
AN ANALYTICAL STUDY ON CURRENT ISSUES OF HRM IN HIGHER INSTITUTES OF LEARNING IN UTTAR PRADESH

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ABSTRACT

The study examined the contemporary issues in human resources management in higher institutions of learning in Uttar Pradesh. The study adopted a descriptive survey designed. Two research questions were adopted for the study. The population of the study comprised 268 employees selected from different Universities of Uttar Pradesh.. Since the population of the study was manageable, there was no any sample. The instrument for data collection was structured questionnaire developed by the researchers titled: "Contemporary Issues in Human Resources Management Questionnaire (CIHRMQ). The reliability coefficient was calculated using Cronbachs Alpha and was found to be 0.84. Data collected from the respondents was analysed using mean statistics and standard deviation towards Contemporary Issues in Human Resources Management in Higher Institutions of Learning in Uttar Pradesh answering the research questions. The findings of the study revealed the functions of human resources management in the higher institutions of learning which range from recruitment, selection, induction, remuneration, performance review/appraisal, job design and description, collective bargaining, and retirement and termination. The findings of the study also revealed the contemporary issues in human resources management in higher institutions of learning which include poor working condition, problems of staffing, use of ICT in education, budget, switch over of faculties, high rate of students and staff indiscipline; issues of funding; poor recruitment process; no induction of human resources; poor supervision/appraisal of staff; poor personnel commitment to work and incessant transfer of teachers. Based on the findings of the study, the following recommendations were made among others that government attention is needed for education sector through improved function as education remains the basis for the progress of all other sectors of the society at large.

Key words: Human resources, Management, Higher Institutions, Learning, Educational policies

1 INTRODUCTION

Greatly have been deliberated and written in the fiction regarding the field of Human Resource Management (HRM); its inside, practices and functions, and; its extents and boundaries. Equally, in recent past, there have been many disagreements relating to the tasks and obligations of Human Resource Management departments in organizations or institution. The leading and earliest role of Personnel Managers in the 1970s was not to direct workers and the problem of wellbeing was not of enormous significance to the management but somewhat they participate in the role of severe and tough negotiators always get ready to be hard on unions. This, conversely, had created obstacle between management and their workers. The workers are compelled to look in the direction of the unions for their welfare in terms of financial and occupational concerns. Obviously, workers were left with no other alternative than to go after the leadership of their union and go divergent to the management, which results to low productivity and thereby makes the organizational goals unattainable. Omotayo and Anthonia (2012) proposed four major policy goals that differentiate the new idea of Human Resource Management from the personnel management; these are: encourage the commitment of employees to increase their performance and also be loyal to the organization as a whole; emphasis on the quality of employees engaged in organizations goes a long way in producing quality goods and services, which is of great benefit both to the customers and the organization; ensuring flexibility plays an important part in the way employees are organized, this makes them to be adaptive and receptive to all forms of changes in all aspects of their jobs such as work hours; working methods and; integrating organizational goals into strategic planning in order to make these policies cut across ranks and files of organization and ensuring that they are gladly accepted and implemented on daily routine by line managers. Importantly, Roehling, Boswell, Caligiuri, Feldman, Graham and Guthrie (2005), nervousness concerning workers welfare in an institution or organizations came on board in the 1990s in order to make workers enlarge their commitments to the organizations and as well increase the altitude of their job satisfaction. Importantly, human resource management as a field of study is presently passing through a transformational phase. Thus, this study have a propensities to furnish researchers with affluent and present debate concerning the notion and activities of HRM.

Operationally, human resource management is a strategic and comprehensive move towards to managing people and the workplace culture and environment. However, effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the institutions goals and objectives. Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. Human resource management is a basic function of management that determines the performance of staff in any organization. This simple 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 school (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 school curriculum, which is designed to actualize educational goals (Omojunwa, 2007). To Maintain and improve educational standards is only possible through teachers.

Other functions of human resource management in higher in the institutions of learning as posited by Bahdin (2016) include planning, organizing, mobilizing,

controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and terminating company needs in helping the realization of goals. Organizing: This is an activity to organize all employees by determining the division of labor, work relations to achieve goals.

Directing: This is the activity of directing all employees, so they want to work together and work effectively and efficiently in helping the achievement of company, employee, and community goals.

Control: This is the activity of controlling all employees, so that they comply with company regulations and work according to plan.

Procurement: This is the process of withdrawal, selection, placement, orientation, and induction to get employees in accordance with company needs.

Development: This is the process of improving technical, conceptual, and moral skills of employees through education and training. The education and training provided must be in accordance with current and future employment needs.

Compensation: This is the provision of direct and indirect services, money or goods to employees as compensation for services provided to the company.

Integration: This is an activity to unite the interests of the company and the needs of employees, so as to create harmonious and mutually beneficial cooperation.

Maintenance: This is an activity to maintain or improve the physical, mental, and loyalty of employees, so that they will continue to work together until retirement. (i) Discipline, is the

most important function of management of human resources and the key to the realization of goals because without good discipline it is difficult to realize maximum goals.

Dismissal: is the termination of a person's employment relationship from a company.

