

# HRM PRACTICES ASSIMILATED FOR HIGHER EDUCATION INSTITUTIONS IMPROVED ACADEMIC EXCELLENCE

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## Abstract

Examining HRM practices in Higher Education Institutions (HEIs) is the goal of the study. The significance of the research topic chosen is to conduct a comparative analysis, review the HRM practices that have been successful in these establishments, and explain how the HRM practices are implemented and how they contribute to the successful improvement of academic quality in Higher Education Institutions. The benchmarking technique was utilized in the study to review relevant literature regarding best practices in Human Resource Management (HRM) as implemented by other academic institutions worldwide. The way HRM practice is integrated into tertiary academic facilities to enhance, preserve, and perpetuate academic excellence is where the revision's finesse lies. The exercise's outcome would be considered while reviewing relevant literature on HRM best practices in postsecondary educational settings.

## Introduction

Human resource management strategies serve as guiding principles for enhancing educational delivery in every state [1]. The philosophy and standards of a nation's educational systems defines how its HR should be treated, [2]. In general terms, education is considered to be a process of imparting knowledge, concepts, attitudes, ideals and expertise in a people to make their lives purposeful now and meaningful later on. Higher education plays a vital role and functions in developing a country's economy to have a competitive advantage, adeptness and productive. Lecturers and researchers can be seen as key resources of higher educational institutions, they are mandated by the institutions to carry out their corporate plans-though the staff administration strategies are important in assisting manage change and getting used to latest conditions influencing them and offering direction. Thus Human Resource Management focus occurs in supervising persons in the proprietor-worker association. Particularly, it implies the useful contribution of individuals in realizing the institution's planned corporate objectives and the fulfilment of each worker's requirements in an organization.

Capital and general resources are inert factors of production, it is only human resource that is capable of accumulating capital, exploiting natural resource, building social, economic and political institutions and enhancing national development agenda [3]. As it is noted from the discussion, any nation incapable of developing the knowledge, abilities and talents of its citizens to be prudent is certainly not interested in

nation building and also is incapable of building its economy. To this effect, the maintenance and sustainability of academic standards is a prerequisite for any nation that is looking forward to have a competitive advantage and also to rub shoulders with the global world. Quality management of educational institutions is a sure way of monitoring the academic standards and build confidence in the outside world.

## **1. Human Resource Management Context**

The impact of human resource management practices has become a dominant study in the field of staff administration. [4]states that Human Resource is an important and rational method of administering an institution whose highly talented staff singly or as a team add to the realization of its targets. Researchers in human resource management have emphasized that staff administration procedures could result in greater productivity in addition to becoming known for continuously staying ahead of the challenge. In order to maintain the changing trend of human resource activity, human resource experts should expand and display fresh skills to accomplish their transforming role and tasks.

HRM encompasses various activities which are designed to provide for and coordinate the HR activities of companies and also help in the efficient utilisation of workers to attain company and personal objectives. HRM entails attracting and maintaining talented workers. This led to the formation of HRM departments/divisions to handle such functions and this has become a total integrated part of the whole strategy. The functions are diverse and include: Staff administrative set ups, staff appointments, sorting and posting, coaching & expansion, work evaluation, employee motivation, retention and turnover, emoluments and benefit.

### **1.1 Strategic Human Resource Management (SHRM)**

For some time, many HRM experts have openly called for a certain important model of HRM. The important part involves managing particular HRM processes separately-employment, assortment, emoluments, education etcetera-in order that they support each other, thereby improving the good worker attitude results cited above [5]. This is described as 'internal' or 'horizontal' 'fit'. The other important condition is to offer HRM its appropriate position in general organizational administration, such that other administrative resolutions are in recognition of HR consequence (and popularly, are themselves to a certain degree influenced by HRM opinions). Over a period, these suggestions have become popular as 'SHRM'. A realistic application of policy strengthens SHRM, with its hypotheses that policy is an idea expounded and put into action by a few top executives. In the SHRM format, an HR supervisor is among those top executives. Workers should be supervised in methods that compare results to the goals influencing company and commercial plan [5]. Therefore, HR systems are secondary to bigger corporate objectives: 'before specific HR plans can be developed ... corporate and business level plans must be developed. As [6], 'traditional models [of SHRM] focus on matching people to strategy, but not on matching strategy to people'.

