart of these, there are other human resource managers in education.

The core job of other human resource managers in education sector is unique and very different than other organization. It will be more understanding if we define who these Human resource managers in education are. In education, they are principals, their deputies, head of the department, teachers, parents, guardians and so on. Their core responsibilities are to manage, nurture, educate and prepare the prospective Human resources of the society. These prospective Human resources are the students who will lead the country, society and family. Their innovation will take the country in its great height. Prosperity of a country is largely determined by the quality of these resources.

According to Muralidhar S and Gopal R K(2013), the raise in the universities and educational institutions in India has created an array of opportunities for the potential candidates to seek employment in education sector. The rising expectations of the institutions made the need for effective management of Human resources in Education Institutions who can guide and lead to institute expectations. The authors have further stressed that, the HR practices are needed to address the job satisfaction of the employees working in educational institutions.



The people who are responsible to develop these prospective Human resources are the greatest persons of the country and society.

A significant challenge for principals today is to identify the situations of:

- 1) Ensuring rigorous, goal and data driven learning and teaching;
- 2) Building and managing a high quality staff aligned to education institutions' vision success for every student;
- 3) Developing an achievement and belief based on education institution-wide culture
- 4) Instituting operations and systems to support learning
- 5) Modeling the personal leadership.

2. Need for HR Practices in Education Sector

HRM practices in Education sector consist of distinctive techniques for coordinating and keeping up the personnel including faculty and other non-teaching staff in the educational institutions with the goal that the institution can accomplish their motivation and just as meet the objectives for which they were built up. It is the inspiration and commitment of the exercises and exertion of the educators in education institution so as to acquire greatest yield from them and thus accomplish the objectives of instruction ideally. The capacities incorporate the accompanying:

1. Staff support
2. Staff relations
3. Staff improvement
4. Acquirement of staff
5. Employment execution
6. reward Staff Maintenance

This worry making the workplace helpful for employees ,pertinent rehearses incorporate; advancement and move, inspiration, staff wellbeing, security and wellbeing administrations. It is relevant that instructive foundations have sound approaches with regard to movement of staff and advancement to guarantee that equity and decency win in managing staff. As work to be acted in the education institution is significant, the state of mind of the individual employee to play out the activity is similarly significant. For most extreme and beneficial objective fulfillment, the education institution head must guarantee the solace and satisfaction of the workforce. That should be possible through satisfying package of compensation, and guaranteeing a sheltered and sound workplace.

There must be a decent correspondence arrange in the education institution to empower workforce to be continually educated regarding the advancement being made in the education institution. Workforce ought to be urged to take an interest in arranging and dynamic in the education institution. Workforce ought to be empower by perceiving the staff as individuals with sentiments, intrigue, needs and feelings and regarding them in that capacity with decency and regard.

The staff development is the way toward assessing staff exhibitions and recognizing their key aptitudes and capability that need advancement or preparing to improve their abilities for better execution. It includes giving improvement program and instructional classes that are appropriate for the program. The achievement of instructive association depends on the quality and nature of the staff individuals. There is have to change through preparing and to improve and develop in fitness. This should be possible through in-administration preparing, meeting, workshop and courses.

3. Significance of Human Resource Management in Education Sector

Human resource management can be seen as the design of formal systems in an organization to ensure effective and efficient use of human talents to accomplish organizational goals.

Griffin (1997), defined human resource management as the set of organizational activities directed at attracting, developing and maintaining an effective workforce. Human resource management concerns the procurement or



recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff. It lies at the care of the efficiency of the organization.

+Human resource management is a basic function of management that determines the performance of staff in any organization. This simply implies that when staff in the education systems are adequately recruited, selected and supervised, inducted and adequately rewarded, and provided for, properly developed, appraised and promoted on the job, they will be committed to the job, remain dedicated and productive in the education systems. This can simply be put that it is the co-ordination of the activities and efforts of the workers in educational organization so that educational goals are achieved. Hence, human resource management in education is the process of motivating workers to maximize their performance in order to obtain maximum output starting from the day they are recruited. That means utilizing people to perform duties and functions in the education institution (Oduma, 2012).

