

Understanding the Role of Interest in Human Resource (HR) Activities Undertaken by Employees in Teaching Sector: A Study based on Private Universities of Delhi NCR Region

Nusrat Khan¹ and Shubham Aggarwal²

¹G D Goenka University

²Student G D Goenka University

E-mail: ¹nusrat.khan@gdgoenka.ac.in, ²aggarwalshubham1204@gmail.com

Abstract—HR management function in any company has got a new dimension to operate upon in companies of various types. The roles and responsibilities have shifted from core HR professionals to managers at all levels in all department. Moreover all of this has been linked with the strategic objectives of the organizations performance. Therefore understanding the importance of HR activities undertaken by employees in teaching sector which includes both teaching and non-teaching employees will give a glimpse of how employees relate within the organization and its core objectives and also how involved are they in the same.

1. INTRODUCTION

Before we define HRM, it seems relevant to first define the term 'human resources'. In common manner of speaking, human resources means the people. However, different management experts have defined human resources differently. A whole consisting of inter-related, inter-dependent and interacting physiological, psychological, sociological and ethical components. According to Megginson "From the national point of view- human resources are knowledge, skills, creative abilities, talents, and attitudes obtained in the population; whereas from the view-point of the individual enterprise - they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitude of its employees".

Human Resource management function in any company has got a new dimension to operate upon in companies of various types. The roles and responsibilities have shifted from core Human Resource professionals to managers at all levels in all department. Moreover all of this has been linked with the strategic objectives of the organizations performance. Therefore understanding the importance of HR activities undertaken by employees in teaching sector which includes both teaching and non-teaching employees will give a glimpse of how employees relate within the organization and its core objectives and also how involved are they in the same.

1.1 Human Resource activities

If we talk about activities or functions in Human Resource then there 5 basic activities that are undertaken by HR managers in any organisation, they are listed as below:

1. Staffing
2. Rewarding
3. Employee development(Training)
4. Employee maintenance
5. Employee relations

1.1.1 Staffing: Staffing is an essential part of human resource management. It facilitates procurement and placement of right people on the right jobs.

1.1.2 Human Resource Planning: Process for determination and assuring that organization will have adequate number of qualified persons available at proper times, performing jobs which would meet needs of the organization and provide satisfaction for persons involved. Job analysis, Recruitment, Selection and Placement.

1.1.3 Rewarding: Reward systems to encourage employee cooperation and commitment. Practices include job evaluation, performance appraisal, and benefits. Compensation process which inspires people to give their best to the Organisation through the basic rewards.

1.1.4 Employee Development (Training): Analyzing training requirement to ensure that employees possess the knowledge and skills to perform satisfactorily in their jobs. For improving, changing and developing skills, knowledge creative ability, aptitude, attitude and values of an employee.

1.1.5 Employee maintenance: administration and monitoring of workplace, safety, health and welfare policies to retain a competent workforce and comply with statutory standards and regulations.

1.1.6 Employee relations: Employee involvement/participation schemes in Union or Non-Union workplaces. In a union environment, it also includes negotiations between management and union representatives over decisions affecting the employment contract

1.2 Role of Interest in Human Resource

The HR (Human Resources) industry has undergone a significant transformation and long gone are the days when it was thought to play little more than an administrative function within a business. A career in HR brings with it multiple opportunities for variety and career progression. With organisations becoming increasingly aware of the need to attract and retain the best people for their workforce, along with the somewhat complex nature of employee welfare and employment law, employers are constantly seeking skilled additions to their HR team.

They are recruited to deal with all the functions of a business that relate to its employees, explaining why it might often be known as the Personnel department. Here are several specialist roles in HR, including employer branding, HR business partner, and change management, most positions will require you to get involved in multiple functions such as recruitment and selection, training and development, employee relations, contracts of employment, complaints and grievances, employee rights, appraisals, and health and safety. Some of the major reasons why people choose a career in HR is the opportunity to influence innumerable aspects of the organisation, to assist in the development of its employees, and to play a part in influencing strategic business decisions. A business is only as good as its employees, and an organisation's employees are only as good as their HR team.

1.3 Teaching Industry scenario

India is an important educational centre in the global education industry. India has more than 1.4 million schools and more than 35,000 higher education institutes. India has one of the largest higher education systems in the world and there is still a lot of potential for further development in the education system.