[7]declare that, HRM processes produce systems that make up the formulation of workers understanding and ability all over the establishment to advance cherished and exceptional establishment capabilities which sustain leadership among rivals. Corporate HRM is a fresh model in administering HR in the state-of-the-art establishment which is linked to the idea that the uttermost important assets that any establishment needs to get for itself is HR, thus the responsibility of coordinating all factors of production

to spur organizational performance rests on the HR. The purpose of Corporate HRM is to attain planned suitability. It comes up with HR plans that are incorporated in an upwards manner with the company plan and are perfectly an essential component of that plan. Upwards amalgamation is required to offer similarity between commerce and HR plan, such that commerce sustains the achievement of the company plan and assists to describe it. SHRM also concern itself with plain level incorporation which focuses on ensuring that the diverse parts of the HR plan achieve synergy and assist each other [8]. It allows corporate judgments to be arrived at with a great and lasting influence on the behaviour and achievement of the establishment by making certain that the establishment obtains the expert, dedicated and contented workers it requires to be a market leader. This is brought out in the survey paper by Esther [9].

Amalgamation of HRM is about the participation of HRM in the formation and execution of institutional plans and the positioning of HRM with the corporate requirements of an establishment. [10] stress that for HR to be an important ally, HR supervisors ought to participate in corporate resolutions together with other top executives, offering higher prospects to position HR objectives, plans, viewpoints and customs with institutional goals and the execution of company plans. This participation would incorporate the society of HR supervisors in the topmost executive groups in the establishment. This would offer a chance for HRM to put forward its unease and affect corporate plans at the beginning of establishing resolutions. The likelihood of amalgamation and enhancement of brand worth could be boosted more if the top HR supervisor and the Chief Executive Officer (CEO) have a chance to create rapport between them. In this position, HR supervisors need to be abreast with market dynamics such as business rivals, expenditures, income and business associates to be regarded as the same in corporate circles [11]. The participation of a top HR supervisor in a company's top administration group offers a critical path for associative knowledge exchange.

## **2. Literature On HRM Best Practice In Advance Academia**

The emergence of the idea of planning and corporate administration gave way to a heightened awareness in ways in which companies would be able to align themselves advantageously to try to win against others. Shortly after this came a bigger awareness in how HRM may add to that procedure. Preliminary action concerning HRM and its association with corporate plans went on to centre on definite HRM action spots like remuneration and its personal influence on the achievement of corporate plans. The results from these preliminary investigations appeared that HRM activities like instruction or payment could be positioned with strict policy and suitable positioning between these personal HRM activity points and policy added to resilient business leadership. [12], came up with the coming of additional inside centred corporate ideas such as the resource based view (RBV), the tradition of relating individual HR activities the corporate plans changed into an additional amalgamated outlook of how HRM as a scheme influenced corporate plans on its part influence work output. SHRM turned out very much to be how bundles of HRM processes or policies and the HR activity as a whole added to the achievement of corporate plans at a schematic point. This ushered in the interest for investigation attempting to comprehend the important features of the potential of people and their plans.

According to [13], the humanity has changed. It is transforming quicker and quicker along with its financial systems, commerce and education. Every institutional transformation and achievement depends on its populace. Staff administration thereby becomes critical as establishments now come across different obstacles facing them. The inception of the new world economic order and modern technical know-how

has compelled staff administration to rethink its plans to make them extra receptive to the on-going transformation. In HRM, it is essential to think “human capital“. “Human capital theory proposed that, individuals and society derive economic benefits from investments in people”. The rise of private higher educational collages in recent times coupled with globalization and technology give rise to competitiveness. In order to survive and succeed in this competitive world, institutions should demand responsiveness from society’s capabilities. The chance to choose, tutor and make better people’s capabilities must be viewed with seriousness in tertiary educational establishments. Strategies ought to be developed in choosing the appropriate personnel, improving capacities, giving instruction, assessing performance and developing a congenial operational environment. In addition, exclusive tertiary learning centres must have the means to recognize the qualities and customs that mix nicely with their traditions, hope and ideals development.

[22] stated that the most precious asset in teaching of scholars is the class of the persons employed for particular assignments. In addition, in employing tutors the initial approach in achieving an advantageous position is to be aware of the employment of the finest expert that can be found. On the other hand, it is essential as well to assist fresh tutors during designed expert improvement and coaching exercises. Bigger pays possibly offer a way of catching the attention of and keeping hold of valuable youthful tutors. Specialists in staff administration have repeatedly looked on how HRM can be an important associate of establishments in the achievement of their objectives and assist the establishments to accomplish their institutional aims, objectives and be the institution of choice.

[23], states that during appraisal of HRM plans and rules, it is imperative that they augment workers empathy with regard to their work and the institution. It is moreover important to discover how much HRM rules catch the attention of, maintain, induce and increase the worker’s capabilities, understanding and skills needed to attain the institution’s corporate goals. This is more evident in exclusive tertiary educational institutes. Human Resource Management (HRM) puts a spotlight on supervising individuals within the proprietor-worker relation. In particular, it concerns the productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs. Human Resource Management (HRM) comprises organizing “people practices” which embraces the guide lines, customs and schemes that affect workers behaviour, outlooks and output. HRM influences staff performing tasks for the institution and the manner in which they work. The people’s resource if managed properly, have the likelihood to be a font of continued business leadership and contribute to the primary goals like excellence, income and client contentment.