Human resources are easily recognized as the most important resource out of the resources required for the production of goods and services. Human resources are the key to rapid socio-economic development and efficient service delivery (Onah, 2008). Without an adequate, skilled and well motivated workforce operating within a sound human resource management programme, development is not possible. Every educational system at every level depends heavily on the Human resources for execution of its programme. Nwaka and Ofojebe (2010) stated that teachers are the critical resources for effective implementation and realization of the educational policies and objectives at the practical level of classroom. A manager, whether in private or public sector, who underrates the critical role and underplays the importance of people in goal achievement, can neither be effective nor efficient (Oduma, 2012). It is the teacher who ultimately interprets and implements policy as represented in the education institution curriculum, which is designed to actualize educational goals (Omojunwa, 2007).

Maintaining and improving educational standards is only possible through teachers. Teachers therefore are the most indispensable entity in the education institution. They are the greatest aid to learning. The shortage or poor management of teachers reduces the extent to which the curriculum can be delivered effectively. It should be noted that the major premise of Human resources management in education is that the end results of the educative process will be determined by the effectiveness.

Education Institutions leverage knowledge to spur innovation, improve customer service and help in achieving excellence. Regarding this essential and strategic role of quality in Higher Education Institutions, HR interventions in academic institution's service quality becomes important. The administrative executives and managers, along with the faculty of the higher education institutes should pay attention in developing their educational institutes in the light of various dimensions of students' quality perception. They should comply with all the necessities, standards and requirements of quality education needed by students. Accreditation process and the law is not a solution for the problem instead the involvement of the stakeholders in every step is essential.

4. Role of HR in Education Sector

Especially, in Education sector, where the prosperity of the nation depends on the quality of students produced, imparting the qualities in the students is one of the main goals of the teachers who are the deciders of the Education sector. Further, the communities, society and family system will also play a vital role in the future of the students. Maintaining the quality teachers, retaining them, providing proper motivation to the teachers are some of the core elements practiced in Education sector. Further, the teacher effectiveness in achieving the highest results in terms of better placements, highest pass percentage, good name to the education institution are some of the deciding factors of the growth of the institution. The fate of the education institution depends on the three core resources such as Humans, i.e., staff, materials and financial resources. Among these, the other two can be manageable, but the fulfillment of human resources requires adoption of high quality of Human Resource management practices. Effective working relationship in between staff of an educational institution and the management is essential for the success of the educational institution. All education institutions including larger scale and smaller scale are made up of human resources who chose to work in it primarily because it enables them to satisfy a least some of their personal needs. Education institutions represent constant interaction between structure and process requires the assistance of human resources. Normally, most of the Educational



Administration is concerned with the mobilization of the efforts of people for the achievement of educational objectives; hence, it is important that human relations focus on employees as human beings rather than as producers. The HR focuses on the development of moral and commitment to the employees.

The HR plays vital role in the education sector in terms of meeting the following objectives.

1. Hiring and retaining the qualified staff
2. Developing leadership abilities within the institution.
3. Implementing the Inclusive education
4. Developing and implementing differentiated professional development programs for faculty that will help them to reach their potential.
5. Implementing a robust and transparent performance management system
6. Implementing performance rewards and recognition
7. Incorporating technology in education
8. Achieving talent retention.
9. Helping in creating a working environment that is conducive for his/her members of staff so as to promote maximum contentment there by motivating them. Faculty, any employee within a formal corporate organization, like to work to work in an environment that is built on trust, respect for the individual, encourages research in modern pedagogical practices, teamwork etc.
10. Ensuring that ht abilities and skills of teachers and staff are used to the optimum in pursuance of the institution's mission and mandate.
11. Ensuring a fair balance between the personal needs of faculty and staff and the needs of the institution in general.
12. The effectiveness and success of institution is dependent on the efficient use of its human resources particularly the faculty.

