



# MANAGEMENT OF HUMAN RESOURCES IN HIGHER EDUCATION IN INDIA: THE IMPLICATION OF DIVERSIFYING WORKFORCE

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## Abstract

The management of human resources in higher education in India has become increasingly complex due to the diversification of the workforce. This is due to changes in government policies, demographic shifts in the student population, and globalization. A more diverse and inclusive workforce is essential for the success of higher education institutions in India. Adopting best practices in human resource management that promote diversity and inclusion is necessary to achieve this goal, including recruitment and retention policies that ensure diversity, training for faculty and staff on issues related to diversity and inclusion, creating a more inclusive institutional culture, and collaborating with other institutions and communities. It requires a concerted effort from all stakeholders to create a more diverse and inclusive higher education system in India.

**Keywords :** human resource, management, higher education, diversification, workforce

## Introduction

Human resource management plays a pivotal role in organizational management as it involves recruiting, training, developing, and retaining employees. The same holds true for higher education institutions in India, where effective management of human resources is necessary for providing high-quality education and research. With the diversification of the workforce in higher education, there are several implications for managing human resources. Therefore, this article will examine the challenges of managing human resources in higher education in India, with reference to relevant data and sources.

India boasts one of the world's largest higher education systems, with over 40,000 colleges and universities. Effective management of human resources is essential for the success of higher education institutions in India. However, the diversification of the workforce in recent years has led to several challenges and opportunities for managing human resources. Historically, higher education institutions in India were male-dominated, with individuals from certain castes and socio-economic backgrounds. Nonetheless, there has been a recent push for greater diversity and inclusion in the sector. This push has been fueled by various factors, including changes in government policies, demographic shifts in the student population, and the globalization of higher education. These factors have led to the recognition that a more diverse and inclusive workforce is critical to the success of higher education institutions in India.

One of the significant implications of diversifying the workforce is the adoption of best practices in human resource management that promote diversity and inclusion. These best practices include recruiting and retaining a diverse pool of candidates, providing training for faculty and staff on issues related to diversity and inclusion, creating a more inclusive institutional culture, adopting policies and practices that are flexible and accommodate the needs of a diverse workforce, and collaborating with other institutions and communities to promote diversity and inclusion. By adopting these best practices, institutions can attract and retain the best talent, enhance the quality of education and research, and better serve the needs of the wider community. However, it requires a collective effort from all stakeholders, including

institutions, policymakers, and the wider community, to create a more diverse and inclusive higher education system in India.

### **Challenges of Management of Human Resources in Higher Education in India**

The Indian higher education system faces several challenges that make the management of human resources difficult. One of the most significant challenges is the shortage of qualified faculty members. According to the All India Survey on Higher Education (AISHE) 2019-20 report, there were only 8,06,366 regular teachers in higher education institutions in India. The ratio of students to teachers is also a cause of concern, with 1 teacher for every 24.7 students in India, which is much higher than the global average of 1:16.2. The demand for higher education has increased significantly in recent years, but the supply of qualified faculty members has not kept pace with this demand. This shortage of qualified faculty members has resulted in increased competition among institutions for recruiting and retaining faculty members.

Another challenge is the lack of diversity in the workforce. The higher education system in India is dominated by males, and there is a significant underrepresentation of women, scheduled castes, scheduled tribes, and other marginalized communities in the faculty and administrative staff. According to the AISHE 2019-20 report, only 39.6% of the faculty members in higher education institutions in India are women. Similarly, there is a low representation of scheduled castes and scheduled tribes in faculty positions, with only 16.6% of the faculty members belonging to these communities. This lack of diversity has implications for the quality of education and research, as diverse perspectives and experiences are essential for producing innovative and inclusive knowledge.

Additionally, there is a lack of institutional autonomy in the management of human resources. Many higher education institutions in India are heavily regulated by the government, which limits their ability to recruit and retain qualified faculty members and administrative staff. The bureaucratic processes involved in recruitment and promotion can be slow and cumbersome, which makes it difficult for institutions to attract and retain the best talent.

