



Perspective On Human Resource Management In The Universities

MONA*

Ph.D. Scholar, Mahakaushal University, Jabalpur, M.P., India

*For Correspondence: 1070/1, Kanchan Parisar, Near Madan Mahal Station, Jabalpur, M.P.-482001

Abstract

“Human Resource Management” (HRM) refers to formal systems that manage the personnels within an organization or institution. Human resource manager takes various responsibilities, especially for employees or staff, employee compensation and benefits, and defining or designing the work. The main aim of HRM is to increase the production of institution or organization with the help of optimizing the efficiency of its employees. The fundamental objective of human resources is to acquire, develop and retain the talent; align the workforce with business; and be an excellent resource to business. Indeed, there is sufficient knowledge to support the teaching institution like university in which high performance or high commitment of HRM is possible relating to higher education. Therefore, the present article has been put forth to emphasise to understand certain points on HRM prevalent in the university system. In India, there are about 700 universities existing with different names and byelaws. The existing literature on HRM with regard to various universities has been reviewed in the light of some knowledge and help to focus further in the university system. This paper also highlights the emerging challenges that may be helpful to the researchers and other students of HRM.

Keywords: Human Resource Management (HRM), University, Employees, Researcher, HR Manager, HRM Challenges.

(1) Introduction-

There are vast studies exploring positive results of HRM in various universities, providing encouragement to those who have always made a distinctive approach to the management of human resources. In general, such studies have provided encouraging signs of progress in the area of HRM. If we are to improve our understanding of the impact of HRM on performance in the universities, we must know a theory about HRM, a theory about performance and a theory about how they are linked. The main aim of HRM is to increase the production of universities with the help of optimizing the efficiency of its employees or staff. The fundamental objective of human resources is to acquire, develop and retain the talent; align the workforce with business; and be an excellent resource to business.

Human resource management (HRM) is the set of processes required to effectively use the forces involved in implementing activities of an organization or institution (e.g. University). Given the increasing competition in the labour market, the increase in manpower costs and the dynamics and complexity of the changes, lack of proper human resources performance results in the imposition of high costs and sometimes failure of the aims. The HRM should be desirable according to the requirements of the university and the use of techniques. Hence, the optimal use of human resources requires efficient planning for organizing universities in different periods. Different universities use a different approach to managing specific human resources because the classical approach is geared only to functional organizations. The unique, innovative and temporal consequence of different universities on HRM is to create new roles. However, the human resources in a university generally have more than one role, so they can belong to different teams of management staff or employees. The human resource manager takes various responsibilities, especially for employees or staff, employee compensation and benefits, and

defining or designing the work. Indeed, there is sufficient knowledge to support the teaching institution like university in which high performance or high commitment of HRM is possible relating to higher education.

(2) Application of HRM Theories in Universities-

There may be three broad categories of general-level theory about HRM and a host of more specific and concrete theories about particular areas of policy and practice, like quality, commitment and performance. Three categories of theory can be labelled strategic, descriptive and normative. Strategic theories of HRM are mainly concerned with the relationship between a range of possible external contingencies and HRM policy and practice. In this, the HRM policy and practice becomes dependent variable, judged in terms of how well it is. The implicit but untested hypothesis is that it will be associated with superior performance. In a research study, the work was concentrated on mapping the context, identifying an inner context (within the university) and an outer context (in the wider environment) and exploring how HRM adapted to changes in context rather than analysing any link to performance. Each of the strategic types will need to adopt a different set of HRM policies and they are reasonably precise about some of the variations. Here the hypothesis is that they have business strategy, structure and HRM policy, and practice will have superior performance. HRM usually identifies about four broad areas of activity such as selection, training and development, rewards and careers.