India's online education market size is expected to touch US\$ 40 billion by 2017. The RNCOS report titled, 'Booming Distance Education Market Outlook 2018' expects the distance education market in India to grow at a compound annual growth rate (CAGR) of around 34 per cent during 2013-14 to 2017-18. Moreover, the aim of the government to raise its current gross enrolment ratio to 30 per cent by 2020 will also boost the growth of the distance education in India. There is strong support that HR be viewed as a function in educational institutions playing a critical and interventionist role in educational institutions. The challenges are -

Hiring – Strategies for recruitment for getting on board good & adequate teachers, administrators and support staff for existing infrastructure.

Vendor management skills - To manage service providers for canteen, labs and sports training on campus, specialized coaching centres within campus, etc. which are increasingly being outsourced to affect economies of scale, optimum utilization of facilities, brand building, etc.

Retention – To ensure personnel are not “poached” for higher remunerations laterally. Awareness in teaching fraternity about what is happening outside the education world is a reality; management of institutions should live with.

Training & Retraining – What opportunities are being provided to personnel to get trained and retrained and/to acquire newer skills and proficiencies in technologies, for example:

Career growth options for personnel so that potential is recognized and rewarded. Are we building an effective succession plan which will be quickly implementable in case of a situation that may have tectonic implications

Performance driven assessments to ensure rewards and feedback are given to teachers at periodic intervals.

2. OBJECTIVES

The objective of project is to understand the role of interest in Human Resource activity undertaken by teachers in day to day life, or in other words it will cover certain aspects of Human Resource activity undertaken in an organisation including Staffing, Training and development, employee relation and many more. This will tell us about what all HR activities are not taken care of in education industry or in teaching sector

Some of the other objectives include

- To understand the role of interest in HR activities undertaken by employees.
- To make them aware of the core HR function is no longer the domain of only HR professionals within the organization.
- To understand the relevance of interest in HR functions in teaching sector of both teaching and non teaching employees.
- To understand the involvement of employees in their day to day functional activities which goes beyond the conventional role

3. LITERATURE REVIEW

3.1 Human Resource

The place of human resource management (HRM) figures prominently in any administration and nowhere more so than in the education sector. Between the rapid increase in staff and the plethora of new rules and regulations, the complexity of HRM has grown enormously.

Human Resource (HR) management deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals. In an organization, the management of human resources means that they must be recruited, compensated, trained, and developed.

Administration at all levels involves effective planning, organizing, supervising, controlling and evaluating. It is therefore their duty to co-ordinate all activities to meet the Human Resource Management and Organizational Behavior in the Educational Institutions/University System. Attempt has been made to understand the meaning of human resource management as the understanding of human behavior, their needs, aspiration in an organization and developing strategies to accomplish these needs and aspirations. Knowing that if these needs are neglected, it could lead to failure in achieving set goals for the administration of future education system. It should be understood that these individuals work with external and internal environments which are psychological and sociological in nature.

The importance of human resources development (hereafter referred to as ("HRD")) is obvious when one considers that in any economic activity it is the human element that Commands, Directs, Organizes and Controls.

The quality of people appropriate to the particular level and complexities of the activity determines how well or poorly, these tasks are accomplished. HRD encompasses a wide range of subjects such as health care, nutrition, population control, education and training. For the purposes of this paper, the term HRD is used to cover only education and training, as they are more directly related to the mandate of employers' organizations. The objectives of this paper are to identify the reasons why employers and their organizations in the Asian-Pacific region (or anywhere, for that matter) need to be concerned and involved in HRD, and why today HRD is more important than before for competitiveness and socioeconomic development. The principal theme of this paper is that investment in education and training is the main key to progress from one level of economic development to another [3]. It assesses the impact of bundles of HR practices on workplace trust, job satisfaction, commitment, effort and perceived organizational performance. A theoretical model is developed and tested using data collected through a postal survey of UK local government employees. The results support the hypothesis that HR practices are powerful predictors of trust and organizational performance. These findings demonstrate the need for public organizations to re-evaluate their current battery of HR practices in an attempt to improve overall performance. [1] says that in current business environment, human resource (HR) is an indispensable input for organizational effectiveness. Therefore, an effective management of human resources has an important role to play in the performance and success of organizations. The study

