Integration HRM practices for better academic quality in higher educational institutions

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Abstract

The study aims at reviewing Human Resource Management procedures in Higher Educational Institutions (HEIs). The significance of the chosen field of research is to perform a comparative analysis and reviewing the successes of Human Resource Management procedures among these establishments, and also elucidating the putting into practice of the procedures and how they help the successful improvement of academic quality in Higher Educational Institutions. The study employed the benchmarking technique to examine related literature on Human Resource Management (HRM) best practices as employed in other academic institutions globally. Finesse of the revision can be found in the manner of integrating HRM practice in tertiary academic establishments to improve, maintain and sustain academic quality. The result of the exercise would be brought to bear on the related literature on HRM best practices in tertiary academic establishments.

1. 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, exploitingnatural 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.

2. Human Resource Management Context

The impact of human resource manage 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 who's 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.

2.1 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, suchthat 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.

3. 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 congenialoperational 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.

Formally, HRM was then labelled as Personnel Management. It was for staff administration only, taking care of office and managerial assignments, such as employment, organizing documents as well as payments.

Currently however, in addition, HRM has been divided into several diverse smaller areas like: recruitment, instruction, operations, remuneration and employee affairs [14].

Instruction and improvement as envisaged by [15] in the financial administration of labour, the proactive administration that which offers chances for advancement of peoples capabilities. Workers could become very good affiliates in endeavours if they are given good education and when they become very efficient. They state that, when those looking for work are employed, with intent or automatically, consider their development within the establishment. Abilities possessed by new staff are not sufficient when they arrive to take their new jobs. They must obtain more training for additional tasks now and any that would be given to them later. [16]in their study of Human Resource Development Practices in Telecom Sector in Saudi Arabia, decided that instruction is thought by workers to influence their performance and furthermore enhance their overall performance on the organization. Instruction has a double effect: Work proficiency improvement (proficiency improvement offers workers understanding of fresh procedures promoting the proficiency of the employees associated with particular work) and helps workers move up the ladder (in a contested scenario, a concern puts in assets in technical development and the formation of highly skilled people through broad education). On the other hand, investigation seem to show that education largely affects workers advancement positively influencing the output of an establishment. Advancement of workers by education and rational abilities enhancement makes work performance maintain a high degree of success and improves company output [16].

Employment and assignment of duties, a critical important task of HRM, makes certain that the establishment gets enough capable people throughout the outfit at the appropriate periods and positions to carry out work appropriately recognized and explained. [17]described human resource planning as an HRM exercise that assists supervisors foresee and confront dynamic requirements linked to the attainment, deployment and use of its workers.

[18], state that, the initial stage of setting up of staff administration is staff projection. Projection tries to decide the availability of different kinds of skilled people to forecast places in the establishment in which there will be too few or too many workers. [19]states that three items are needed to build up staff strategies: to project for staff needs, project for provision of external applicants and finally, project for the provision of internal applicants. To envisage the requirement for staff, it is required to initially envisage the need for the produce or facility. After that, forecast the quantity of produce needed to satisfy these projections and lastly, link the staff requirements to these projected outputs. A team of eligible candidates are put together when staff requirements are anticipated.

Hiring is the looking for possible candidates for real and expected available places in the establishment. Applicants go through a number quizzes. Establishments look up referees and do behind the scenes investigation to ascertain the veracity of records given the applicants. Applicants taking up positions are put in the posts for which they were picked. [20]stated that tertiary educational collages have begun taking up business type staff administration processes like cautious employment and placement of workers, widespread use of techniques and information exchange, group tasks, personal accountability for education, extra partaking in administration and application of staff evaluation methods.

According to [21], performance appraisal is the evaluation of workers work output. Therefore an efficient evaluation process is able to produce leadership in business through enhancing staff work output in a dual manner: by guiding worker conduct in the direction of corporate objectives and observing the behaviour to make certain the objectives are achieved. A first-class evaluation process underpins an establishment's corporate strategy by directing awareness to workers advancement in the direction achieving their part of

the strategy. Effectively, an evaluation process allows workers to recognise what they are required to do and hence channel their behaviours in right path. Remuneration and work payments assessment are directed at deciding comparative value of an assignment. Therefore it matches up tasks with others depending on what they contain which is generally described in terms of remunerative issues such as expertise, determination, accountability and job specification.

[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 "peoplepractices" 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.

[27], studied the effects of staff administration activities on staff turnover in the Ghana's building trade, his findings provide experimental backing for the significance of employment and placement, instruction & progress, interpersonal bonds, staff interaction and participation, fitness, security and conflict, appreciation and salary, remuneration, motivation and evaluation on "employee retention" in the building trade of Ghana. This finding monitors the findings of several surveys in a number of advanced nations and appears to show that staff turnover in these parts could be well described by HRM most excellent approaches as contrasted to social disparities.

[28]in his work 'Factors That Affect Quality of Teaching Staff in Universities in Kenya: found that in Kenya, excellence in high academia was adopted some time ago by enabling the robust testing of curricula; aligning the curricula with the current capability and proficient recruitment of staff to teach the curricula. He also indicated that HRM customs at tertiary institutions remain the leading problem to excellence. Some of the HRM pursuits such as report on assessment of output and suggestion for education are not good enough. He also indicated that the appropriateness of HRM methods in undertaking college pursuits like deployment of administration grounded on achievement, pay and incentives are nominal. He further pointed out that excellent assessment types put together by the Higher Education Quality Council (HEQC) and the Quality Assurance Agency (QAA) for Higher Education in the UK (1996) is adopted in Kenyan universities, the modified type recognizes the issues influencing excellence of lecturers at universities in Kenya.

[29]reviewed the Critical Success Factors of Total Quality Management Implementation in Higher Education Institutions' in Malaysia. The authors stated that quality education has long been linked to distinction or convention to definite values. Distinction has presided over excellent tuition for ages. The authors believed that the important accomplishment requirements of total quality management (TQM) initiation in tertiary academic institutes which has the tendency to be studied and form fresh information, to enhance the total quality management exercises and results particularly in tertiary academic institutes. The evaluation is centred on the adoption, the effect on theinstitution's output and the likely pointers to be employed in total quality management (TQM) in organizations. They indicated that for higher educational institutions in Malaysia to stay competitive in the global world they should consider important achievement indicators of total quality management (TQM) and its adoption in tertiary academic institutes.

4. 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 review looks at related topics in the field of human resource management processes in organizations and how these practices relates to employee performance and more especially how these practices in higher educational institutions will enhance academic excellence. The study begins with a clear direction on how human resource management and it functions impact on organizational performance. The reviewed article will facilitate the overview of the principles and issues pertinent to the field of research. Prior studies primarily concentrate on direct relationship between these two variables. Many organizations still perceive a gap between their intended HR practices and the actual implementation. Future studies could look at employee perceptions of the actual practices if we want to link HR practices to organizational performance and excellence. Again studies could also be carried out to establish a set of HRM practices that has a positive impact on firm performance.

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