According to Kazi (2015), there is evidence that shows principles and teachers performance has more effect on student achievement, showing that it is imperative to act on that knowledge and strengthen the education workforce to better serve students by administering the role of human resources (HR). The author further posited that apart from the strategic and operational roles, HR also has a set of functions of practices and

methods to integrate and maintain the teaching staff in the institutions of higher learning (Kazi, 2015). These functions must be practised to ensure maximum output and achieve the goals of education optimally. HR functions in the institutions of higher learning describe as follows:

Staff maintenance: Making the work environment conducive for workers. Pertinent practices include promotion and transfer, motivation, staff safety, security and health services.

Staff relations: HR must help build a good communication network in school or university to enable workers to be constantly informed on the progress being made. This encouragement should be done by considering the feelings, interest, needs and emotions of workers and treating them as such with fairness and respect.

Staff development: There is a constant need to change through training and to improve and grow competence, following the ever-changing world. HR must diligently provide or give access to in-service training, conference, workshop and seminars.

Procurement of staff: This function deals with obtaining people with appropriate and necessary skills, abilities, knowledge and experience to fill the vacant teaching posts in schools or universities.

Job performance reward: In the educational sector HR would be responsible to design and administer rewards for jobs performed by employees.

Nowadays, managing staff or individuals at workplace has become multifaceted. Individuals are fed up of doing same thing frequently. They need some change and orientation in time distances. The senior and experienced staff demand large amount of salary. The skilled staffs are very expensive. Their productivity is highly dependent on the persons ability to instruct. The following are contemporary issues in human resources management in the higher institutions of learning as identified on the basis of observation and experience by Anupama (2016), these included the following:

Poor Working Condition: Staff usually expects financial rewards for achievements. But in parallel they also expect healthier and motivated environment in the institution. But it is observed that the staffs in the higher institutions of learning have to adjust a lot. They are always found demanding for facilities and flexibilities in their working

conditions. However, a good remuneration tends to reduce inequalities between staff earnings, raise their individual morale, motivate them to work for pay increase and promotions, reduces inter group friction and employee grievances.

Problems of Staffing: The problem of staffing is massive in most of the higher institutions of learning. The problem arises due to the relation of quality and quantity of staff with respect to the size of the institution. The reason is due to poor staff recruitment and selection process. Moreover, many politicians interfere in the recruitment process. They favour some of their candidates who take away the place of eligible and skilled candidates. On the other hand, some staff rarely stayed in the remote areas where the management wants their services.

Use of ICT in Education: Today is the age of information and communication technology. (ICT) is useful in almost all the sectors including business and educational sectors. ICT is the means

of rapid dissemination of information and imparting knowledge, decentralization of work, expansion of work force. ICT could help the faculty as a facilitator, supervisor and a guide for classroom instruction.

Budget: HR budgets in the higher institutions of learning are much less than those found in other industries. This results as a low salary the staff and as well reduces in the flexibility of the staff. Thus it also reduces the amount of allowances to the faculties.

Switch over of faculties: Many private higher institutions of learning are coming up. In comparison to government authorized higher institutions of learning, private higher institutions of learning provide better facilities to the students. For the sake of survival in the competition as well as to run the institution in profitable manner the owners and trustees offer different kinds of facilities and flexibilities to the staff. Some provide good salary packages to the skilled staff, this makes the staff switch over from one institution to another in small intervals. Interestingly, low retention rate of staff makes results in poor management of human resources.

2 OBJECTIVES OF THE STUDY

The general purpose of the study was to examine the contemporary issues in human resources management in higher institutions of learning in Uttar Pradesh. Specially, the study, sought to:

To determine the functions of human resources management in the higher institutions of learning.

To examined the contemporary issues in human resources management in higher institutions of learning.

3 RESEARCH QUESTIONS

The following research questions guided the study.

What are the functions of human resources management in the higher institutions of learning?

What are the contemporary issues in human resources management in higher institutions of learning?

4 MATERIAL AND METHODS

The study adopted a descriptive survey designed. Two research questions were adopted for the study. The population of the study comprised 268 employees selected from Universities of Uttar Pradesh. Since the population of the study was manageable, there was no any sample. The instrument for data collection was structured questionnaire developed by the researchers titled: "Contemporary Issues in Human Resources Management Questionnaire (CIHRMQ)". The reliability coefficient was calculated using Cronbachs Alpha and was found to be 0.84. The instrument was structured on a 4-point response scale of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The respondents were requested to select one item by a tick (√) against the response category which best suits their opinions. The instrument was

administered to respondents by the researchers with the help of research assistants each from the institution the study was carried out. Data collected from the respondents was analysed using mean statistics and standard deviation towards answering the research questions. Mean below 2.5 was considered as disagree while those above 2.5 were regarded as agreed. Also, any hypothesis less than 0.05 were rejected while those greater than 0.05 were accepted.

5 RESULTS

Research Question One: What are the functions of human resources management in the higher institutions of learning?