attempted to explore the relationship of three dimensions of innovative human resource practices (IHRPs): that is, the extent of introduction of IHRPs, their importance for organizational goal achievement and satisfaction with implementation of IHRPs, with organizational commitment (OC). Regression analyses showed that the perceived extent of introduction of innovative human resource practices by the organizations was the most significant predictor of organizational commitment. [9] asks questions make measurement of HR difficult "What to measure? How to measure it? When to measure? Where to measure?" This article reviews the history of HR measurement; summarizes how HR measures may be done for professionals, practices, and functions; and offers specific guidelines for improving HR measures.

[2] states that the terms "human resource management" (HRM) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource (HR) management deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals. Human resource management can make an important contribution to knowledge management simply because knowledge is shared between people; it is not just a matter of capturing explicit knowledge through the use of information technology. From this point of view the role of human resource management is to ensure that the organization has the intellectual capital it needs. This paper looks at some of the ways in which HR can revise its own systems and practices to ensure that they have a knowledge focus and reinforce the organization's overall knowledge management goals. [3] states that the current strategic human resource management theory suggests that HR flexibility is a Dynamic capability facilitating a firm's rapid response to changing economic environments, thus creating value. However, the components of HR flexibility and their potential relationship to firm performance have not been empirically examined. While skill, behaviour, and HR practice flexibility are significantly associated with an index of firm financial performance, we find that only skill flexibility contributes to cost efficiency.

4. RESEARCH METHODOLOGY

This section introduces the data and methodology used to study "The role of interest in Human Resource (HR) Activities undertaken by employees in teaching sector". The analysis draws on data collection from various departments in 2 educational institutions. The main aim of this research is to understand the interest of teachers in Human Resource. The study covers very detailed information on teachers about their interest in HR. In our research we took sample of about 200 teaching and non-teaching staff who serves in 2 universities in NCR. Here staff members were asked to fill up the questionnaire. The questionnaire covered human resource

activities including Staffing, Training and Development, Employee Relations, Labour and Industrial Relation, Compensation, Safety and Security etc. An advantage of this research is that it covers both teaching and non teaching staff in colleges and their different interests. The data is limited to NCR region. However, this is in itself an advantage since it allows for greater insight of Human Resource activities undertaken by them.

4.1 Research Design

• Exploratory Research

Exploratory Research is a type of research design in which the major emphasis is on gaining ideas and insights. It is conducted to provide a better understanding of a situation. It isn't designed to come up with a final answer or decision but it helps to get an overview of the research topic. The research requires basic know how of the retail employee working there. This information can be collected from various sources in a non- fixed format.

• Descriptive Research

Descriptive research is a type of research design in which the major emphasis is on determining the way things occur. It usually tries to describe processes, people or other entities. This is not a very flexible type of research design. It requires clear specification of the research. The purpose of this research is to analyse the role of interest in Human Resource activity undertaken by employees in Teaching Sector. This research uses exploratory research followed by descriptive research.

4.2 Sampling Design

Sampling is the process of selecting units from a population of interest so that by studying the sample one may fairly generalize our results back to the population from which they were chosen.

4.2.1 Target Population

Elements/ Sampling Units: The target population of the research are the staff members of 2 universities in NCR.

Extent: Delhi and Gurgaon (NCR)

4.2.1 Sampling Frame: Gurgaon Educational Institutes

4.2.3 Sampling Design: Convenience sampling

4.3 Data Collection

Primary data was collected through Questionnaire and secondary data was collected through books and internet.

