

“A study on Impact of Human Resource policies on Productivity at Educational Institutions in Bangalore”

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Abstract

In today's modern age of trajectory competition, the professionalism is very much required for the success of any organization. Today's educational Institutions administration is found lacking in practice of professional Human Resource Management policies. The numbers of these organizations are increasing and not able to deliver quality and productivity, results in deteriorating the quality of staff members as well as students. The main objective of this article is to examine the effects of employees' productivity based on the HR policies of the institutions and know the reasons why the productivity has been declined and attempting to know the inner view of the employees working in the education institutions.

Keywords: Administration, Human Resource Management, Productivity

Introduction

Conventionally, the education institutions are looking for the teachers who teach the subjects rather than looking inside the “Black box”. Educationalist, entrepreneurs, made the impression on Human

Resource Management in the educational institutions to deliver the education in excellence. Among all factors (Finance, Human Resource, materials) in the organizations, the human resource is the most important and difficult to manage. The reason being that the peoples are coming from different region, regional, cultural backgrounds and everyone will be born unique and possess different characteristics that is the way they think, feel, reason and act. Human Resource Management is a tool of brings the organization and people together for the mutual goals to meet. HRM involves wide activities to enhance the organizations to work more effectively and efficiently in educational administrative functions. This is because every administrator has a function to perform through his staff and his/her own capabilities. Every educational institution like other formal organizations will have the objectives and goals needs to be executed successfully. To be able to achieve this, the Principal who is the 'Head of administration' has to guarantee that personnel with whom they works with him must delegate their roles, goals clearly and are being given appropriate support for the growth and recognition.

Human Resource Management and Productivity

The main objective of HRM is to utilize the resources of the organization optimum as much as possible. To achieve this, the Educational Institution's Chief administrator (Principal) is required to meet the following objectives:

1. Recruitment and selection of the staff and non-teaching staff
2. Establishing the conducive working environment within the organization to encourage and motivating the employees (staff and non-staff)
3. To help the employees in enhancing their abilities and skills to meet the standards of the organization.
4. Balancing the personnel needs of the staff and the needs of the institution

Any educational institution's growth will be depends upon the productivity of the employees. If employees assume their responsibilities and self-motivated then in short span of period, the organization finds its success and reaches highest peaks. HRM torques the employer and employees and helps in increasing employee's productivity through the training programs. Training enhances the skills, knowledge of all levels of employees and the implementation of effective HRM training practice can create a source of competitive advantage as the practices are added and thus work together to generate positive value for the organization.

Literature Review

Vasithaet. *al.* (2011) said that, all organizations including educational institutions are made up of people who chose to work in it primarily because it enables them to satisfy at least some of their personal needs. Virtually everybody works, plays or is educated in an organization. Attempt must be made to define what an organization is. Here the organization as a system of consciously coordinated activities which are deliberately structured for the purpose of realizing specific goals. In the views organization thus: “Whenever several people are working together for a common end, there must be some form of organization: that is the task must be divided among them and the work of the group must be coordinated. Dividing the work and arranging for coordination make up the process of organization and once that is completed, the group may be described as an organization.” It is also a systematic attempt to understand the behavior of people in an organization; not just human behavior but structural behavior, elements behavior, systems behavior and even policy behavior.

Bloom *et. al.* (2010), states the HRM includes incentive pay (individual and group) as well as many non-pay aspects of the employment relationship such as matching (hiring and firing) and work organization (e.g. teams, autonomy). It starts with some facts on levels and trends of both HRM and productivity and the main economic theories of HRM. It looks at some of the determinants of HRM - risk, competition, ownership and regulation.

Statement of the Problem

The problem undertaken to study the impact of HRM on productivity at educational institutions and how HR policies assist the employees to work efficiently and productively and also guides the organization and employees to achieve the goals of the both.

Objective of the Study

- To study the performance of the employees.
- To suggest the HR techniques for the improvement of employee productivity.
- To study the Human Resource policies implemented in educational institutions.

Scope of the Study

An effort is made to know about the effects on HRM on the productivity of the employees in educational institutions through this study.

It helps in exploring the working environment to the needs of both teaching and non-teaching employees. The study covers the views and opinions of the employees about the quality of work life, they have expected in the organization

Research Methodology

Exploratory Research

The data are collected from both primary and secondary sources:-

Primary sources

1. **Observation method:** In this study a observation method is used to collect the primary data.
2. **Informal interviews:** An interview conducted to the employees of various engineering institutions and collected little information from them.
3. **Structured Questionnaire:** A structured questionnaire prepared eight questions prepared and distributed among the employees and collected the information.
4. **Interview:**under this method we prepared few questions and asked the respondents regarding some specific area and collected the information.