### **Implications of Diversifying the Workforce**

The diversification of the workforce in higher education has several implications for how human resources are managed. One of the most significant implications is the need for a more inclusive recruitment and retention policy. Institutions must ensure that they are recruiting from a diverse pool of candidates and that they are providing equal opportunities for advancement and promotion. According to a study by the World Bank, the underrepresentation of women in the faculty and administrative staff of higher education institutions in India is a significant constraint on the quality of higher education. The study also notes that increasing the representation of women in these positions can lead to improved educational outcomes.

The diversification of the workforce also requires a shift in the institutional culture. Institutions must create a more inclusive and welcoming environment that values diversity and promotes the participation of all members of the workforce. This requires training for faculty and staff on issues related to diversity and inclusion, and the creation of policies that promote diversity and inclusion. According to a study by the Centre for Policy Research, the creation of a more inclusive institutional culture in higher education institutions in India is necessary for improving the participation of women in leadership positions.

Another implication of the diversification of the workforce is the need for more flexible policies and practices. Institutions must be willing to accommodate the needs of a diverse workforce, such as flexible work arrangements, childcare facilities, and accommodations for individuals with disabilities. This requires a shift away from a "one size fits all" approach to human resource management to a more personalized approach that recognizes the unique needs of each individual.

### **Best Practices for Managing Human Resources in Higher Education in India**

In order to effectively manage human resources in higher education institutions in India, it is essential to adopt best practices that promote diversity and inclusion. Some of the best practices that institutions can adopt include:

**1. Inclusive recruitment and retention policies:** Institutions must develop policies that promote diversity and inclusivity in recruitment and retention. This includes actively seeking out candidates from underrepresented groups, providing equal opportunities for advancement and promotion, and creating a welcoming and inclusive environment.

**1. Recruitment and retention policies that promote diversity:** Institutions must adopt recruitment and retention policies that ensure a diverse pool of candidates and provide equal opportunities for advancement and promotion. This includes targeted outreach to underrepresented groups, training for search committees on issues related to diversity and inclusion, and the creation of policies that address unconscious bias in the recruitment and retention process.

**2. Training and development programs:** Institutions must provide training and development programs for faculty and staff on issues related to diversity and inclusion. This includes training on cultural competency, implicit bias, and creating an inclusive workplace.

**3. Flexible policies and practices:** Institutions must adopt more flexible policies and practices that accommodate the needs of a diverse workforce. This includes flexible work arrangements, childcare facilities, and accommodations for individuals with disabilities.

**4. Flexibility in policies and practices:** Institutions must adopt policies and practices that are flexible and accommodate the needs of a diverse workforce. This includes the provision of flexible work arrangements, childcare facilities, and accommodations for individuals with disabilities.

**5. Institutional autonomy:** Institutions must strive for greater institutional autonomy in the management of human resources. This includes the ability to recruit and retain qualified faculty members and administrative staff, without excessive bureaucratic processes that impede progress. Institutions must also have the flexibility to adopt policies and practices that are best suited for their unique needs and circumstances.

**6. Performance management:** Institutions must implement a performance management system that provides clear expectations and feedback to faculty and staff. This includes regular evaluations, feedback, and opportunities for professional development.

**7. Creation of a more inclusive institutional culture:** Institutions must create a more inclusive and welcoming environment that values diversity and promotes the participation of all members of the workforce. This includes the creation of policies that promote diversity and inclusion, the provision of resources and support services for underrepresented groups, and the promotion of diversity in leadership positions.

**8. Collaboration and partnerships:** Institutions must collaborate with other institutions, organizations, and communities to promote diversity and inclusion. This includes partnering with community organizations to provide support services for students and faculty from underrepresented groups, and collaborating with other institutions to share best practices and resources.

## Conclusion

Effective management of human resources is critical for the success of higher education institutions in India. With the diversification of the workforce, there are implications for how human resources are managed. Institutions must adopt best practices that promote diversity and inclusion, and create a more welcoming and inclusive environment for all members of the workforce. By doing so, institutions can attract and retain the best talent, and deliver high-quality education and research that benefits society as a whole. Adopting these best practices will require a concerted effort from all stakeholders, including institutions, policymakers, and the wider community. But the benefits of a diverse and inclusive higher education system are well worth the effort.

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