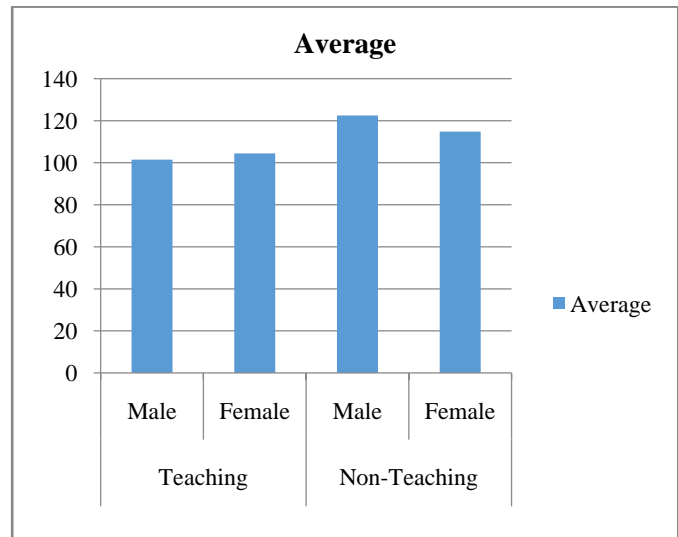
5. RESULTS AND ANALYSIS

This is the most important part of our research as this tells us about the results that we have got while calculating the

average of both organisations. The following results will familiarise all, about interest in HR activities undertaken by faculties on an average in the organisations.

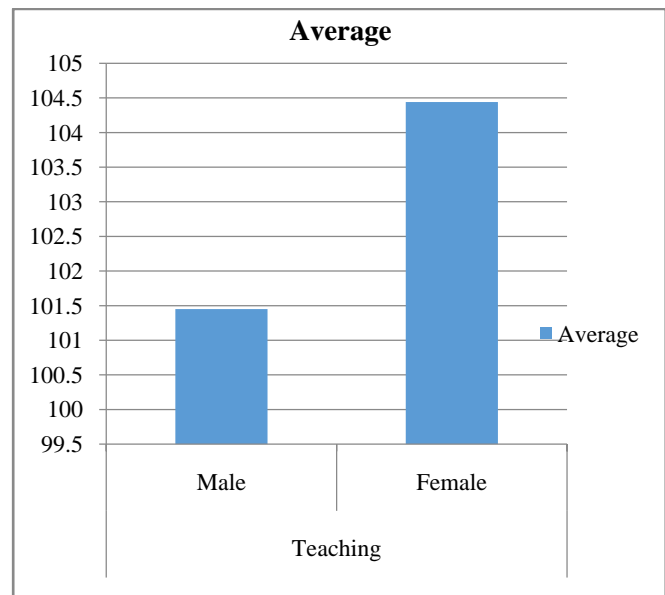
5.1 Organisation-A

Table 1



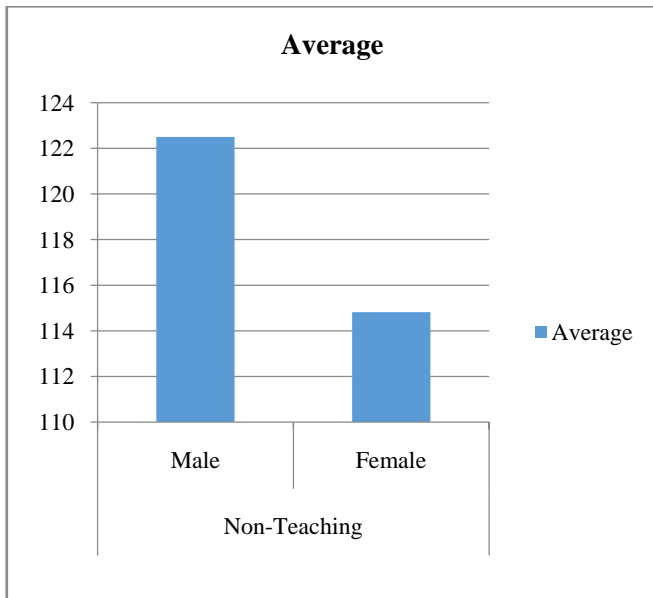
In this chart we see that teaching faculties are less interested in HR activities as compared to the Non- Teaching faculty. This graph also shows that in non-teaching faculties, male faculties are more interested in HR

Table 2



This chart shows that in teaching faculty, Female faculties are more interested in HR activities as compared to Male faculties.