5. HR Practices in Education Sector

Before In terms of functionality, human resources management comprises a wide range of practices including "hard" aspects such as recruitment and retention, and "soft" aspects such as work life balance, motivation, and career development (Gordon & Whitchurch, 2007). Organisations, experts and researchers have investigated the roles and sets of practices that human resources department should undertake in higher education institutions. In this regard, The College and University Professional Association for Human Resources (CUPA-HR) have presented some guidelines for human resource practices in higher education including major functions that human resources department should consider in higher education institutions. Those functions include:

1. Employee Benefits – Takes into account the benefits associated with health, dental, prescription medications, workers compensation, and other benefits related to the wellbeing of employees.
2. Diversity and Respectful Workplace – Includes policies, programs, and activities that promote a harmonious environment in the workplace, and show respect for individuals and their roles at the institution regardless of their distinguishing characteristics.
3. Global Human Resources – Complying with the rules and laws of the U.S. Immigration and Customs Enforcement Agency, as well as those in any country where an ex-patriot may reside.
4. Human Resource Management – Includes practical policies and processes on applicant selection and recruitment, development and training, employee relations, general management and records retention, and legal factors.
5. Performance Metrics – Includes comprehensive range of metrics in main human resource programme areas where data should be collected and analyzed to explore trends and performance measures.
6. Recruitment/Selection/Termination – Includes procedures for acquiring, interviewing, and recruiting of quality employees, in addition to assuring minority recruiting. Moreover, procedures and policies for terminating the dismissal of employees (Jones & Walters, 1994).
7. Risk Management, Safety, and Health – Includes providing advices in occupational health, environmental protection, the areas of safety and risk management



8. Wage and Salary Administration – Includes developing and adopting criteria for regulating compensation in a reasonable equitable manner (Jones & Walters, 1994).
9. Employee Compliance – Legal Matters – Includes assuring the compliance with all corresponding laws regulating the recruitment, management, and termination of employees.
10. Employee Relations – Labour Issues – Includes handling legal concerns of employees' contracts and negotiations, along with the establishing negotiation team and strategies (Jones & Walters, 1994).
11. Information Systems and Technology – Includes providing human resources focused technology to enhance the quality of services when recruiting, while maintaining compliance and empowering professional development and retention.
12. Employee Leave and Holiday – Includes non-work activities of employees by allowing paid or unpaid leisure, whether required by policy or designed by the employer.
13. Payroll – Includes the determination of compensation.
14. Retirement – Includes providing plans for retirement comprising analysis of plans and implementation procedures (Jones & Walters, 1994).
15. Training and Development – Includes providing training and development programmes that meet the employees' needs.

6. Conclusions

Having an instinct for attracting and retaining the best human resources, i.e, workforce for an educational institution is a key skill for any HR professional working in the education sector. HR also has its work cut out proving itself in a sector that hasn't traditionally been as welcoming to HR as other industries. The increasing importance and visibility of human resources management in today's organizations are recognized by the strategic roles played by some efficient human resource managers and their staff. The study of the practices and general characteristics of the Human Resource revealed that Human Resource professionals in educational institutions can also be proactive in addressing business realities and focus on future business needs. Besides the many challenges that still face the necessity of HR, it is observed that right from the procurement of staff for educational institutions, compensating, providing performance appraisal, motivating them, providing welfare measures and other monetary rewards to retain them require the implementation of the strategies, policies and procedures, and this determines the main functions of the HR department in education institutions and its uniqueness as a unit which perhaps in the most visual way demonstrates what Human Resources stands for. This could be achieved if Human Resource is reorganized, restructured and reoriented along HR activities away from its traditionally routine activities and mundane tasks and allowed to position itself to focus attention on issue of greater strategic importance.

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