(3) Application of Descriptive and Normative HRM Theories in Universities-

HRM theories are set out to describe in a comprehensive way. There have been given four broad areas of HRM policy and practice and four key outcomes. The theories are essentially descriptive, mapping and classifying the inputs and outcomes. Strength and weakness are the emphasis on an open systems approach which may accurately capture an element of reality but fails to offer specificity. By providing conceptual maps, the models do provide a broad classification of the content of HRM and of a range of outcomes. These theories are useful in adopting a stakeholder approach and in identifying a range of outcomes of interest to the various stakeholders. However, they are essentially employee relations models concerned with the role of manager in balancing competing interests, in highlighting the scope for choice and in identifying some of them. Of course, these theories used in the university system, provide a range of choices and do not recommend specific approaches, so these are largely non-prescriptive, besides giving no clear focus for any test of the relationship between HRM and employees performance. Normative HRM theories or models are more prescriptive in their approach, providing the either sufficient knowledge with a basis for prescribed best practice, or having a set of values indicating best HRM practice in the universities. In these theories, a commitment strategy as the distinctive basis for HRM has been stated. The involvement of language in HRM has also been prescribed. Recently, sixteen HRM practices (subsequently amended to thirteen) on the grounds of their positive effects that are now well established. The central hypothesis is that if an integrated set of HRM practices is applied with a view to

-2-

achieving the normative goals of high commitment to the university with high quality and exhibility, then higher worker performance may be obtained. Also, this may have a positive impact on the performance of universities. Other than the earlier approaches, this normative perspective explains that specific practices and specific HRM goals will always be superior, especially in the university.

(4) Emerging Issues for Research on HRM- The main issue is the lack of theory about the nature of HRM practices. It has been discussed that there is a distinctive approach for selection or training of the university employees, because there is the use of high performance or high commitment HRM practices. In building a set of best practices, one should also take care to account for cultural differences, for instance in practices associated with training, job security or trade unions. Moreover, in collecting the information about high performance HRM policy and practice, the researcher should be cautious about the validity of assumptions in using the data collected from university sources. Another thing is to improve the measures of the 'outcomes'. The philosophy underlining the HRM implies that employees share the concern of shareholders for property. However, it would be unwanted to accept this assumption. The idea of balance, like the concept of optimizing socio-technical systems, implies that compromises may sometimes be necessary. The research study exhibited HRM productivity and quality. Despite the attractions of financial indicators for any attempt to convince senior managers of the impact of HRM, the researcher needs to use a greater range of outcome measures if only to understand how and why HRM has an impact on financial results. The researchers have categorized the study with a deliberate strategy of low uptake of high HRM practices that has been reported as outcomes as good as any other category. Hence,

the researchers need to improve our theory and empirical testing on all fronts, viz. nature of HRM, nature of outcomes and nature of linkages. Of course, there is a need of right combination of survey-based and case-study-based research in the university system.

(5) Learning Practices in Universities-

“Informal Learning” is used to describe about anything learned outside of a formal classroom setting. Learning is especially unscheduled, casual and spontaneous. The training topics covered during this method is not structured and will not be documented. During the job, learning most often happens and can be spontaneous. On the other hand, any training which is not formal or class room based learning method can be considered informal. During such methods, the individuals will be exposed more of experiential learning theory and reinforcement learning theories and very few of cognitive and social learning theories. It has been mentioned that about 90% of the learning will include informal training and about 70% of it will be experiential learning method. However, the HRM managers are expected to learn through their own learning styles, and to benefit both manager and the university or organization accordingly with the new knowledge and skills. Besides, the informal learnings are not bounded for time and cost. In this concern, the workplace learning is one of the important learnings which is most common informal training methods used widely across many universities. It provides learning through talking, discussions, observing others, trial and error, and collaboration, as well as mentoring opportunities while learning. This learning is mostly coached by the Heads of Department or executive committee, and more prominently for newly promoted managers. Another type of learning is “Planned Learning”. This is one of the most effective informal training, where managers cover the Heads of Department during their absence. All responsibility and accountability is given to the managers as a learning method. Most of the Heads of Department leave their assistants to learn through experiential learning, whereas this method provides an opportunity engaged in real work experiences with responsibilities. Furthermore, the managers are expected to know how to initiate development plans for employees as well as to apply the same for themselves. It reveals that only few produce self-development plan are initiated by themselves.