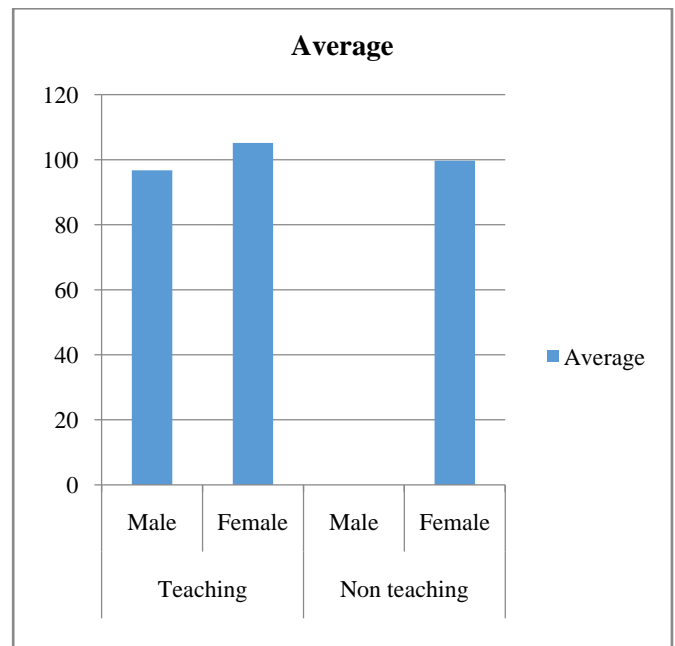
Table 3



This chart shows that in Non-Teaching faculty, Male faculty are more interested in HR activities than the female faculty.

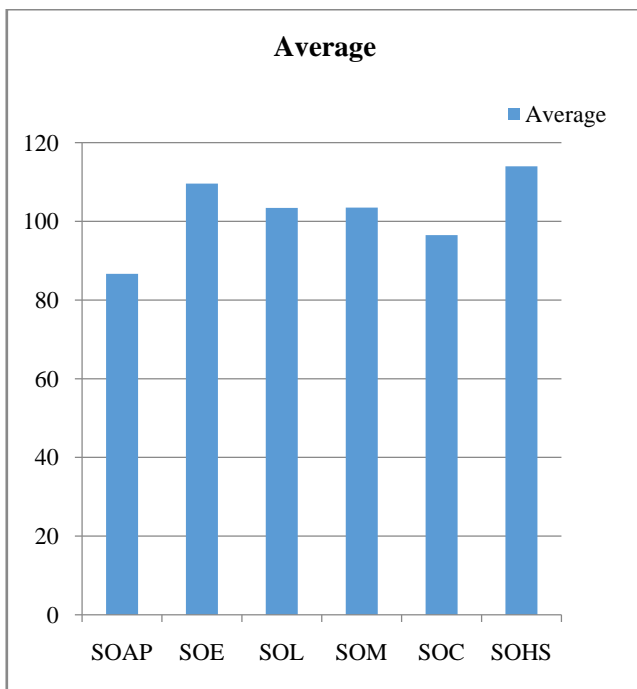
5.2 Organisation-B

Table 1



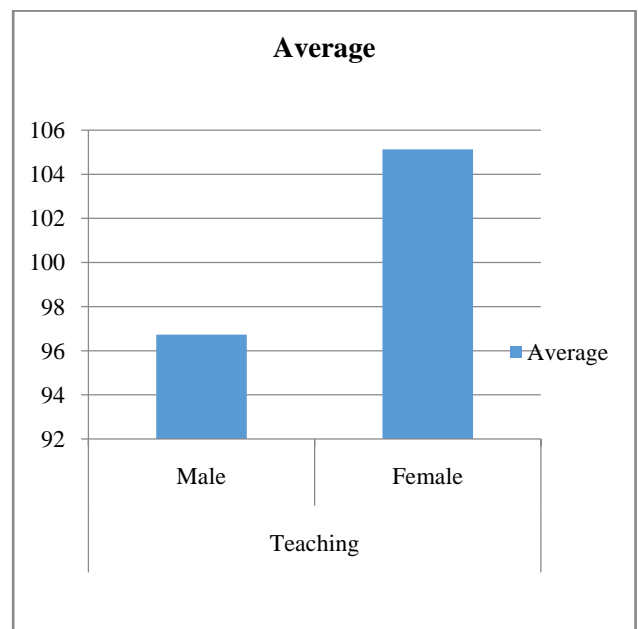
In this chart we saw that teaching faculty is more interested in HR activities as compared to the Non - Teaching faculty. In this we also saw that Female faculties are more interested in activities.