Research question one identified the functions of human resources management in the higher institutions of learning. Table 1 indicates that items 1-16 has mean scores above the criterion mean of 2.50 accepted by respondents with a grand mean score of 2.79 and a standard deviation of 0.44 respectively. This implies that the functions of human resources management include the following: planning, organizing, mobilizing, controlling, procuring, developing, compensating, integrating, among others.

Table 1 Mean and Standard Deviation on responses on the functions of human resources management in the higher institutions of learning

S/N	Item Statement	M	SD	Decision
1	Planning	2.55	0.46	A
2	Organizing	2.66	0.45	A
3	Mobilizing	2.69	0.45	A
4	Controlling	2.88	0.43	A
5	Organizing	3.03	0.43	A
6	Directing	3.55	0.39	A
7	Control	2.67	0.45	A
8	Procurement	2.69	0.45	A
9	Compensation	2.78	0.44	A
10	Integration	2.60	0.45	A
11	Maintenance	2.62	0.45	A
12	Dismissal	2.66	0.45	A
13	Staff maintenance	2.98	0.43	A
14	Job performance reward	2.90	0.43	A
15	Procurement of	3.09	0.42	A
16	Staff relations	2.22	0.48	A
Grand Mean		2.79	0.44	A

Research Question Two: What are the contemporary issues in human resources management in higher institutions of learning?

Research question one in table 2 above revealed the contemporary issues in human resources management in higher institutions of learning. All these items were accepted as they met the criterion mean of 2.50 and above. Based on the grand mean 2.88 and standard deviation of 0.44 in table 2 above, it is therefore accepted that these are the contemporary issues in human resources management in higher institutions of learning. This implies that the contemporary issues include: high rate of students and staff indiscipline; issues of funding; poor recruitment process; no induction of human resources; poor supervision/appraisal of staff, among others

Table 2 Mean and Standard Deviation on responses on the contemporary issues in human resources management in higher institutions of learning

S/N	Item Statement	M	SD	Decision
17	Poor Working Condition	2.98	0.43	A
18	Problems of	2.88	0.43	A
19	Use of ICT in Education	2.75	0.44	A
20	Budget	3.09	0.42	A
21	Switch over of faculties	2.67	0.45	A
22	Staff indiscipline	3.07	0.42	A
23	Issues of funding	2.91	0.43	A
24	Poor recruitment process	2.82	0.44	A
25	No induction of human resources	2.96	0.43	A
26	Poor supervision	2.77	0.44	A
27	Poor personnel commitment to work	2.66	0.45	A
28	Incessant transfer of teachers	3.00	0.43	A
	Grand Mean	2.88	0.44	A

6 DISCUSSION

The findings of the study revealed the functions of human resources management in the higher institutions of learning which range from recruitment, selection, induction, remuneration, performance review/appraisal, job design and description, collective bargaining, and retirement and termination. Other functions of human resource management in higher in the institutions of learning include planning, organizing, mobilizing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and terminating company needs in helping the realization of goals. The findings of the study is in agreement with the findings of Bahdin (2016) who posited the functions of the human resources management in the higher institutions of learning which include planning, organizing, mobilizing, controlling, procuring, developing,

compensating, integrating, maintaining, disciplining, and terminating company needs in helping the realization of goals. The findings are also in consonant with the findings of Sharadkumar & Shveta (2016) who postulated other issues of human resource management that have direct effect on the achievement of our predetermined higher institutions of learning objectives include: high rate of students and staff indiscipline; issues of funding; poor recruitment process; no induction of human resources; poor supervision/appraisal of staff; poor personnel commitment to work and incessant transfer of teachers.

The findings of the study revealed the contemporary issues in human resources management in higher institutions of learning which include poor working condition, problems of staffing, use of ICT in education, budget, switch over of faculties, high rate of students and staff indiscipline; issues of funding; poor recruitment process; no induction of human resources; poor supervision/appraisal of staff; poor personnel commitment to work and incessant transfer of teachers. The findings are in line with the findings of Sharadkumar & Shveta (2016) who identified the contemporary issues in human resources management in the higher institutions of learning as high rate of students and staff indiscipline; issues of funding; poor recruitment process; no induction of human resources; poor supervision/appraisal of staff; poor personnel commitment to work and incessant transfer of teachers. The findings is also in consonant with the findings of Anupama (2015) who postulated poor working condition of employees as one of the contemporary issues in human resources management in higher institutions of learning. The author further posited that staff usually expects financial rewards for achievements. But in parallel they also expect healthier and motivated environment in the institution. But it is observed that the staffs in the higher institutions of learning have to adjust a lot. They are always found demanding for facilities and flexibilities in their working conditions. However, a good

remuneration tends to reduce inequalities between staff earnings, raise their individual morale, motivate them to work for pay increase and promotions, reduces inter group friction and employee grievances.

7 CONCLUSION

The research paper concludes that higher institutions of learning remains a veritable means of human resource management and nation building in Uttar Pradesh. Whatever needs to be done in this sector should be done in all sincerely. More so, the paper concludes that higher institutions of learning play vital role in developing HR for various sectors. Thus the challenges for human resource management in the higher institutions of learning are poor working condition, advancement of technology, lack of motivation, rewards and most importantly budget.

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