



## HR PRACTICES IN EDUCATIONAL INSTITUTIONS

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### **Abstract**

*The paper mainly discusses on significance of Human Resource management practices in Educational Institutions. The practices adopted by the select Educational Institutions for the faculty members are analyzed through adoption of a field survey. The survey method is applied for the collection of required primary data from select educational institutions. The results of the field survey reveal that, certain measures including restricting the influence of referral system in selection, providing transparency in the salary and perks, increase in the support of senior colleagues for the newly recruited faculty members, providing proper induction through motivating the faculty members, increasing the facilities of welfare measures to the faculty members are some of the key observations observed from the survey.*

**Key Words: Communication, Professional Development, Motivation, Orientation, Welfare Measures.**

### **1. Introduction**

Of all the resources in an organization, the human resource is one of the most important. In fact, it is arguably the most important. The development of this resource is necessary for the organization to grow. Human Resource Management (HRM) is the most important determinant of success, efficiency and effectiveness of an organisation. The basic objective of HRM is to ensure optimum utilisation of human energies to identify and satisfy the needs of individuals, which may lead to better human relations among the work force. The success or failure of an organisation depends upon the effective contribution and utilisation of the four Ms viz., Money, Material, Machinery and Men. Amongst the four Ms, the management of men plays a vital role in determining the success of an organisation.

HRM in education sector is finding inroads into the classroom, with high educational institutes and colleges alike putting a lot of emphasis on the readiness of students for the workplace. Students who end up looking for jobs still need skills in various areas to cope up with industry expectations. However, they may find themselves failing despite having these skills if they are not adequately prepared for the sometimes harsh reality that is a rigorous work schedule. Some educational institute are going as far as forming advisory councils for career education. These councils are made of industry professionals and local businesses to help them create educational programs that are based on reality and are relevant to the kind of everyday work these students will graduate into when they are done with educational institute.

With the internet a ubiquitous global tool, and other tools such as webinars, social media, Skype, Face book, WhatsApp, and other forms of online communication being as rampant as they are, young people hardly understand person to person communication anymore. They don't understand the skills that used to underpin meetings and seminars, such as presentation skills, public speaking, making proper introductions and so on. And yet these are the very same skills that are still highly valued in the work environment of today and so the type that they need to know.

### **2. Significance of HR practices**

Human Resource Management is a function within an organisation concentrated on recruiting, managing and directing people who work in it. Human Resource Management deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment. If



effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.

The human resource management system of a company has a significant impact on individual and organizational effectiveness. A good HRMS brings consistency in human resource management practices and improves human relations in the company. An effective HRMS is focused on a strategic objective and works by improving employee knowledge, skills, and motivation and contribution opportunities. Based on their overarching goal, human resource management systems contribute to organizational effectiveness in multiple ways.

An HRMS focused on increasing employee commitment will recruit selectively, provide employees with intensive training, and offer a high level of compensation. For example, a small medical clinic serving local senior citizens may focus on recruiting and retaining caring staff to provide quality service. Recruiting will require conducting multiple interviews to make sure the personality of the applicant matches the requirements of the position. Once the right person is selected, intensive job training and goods compensation will be provided to increase employee satisfaction, job performance and organizational commitment.

The focus of an HRMS can be increasing the involvement of employees and empowering them. Under such a system, employees are given more decision-making power, and teamwork is encouraged. For example, a small-business owner may want to shift from focusing on the day-to-day functions of the business to expanding the business. This requires trusting employees, training them, and giving them more decision-making authority.

More and more companies seek the outsourcing services of HR recruitment companies. The focus on HRM is now moved to the strategic utilisation of employees and the measurable impact of employee programs over business. Nowadays successful companies need to be adaptive, resilient, customer-centred and quick to change direction. Within such an environment the effectiveness of HRM is crucial to business success. HR professionals establish systems for performance development, career succession planning and employee development. This keeps people motivated, happy, personally engaged and contributing to company success. Furthermore the HR professional helps the development of organisational culture and climate in which employees have the competency, concern and commitment to serve customers well.

### **3. Objectives of the Study**

The paper discusses on the select issues pertaining to Human Resource Management in Educational Institutions. These are:

- a. To study the Perception of Employees on Recruitment & Selection Process in Educational Institutions
- b. To analyze the perception of faculty members on motivating of human resources in Educational Institutions.

### **4. Methodology**

The study is based on primary and secondary data sources. The secondary data is obtained from select journals, web sources and books. The primary data is obtained from a detailed field survey adopted on 300 sample respondents drawn from select educational institutions using Judgment Sampling method. The Educational institutions are drawn from both Autonomous and Non-Autonomous categories from the Coastal Andhra region in Andhra Pradesh State.

### **5. Analysis of Survey Results**

The field survey results are processed and computed the results as presented below.