Table 4



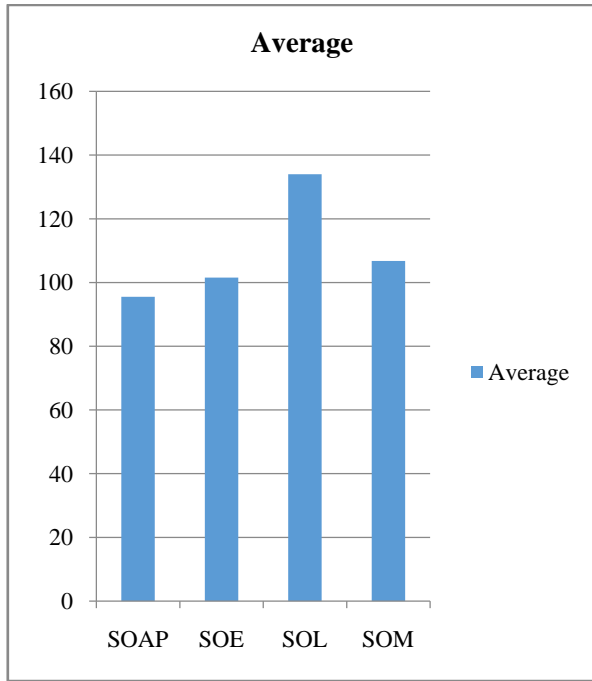
Department wise comparison of HR activities undertaken. In this we saw that faculty of SOE and SOHS are more interested in HR activities than any other department faculty in Organisation-A.

Table 2



In this chart we saw that in teaching faculty, Females are more interested in HR activities compared to Male faculty.

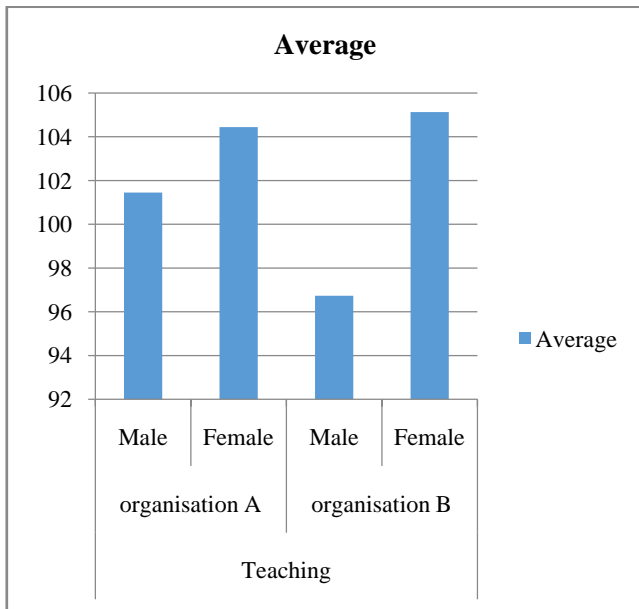
Table 3



This is a department wise comparison we can see that faculty of SOL and SOM are more interested in HR activities than any other department faculty in Organisation-B.

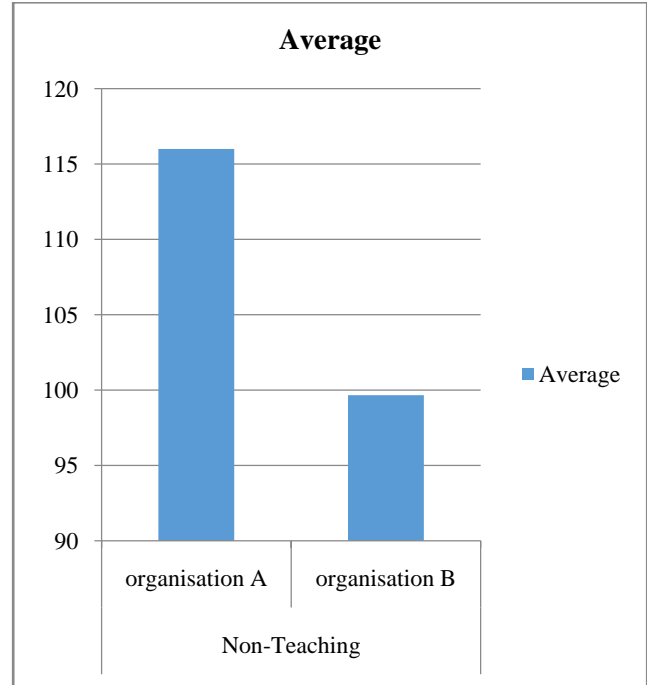
5.3 Comparison between Organisations

Table 1



This graph tells us about difference of interest in HR activities in different organisations. As we can see that teaching faculty of organisation B is more interested in undertaking HR activities

Table 2



This graph tells us about difference of interest in HR activities in different organisations. This represents that in organisation A, non-teaching staff is more interested in undertaking the HR activities than organisation B.