(6) How to Overcome HR Challenges in Universities-

With better means of communication, breakthrough technologies and dismantling of economic and social barriers, the world is becoming borderless and the countries are fast integrating into a truly global economy. In this concern, the role of an HR manager has assumed much greater significance as the HR manager is expected to create conditions in an organization or university where the employees from diverse background, culture and nationality could work together with ease and flourish. To overcome the challenges a HR manger must have to do a proper planning before going for recruitment or selection process with regard to how many vacancies are there that is of what kind of job and for that from where he has to recruit and what must be the qualification of a candidate and how they have to conduct interviews and what are all the hurdles, influencing factor may arise in selecting a candidate. Likewise, the HR manager must take care of facilitation to be given to the existing employees or for new employees. The HR manager should see that what will be the motivator for employee to get stimulated to give his best and he must take care specially about women employees and most competent and talented employees to avoid retaining of employees. Further, the HR manger should adopt ethical behaviour to have cordial relationship with employees and to avoid conflicts and handle diverse workforce with care. The HR manger must work in diverse work force and he must stimulate his subordinates to do action. So, he must develop coordinating attitude in him as well as in the working environment. As human is a social being he needs care and sympathy from others in his working place or anywhere. Hence, as an HR manager works with humans he must have sympathy and should consider the university employees. Also, the HR manger should have complete knowledge of labour that is, he must know the mindset of workers. A manager must have long experience with diverse workforce, besides he must know about changing trend in labour sector as well as changing rules and regulation of the employment. The manager must know about what is the minimum and maximum wage rate and average working hours. Mean while, to be an HR manager one should have high academic qualifications with proper knowledge and experience. A HR manger must not be very rough and hard while he deals with his workers. There must be proper communication among HR manager or departmental managers and employees and it must be clear and understandable. The business owners should focus on communicating the benefits of the change for everyone, so that employees can adjust to changes very easily and quickly. Business should create opportunities for its employees to use their skills and strengths every day. By achieving the targets, the manager can motivate the university employees give them a chance to develop their skills.

(7) Conclusion-

From the view point of above discussion, the globalization has many implications for an organization or university that may entail the diversity of cultures. The basic aim of HRM is to increase the production of university with the help of optimizing efficiency of its employees. The university has grown by using technology, thus it is important to adopt all changes. Not only globalization effects but also some other factors like technological changes, competency of existing employees and well developed skill and knowledge among younger generation, laws and regulations regarding employee benefits and increasing competition in business environment will be a very challenging thing which a HR manager must keep in mind while recruiting and selection of the best employee. In the present era, the HRM has to mount expertise, mindset and capabilities which are required to achieve a competitive edge on global scale. The HR manager must be on continuous look out for creativity and innovation as it is known to be the key to success. Various HRM theories should be applied in university for its better development. In collecting the information about high performance HRM policy and practice, the researcher should be cautious about the validity of assumptions in using the data collected from university sources. Of course, there is a need of right combination of survey-based and case-study-based research in the university system. There are different Learning Practices in Universities, so as to train their employees and researchers.

(8) References-

- Armstrong, M. (2012). *Armstrong's Handbook of Human Resource Management Practice*. 12th Edn. London: Kogan Page Limited.
- Bhat, T.G. (2016). A study on challenges in human resource management. *Intern. J. Res. Analy. Rev. (IJRAR)*, 3 (1): 176-184.
- Guest, D.E. (1997). Human resource management and performance: A review and research agenda. *The Intern. J. Human Resou. Manag.*, 8 (3): 263-276.
<http://www.griffith.ie>
- Mahoud, M., Hojatpanah, S., Darabi, A. (2019). Human Resource Management in the Project-Oriented Organization: A Review. *The 6th Conference on Advanced Studies and Research in the Field of Humanities, Management and Entrepreneurship, Tehran, Iran.*
- Mahoud, M., Hojatpanah, S., Darabi, A. (2019). Team Building and Teamwork Effectiveness Factors in the Project-Oriented Organization: A Review. *The 6th Conference on Advanced Studies and Research in the Field of Humanities, Management and Entrepreneurship, Tehran, Iran.*
- Rupp, P. (2015). Approaches for Adding Informal Learning. Retrieved from www.td.org:
<https://www.td.org/insights/3-approaches-for-adding-informal-learning>
- Woods, C. (2016). What Is the Planning Process? Steps & Concept. [Online] Available at:
<https://study.com/academy/lesson/what-is-the-planning-process-steps-lessonquiz.html>