Secondary sources:

Newsletters, Articles, Internet, Newspapers

There were 120 questionnaires distributed among the engineering colleges in South Bangalore, on that the 90 respondents were received, out of which 15 were rejected because of incompleteness. Total 75 questionnaires were used for analysis. The research design is purely descriptive and simple random samplings have been used for primary data collections.

Limitation of the Study

- i. The study is restricted to Engineering colleges in South Bangalore.
- ii. The data gathered from the opinions of the employees which are assumed to be correct.
- iii. Lack of time
- iv. Fear among the employees to reveal their opinion due to fear of superiors.

Plan of Analysis

Using a simple percentage method for statistical interpretation supported by tables, graphs & diagrams

Data Analysis

- 1) The table shows the employee's knowledge about HR policies of the organization
 1. Strongly agree b) Agree c) Disagree

Parameter	Respondents	Percentage
Strongly agree	40	53.3
Agree	17	22.7
Disagree	18	24
Total	75	100

2) The table shows the superior leadership style identified by their subordinates

Parameter	Respondents	Percentage
Autocratic	50	66.7
Democratic	10	13.3
Free rein	15	20
Total	75	100

3) The table shows employee motivation in Educational institutions

Parameter	Respondents	Percentage
Yes	35	46.7
Don't Know	25	33.3
No	15	20
Total	75	100

4) The table shows interruption to the employees by their superior in the organization during work

Parameter	Respondents	Percentage
Rarely	47	62.7
Sometimes	13	17.3
Most of the time	15	20
Total	75	100

5) The table shows employees desire free time but become bored and restless when you gain some extra time.

Parameter	Respondents	Percentage
Rarely	32	42.7
Sometimes	24	32
Most of the time	19	25.3
Total	75	100

6) The table shows employees feel guilty when they say no to a request

Parameter	Respondents	Percentage
Rarely	40	53.3
Sometimes	25	33.3
Most of the time	10	13.3
Total	75	100

7) The table shows parameters the organizations are considered to evaluate the performance of employees.

Parameter	Respondents	Percentage
Punctual & Preparation for class	13	17.3
Punctual , Preparation for class & Subject Knowledge	20	26.7
Punctual , Preparation for class, Subject Knowledge & Students feedback	35	46.7
None	07	9.3
Total	75	100

8) The table shows factors considered in evaluating the productivity of the employees.

Parameter	Respondents	Percentage
Self-appraisal & HOD	20	26.7
HOD & Principal	05	6.7
Self-appraisal, HOD,& Principal	06	8
Self-appraisal, HOD, & Peers	44	58.6
Total	75	100

Findings

- Most of the employees believe that they are aware of HR policies of the institutions as 53.3% but still more employees as 24% feel that they don't have knowledge of policies.
- Maximum number of employees agrees that the leadership style followed by superiors was Autocratic.
- The respondents are accepted that the institutions provide both monetary and non-monetary benefits to motivate the employees.
- The more number of employees as 46.7% believes that the performance evaluation is done the parameters such as Punctuality, Preparation for class, Subject Knowledge & Students feedback.
- The respondents (58.6 %) says that the productivity is measured on several factors such as Self-appraisal, HOD, & Peers

Suggestions

- Most of the colleges don't conduct orientation and training programs to the teaching and non-teaching staffs. Hence the college management and Head of the institution have to concentrate

on various on the job and off the job training programs to both teaching and non-teaching staff for the enhancement of knowledge.

- Autocratic leadership always leads to the demotivation to the employees it's a suggestion to the institutions to have a participative leadership and superiors should be trained for the participative leadership style.
- It is suggested that the parameter for performance evaluation should be done by giving more importance to the subject knowledge and for research work.
- Performance management systems should be adopted in the institutions.

Conclusions

The above study indicates that the Human Resource Management policies impacts both positive and negative effects on the educational institutions. And also it shows that the institutions failed in implementing of proper HR policies for the mutual benefits for both management and staff members. Hence the institutions have to think seriously that how to run the institutions smoothly without any interruption and increasing its effectiveness by suitable HR policies, in turn the organizations sustain for longer time and marking global presence by its reputation.

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