#### **A) Perception of Employees on Recruitment & Selection Process in Educational Institutions**

With a view to seek the respondents opinion on the various issues of Recruitment and selection process, the faculty members are asked to give their response to the statements on a five point rating likert scale. The scale



applied is level of agreedness of the faculty members of educational institutions. The weighted mean and standard deviation is computed and presented in table-1.

From table-1, it is to observe that, on a five point rating scale, the computed mean for each of the 16 individual statements is presented. The results show that, faculty members have observed high level of transparency in the recruitment process as the computed mean value is 4.21, where as the faculty members have less perceived transparency in the opinion about the salary and perks offered to them.

The skills of the faculty members are given importance in the selection process and the package offered to them is on par with the other institutions in the locality. A mean value of 3.66 is obtained with reference to ratification to faculty members, hence show that, most of the respondents services are been ratified. Further, the results show that, the referral system is been shown evidence in the selection process. Further, the induction is observed not mandatory as the weighted mean value scored is only 2.80. The mean values further show that, work related flexibilities are not explained for the faculty members and the work load is not uniform to the university norms.

Further, the faculty members have opined that, they have not perceived that much support from senior colleagues. However, the faculty members have received the rules and regulations chart, management has explained about the vision. The offer letter for the faculty members is well served and the salary norms are disclosed to them. The computed standard deviation for the 16 statements is less than 1.5, show the result that, the perceptual differences among the faculty members do not vary that much.

**Table-1, Perception of Faculty Members on Recruitment and Selection Process**

Sl.No.	Statement	Total	Mean	Standard Deviation
1	Transparency can be observed in the Recruitment process in educational institutions	300	4.21	1.16
2	I am selected on the basis of my skills.	300	3.23	1.27
3	Pay package offered is good among the institutions.	300	4.06	1.08
4	Ratification is done to the recruited faculty members	300	3.66	1.26
5	Referral system is not encouraged.	300	2.26	1.27
6	More time will be taken in the selection process.	300	3.33	1.28
7	Induction is mandatory for all the faculty members	300	2.80	1.30
8	Roles and responsibilities are well defined.	300	3.53	1.24
9	Work related flexibilities are explained.	300	2.29	1.11
10	Workload is according to university norms	300	2.31	1.08
11	Vision of management is explained	300	3.16	1.23
12	Rules and regulations chart is well explained	300	3.66	1.15
13	Senior colleagues are very supportive	300	2.93	1.21
14	Salary and other perks are well explained during selection process.	300	2.19	1.08
15	Offer letter is immediately been given after being selected.	300	3.45	1.15
16	Salary norms are disclosed to all recruited faculty members	300	3.17	1.24

Source: Field survey results



**B) Perception on Motivation of Human Resources**

One of the main functions of Human Resources in the Educational sector is to effective motivation of the human resources. Through motivation, the productivity can be increased and the educational institutions can reach the stage of sustainability. For the analysis of motivation of human resources, select dimensions were been analyzed by forming statements and level of agreedness of the respondents are obtained on a likert scale. The mean values for each statement is computed for the purpose of analysis and presented in the following tables.

**a) Analysis on the Orientation to Faculty members**

The perceptions of Faculty members on orientation dimensions are analyzed through the help of 6 select statements. The computed means result show that, the institutions rules and procedures are not well be explained by the management. Most of the management of educational institutions is are not well encouraging the faculty members as computed mean is less than 3 for the statement. For the statement on ‘management motivates the faculty by explaining the goals of the institute’, the computed mean is 2.98 which is less than 3 and this show that, there is a need for the motivation by the management for the faculty members. The faculty are facilitated with self-development in the educational institutes. The friendly relations in the institutions are motivating the faculty members. The consistence among the faculty members has been encouraged well in educational institutes.

**Table-2, Perception on Orientation Dimensions in Educational Institutes**

Sl.No.	Statement	Total respondents	Mean	Standard Deviation
1	Rules and procedures are explained by the management about day to day activities of faculty members.	300	2.71	1.36
2	Skills of faculty are encouraged to the faculty members	300	2.93	1.37
3	Goals of the institutes are frequently explained to motivate the faculty members	300	2.98	1.23
4	Self-Development is encouraged in the educational institute.	300	3.27	1.20
5	Faculty members have good cordial relations among them.	300	3.66	1.28
6	Consistency is one of the main mottos of the institution.	300	3.43	1.38

Source: field survey

**b) Perception on Interpersonal Relations**

Field survey results are obtained with a view to analyze the perceptions of the faculty respondents on influence of Interpersonal Relations. The results show that, there is a need for encouragement of Department Heads to faculty members of the Department. This is vital for the department wellbeing and better performance in educational institution. Further, the need of support of senior faculty members is also very important. The management should receive the newly joined faculty members with due respect and ensuring good relations with the senior colleagues will help the newly joined faculty members to excel in the educational institution.