6. FINDINGS AND DISCUSSIONS

In this part we will represent the findings from the organisations under study and discussions that were undertaken during the survey.

6.1 Organisation A

In this organisation responsiveness of the faculties towards the questionnaire was more positive and all were filling it with a greater interest. The results were quite shocking to us as in organisation A; staff in non-teaching was more interested in undertaking HR activities as compared to teaching faculties. We also came to know that in teaching faculties out of male and female data, female faculties were more interested in performing HR activities. Where as in non-teaching department male faculties were more interested in doing activities compared to female faculties. In department wise comparison of Interest in HR activities the results showed that Faculties of School of Engineering stood first, faculties of School of Humanities and Sciences stood second and faculties

of School of Management Stood on third position then other departments such as SOL, SOC and SOAP respectively.

6.2 Organisation B

In this organisation responsiveness of the faculties towards the questionnaire was moderate and some of them were responding to the questionnaire with a good interest, the results of organisation B were quite interesting as, in this part teaching faculties were more interested in undertaking HR activities as compared to non-teaching faculties and female faculties out of (male and female faculties) were more interested in understanding HR activities. There were no male faculties in non-teaching sector so we could only get data of female faculty's data and automatically female faculties are in higher side as compared to men. In department wise comparison of Interest in HR activities the results showed that Faculties of School OF Law stood first, faculties of School of Management stood second and faculties of School of Engineering Stood on third position then other departments like SOAP respectively.

6.3 Comparison between Organisations

While comparing the level of interest in HR activities undertaken by faculties in both the organisation we came to a conclusion that teaching faculty of organisation B are more interested in undertaking the HR activities. In both the organisation there was only one common similarity that is female teaching faculties were more interested in undertaking HR activities as compared to male teaching faculties.

Where as in Non-teaching faculty, organisation A stood much higher as compared to non-teaching faculty of organisation B and represented that their interest in HR activities is more than any other organisation.

REFERENCES

- [1] Agarwala, T. (2003) "Innovative human resource practices and organizational commitment: an empirical investigation." *International Journal of Human Resource Management* 14.2: 175-197
- [2] Aziri, Brikend, Nexhbi Veseli, and Sadudin Ibraimi. "Human Resource and Knowledge Management." (2013).
- [3] Bhattacharya, Mousumi, Donald E. Gibson, and D. Harold Doty. "The effects of flexibility in employee skills, employee behaviours, and human resource practices on firm performance." *Journal of Management* 31.4 (2005): 622-640.
- [4] Gould-Williams, Julian. "The Importance of HR Practices and Workplace Trust in Achieving Superior Performance: A Study of Public-sector Organizations." *The International Journal of Human Resource Management* (2003): 28-54. Print..
- [5] Guest, David E. "Human resource management-the workers' verdict." *Human Resource Management Journal* 9.3 (1999): 5-25.
- [6] Huemann, Martina, Anne Keegan, and J. Rodney Turner. "Human resource management in the project-oriented company: A review." *International Journal of Project Management* 25.3 (2007): 315-323.
- [7] Kalleberg, Arne L., and James W. Moody. "Human resource management and organizational performance." *American Behavioral Scientist* 37.7 (1994): 948-962.
- [8] Rosenzweig, Philip M., and Nitin Nohria. "Influences on human resource management practices in multinational corporations." *Journal Of International Business Studies* (1994): 229-251
- [9] Ulrich, Dave. "Measuring human resources: an overview of practice and a prescription for results." *Human Resource Management* 36.3 (1997): 303-320.
- [10] Ulrich, David. Human resource champions: The next agenda for adding value and delivering results. *Harvard Business Press*, 2013.