[24] in their study on Human Resource Development Practice in the Telecom area associate their results to [25], they showed that eventually an optimistic inclination in the application of sincere evaluation scheme, developing instruction systems, embarking on institutional expansion tasks and employing staff counselling by a larger and larger group of enterprises, totally, Human Resource Development departments appear to be stressing on the improvement in value of occupation of employees in several establishments.

[26], in his study 21st century challenge of Human Resource Management in view of Hungarian higher education institution’s operations assumed the practice of the HRM format: staff administration goals and processes constitute a complete scheme in association with the corporate aims and processes, and support the attainment of individual (professor and scholar) goals and attention in relation with corporate aims

and processes, in view of the fore mentioned assertions we can infer that staff administration goals and processes significantly add to the enhancement of corporate and administrative effectiveness of the English tertiary academic institutes. The author indicated that currently the staff administration processes are less involved in the development of competence and contention in the Hungarian institutes than in their English corresponding institutes: the staff administration of Hungarian tertiary academic institutes taking part in a study gave varied findings: in many institutes the previous version, having generally only “labor” processes grounded on a “salary” scheme is still prevalent, while in others there is a move in the direction of the HRM type.

### 3. Quality in Higher Educational Institutions

Though the definition of excellence particularly in advanced academia is difficult, [30] Mishra (2007) argued that the expression has some thematic suggestions about which the entire theory spins; quality as absolute (is agreed and thought of as the uppermost achievable value), quality as relative (is portrayed in comparative expressions), quality as a process (is the result of schemes and routine needs), and quality as culture (identifies the significance of institutional outlook of quality as a procedure of change, where every unit is hesitant and recognizes the significance of quality). He observed that academic institutes are mainly preoccupied with quality as a tradition, although erstwhile schemes of quality have their individual areas. In a further viewpoint quality, as a concept, has been described in a dissimilar way by different interest groups.

This is due to the fact that quality has many components and is viewed differently by everybody. In addition, different nations could be inclined to describe these expressions another way. The research will go by these descriptions of quality, quality assurance, accreditation, and licensing. Quality in principle points to –suitability for a function. It sums up the idea of satisfying universally accepted principles. Such values could be determined by regulation of an institute, a supervising organization or an expert guild. In the varied space of advanced academia, suitability for a function differs enormously by subject and curriculum. Excellence in the framework of advanced academia points to suitability for a functional convention or being in compliance of normally recognised principles as described by institutes, worthiness control organizations and suitable educational and specialized societies. In a large amount of issues, excellence in universities and colleges incorporate their dreams and objectives, aptitude and skill of their lecturers, enrolment conditions, evaluation principles, the training and where it takes place, the suitability of its alumni for industry, the state of its annals and laboratories, administrative efficiency, administration and headship.

4.1. Quality Assurance is a designed and methodical evaluation procedure of an institute or programmes to find out if satisfactory values of instruction, study, and building structure are being satisfied, retained and improved [24]. The quality of a college or university depends on the class of its lecturers - they are the spirit of the institutions that turn out scholars, its study results, and its service to the institution, community, and nation.

4.2 Accreditation is a procedure of self-study and outside value assessment used in colleges and universities to examine an institute and/or its curricula for excellence values and need for class advancement. The method is intended to establish whether an institute has satisfied or surpassed the required benchmark (laid down by an outside organisation like the National Accreditation Board (NAB) and National Council for Tertiary Education (NCTE) in Ghana or other specialized organisations) for certification, and whether it is realizing its objective and established purpose. The procedure typically comprises a self-assessment, assessment by colleagues and location visits. Success leads to the certification of a curriculum or an institute.

### **Conclusion and Future Scope**

The literature study examines related subjects in the area of organizational human resource management procedures and how these practices connect to worker performance, with a focus on how these practices in higher education institutions would improve student academic performance. The impact of human resource management and its roles on organizational performance is a clear path for the study from the outset. The evaluated paper will make it easier to summarize the key ideas and problems related to the research topic. Previous research has mostly focused on the direct correlation between these two variables. There is still, in the opinion of many firms, a disconnect between planned HR procedures and actual implementation. If future research aims to establish a connection between HR practices and organizational excellence and performance, it might examine how employees perceive the actual practices. Once more, research could be done to identify a set of HRM procedures that improve company performance.

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