**Table-3, Perceptions on Interpersonal relations in Educational Institutions**

Sl. No	Statement	Total respondents	Mean	Standard Deviation
1	Superiors in the staff encourage the newly joined faculty members.	300	3.31	1.41
2	For getting adjustment to the institution, management support is made.	300	3.04	1.39
3	Efforts are made to support the faculty members by senior colleagues	300	3.27	1.22
4	Performance of faculty are well rewarded	300	3.18	1.23
5	Head of the Department encourages among the faculty members.	300	2.95	1.34
6	Fair relations with senior colleagues can be seen in the Institution	300	3.22	1.44

Source: field survey

**c) Perception on Flow of information**

It is very important to have free flow of information in between management and the faculty members. An attempt is made to understand the perception of the employee respondents on flow of information in Educational Institutions. The results observed from the survey are presented in table-4.

From table-4, it is to infer that, the respondents are positive towards the sharing of information about the decisions of management. Whereas most of the respondents have rated their level of disagreement about informal communication among the faculty members. Further, sharing of information between departments is not fairly done as the computed mean is less than 3. Further, the sharing of information between senior colleagues and the faculty members is to be improved. However, more agreement is seen with reference to availability of relevant information. The suggestions to management as well as among the faculty members are well shared in the educational institutions without hurdle.

**Table-4, Perceptions on Flow of information in Educational Institutions**

Sl.No.	Statement	Total respondents	Mean	Standard Deviation
1	Faculty members will receive all the decisions taken by the management.	300	3.09	1.33
2	Informal communication is more in the institution.	300	2.91	1.30
3	Fair communication is passed among the departments.	300	2.79	1.26
4	Superiors will share the needed information to newly recruits.	300	2.89	1.28
5	All forms of information is shared among all faculty members.	300	3.89	1.23
6	Faculty members can share the needed information to management.	299	3.40	1.36

Source: field survey

**d) Perception on Welfare measures**

Welfare measures positive influence the faculty members positive influence their continuity and commitment on educational institutions. Further, it is also to notice that, the faculty members are to be provided both statutory and non-statutory welfare measures to make them loyal to the institutions.



**Table-5, Perceptions on Welfare measures in Educational Institutions**

Sl.No.	Statement	Total respondents	Mean	Standard Deviation
1	Family benefits such as medical facility is provided	299	2.89	1.43
2	Insurance to faculty members and his/her family is provided.	299	2.92	1.30
3	Faculty are provided Provident fund.	299	3.04	1.23
4	Support to Children education is provided.	299	3.49	1.19
5	Rest room, Sanitary and drinking water ability are provided.	300	3.32	1.44
6	Recreation facility are provided among the faculty members.	300	3.34	1.35

Source: field survey

The results of the survey show that, with reference to medical benefits provided, majority of the respondents have opined disaggredness as the computed mean is less than 3. Hence, it is to infer that, medical benefits are not been provided to the entire faculty members. Further, the subsidized insurance is not been given all the faculty members. The provident fund facilities are been given to faculty and this is a positive sign. However, it is noticed that, children education support is not been provided among all the faculty members. With reference to sanitary facilities, water and rest facilities, majority of them have perceived positively. Further, the faculty are been provided with recreation facility once in a year.

**e) Perception on Professional Development**

The respondents are asked to rate on a five point rating scale to understand the level of agreedness on the professional development. The responses from the survey are recorded and weighted mean and standard deviation is computed. The results from the survey show the evidence that, majority of the respondents have perceived positively on the management funding the faculty in presenting papers in Conferences. Further, management is supporting to projects undertaken by the faculty members. The support is positive towards the support to creative projects undertaken. However, the respondents are not perceived positively towards the encouragement of improvement of qualification of faculty members. With reference to offering higher salary to deserving candidates to improve career is not well been supported.

**Table-6, Perceptions on Professional Development in Educational Institutions**

Sl.No.	statement	Total respondents	Mean	Standard Deviation
1	Faculty member can get benefited through the facility of increasing the qualification	300	2.96	1.39
2	Government sponsored projects can be availed.	300	3.20	1.36
3	Management sponsors for the participation in the conferences.	300	3.12	1.28
4	Deserving candidate can expect higher pay and perks.	300	2.98	1.28
5	Faculty are been provided the support for access projects.	300	3.27	1.40
6	Creativity and innovation is well rewarded.	300	3.47	1.28

Source: field survey



## **6. Conclusions**

The survey results obtained from select educational institutions reveal that, faculty members are been positive towards most of the practices adopted for the recruitment and selection. Whereas, with reference to motivation in the form of orientation, certain measures including providing transparency in the salary and perks offered , providing contribution to the faculty members in the form of restructuring existing communication patterns, providing support to the professional development are some of the key areas that educational institutions need to concentrate. Further, the welfare measures are not up to the satisfaction level, the educational institutions require to provide increasing the support in the form of providing medical benefits, standardized insurance facility, extending provident fund facility support to all of its faculty members are some of the key areas that educational institutions need to monitor to effectively manage its human resources.

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