

Changing Role of Teachers in Today's Scenario and Role of Human Resource Management in shaping them

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Abstract-The teacher in today's scenario is not only an educator but a performer of different roles. His job is not confined to teaching the pupil but he is expected to be a 'jack of all trades' with training the students for dramas and extra-curricular activities, understand every individual according to his unique mental-level, accompany them in projects and become a good speaker whenever required. However, when it comes to reward them for their work, the lack of HRM practices in most of the educational institutions become inactive. If it helps in shaping the personality of the teachers at the school level, the outcome will surely become positive and more fruitful.

Keywords: Human Resource Management, Performer, Practice, Personality.

Introduction

An educator plays a very important role in the social system of a country. He generates a whole new brigade of nation builders and performers who further become the human resource of a country which later results in the economic development of a country. The role of an educator in the earlier times was confined to teaching their pupil and making them civilised by all means. Now, with the changing scenario, the role of educator has changed a lot. With the enforcement of the new laws, teaching has just become a part of education. Now the teacher performs the role of a counsellor, a director, a guide and so on.

Recruiting the staff, quality assurance, performance management, retention and motivation of educators by school management is the main function. The functions and responsibilities of a school management range from recruiting to training new employees, creating job descriptions, tracking attendance, monitoring policies, monitoring benefits and everything else. Nothing matters more to educational institutions than the teachers who work there. Schools are nothing without the right people and to keep the right people stuck to an institution Human Resource Management is required.

When talking about the responsibility they undertake, there are so many, but when it comes to re-define their personality or improve their ongoing work, there are hardly any Human Resource committees maintained by the schools. If a proper Human Resource Committee is made by the schools, the teachers would be able to perform their responsibilities with much precision. Time to time training and workshops may increase their efficiency in all fields.

Literature Review

Prevailing Human Resource Management literature depicts a drastic change after the introduction of Human Resource Management Practices in an institution. It improves not only the personality of an individual but also the outcome of the institution as a whole. Time to time teacher development programmes result in the polished behaviour and workmanship of the workforce. The end result, after a positive workshop or training is benefitting not only for the institution but also for the administrator, the management, the teachers and the students as a whole.

William James (1995), at Harvard University, in a research concluded that the staffs of organizations use 20 to 30 percent of their ability to learn. His research showed if staff are trained and deserves to be encouraged, show 80 to 90 percent of their ability. So Human Resource Management has an important role in the different levels include: Introduction, skill acquisition, updating and promoting effective teaching skills for teach. [1] (Shahkarami pour Z, Hedayat T.) That means to extract 100 percent of a teacher's skill it is required to arrange for time to time skill development programme for teachers.

The training and development of skills of teachers could be in any form. It's not necessary for the Human Resource Management to train them in a formal environment rather imparting training by giving some responsibilities, distance education facilities, assigning tasks and conducting workshops are also helpful in improving them. The aim of training for administrative staff is increase their expertise and capabilities in performing duties and the act of putting some of their potential. To enhance the skills of administrative staff, different training methods are used that the most common methods are as follows: 1. Job training, 2. Master of Education – Prentice, 3. Learning in a similar situation before you begin, 4. Training with theoretical education, 5. Distance Education, 6. Courses outside the institution, 7. Introduction to Organization. [2] **(Mirsepasi N. Tehran)**

Accordingly, in service training to every employee, be it a teacher or any other faculty, is important in their development resulting in the overall welfare and result of the institution, they work in. if a teacher is limited to his basic knowledge of things, he would never be able to compete with the changing trends of any field. If outcome is sought, the human resource practices for their employee improvement should be sought. This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme. The success of educational organization hinges on the strength and quality of the staff members. There is need to change through training and to improve and grow in competence. This can be done through in-service training, conference, workshop and seminars. [3] **(Dr. (Mrs) Chinyere A. Omebe)**

Recent HRM literature reveals a shift away from viewing HRM solely as a means of directly controlling employee behaviour, increasing employee performance and maximising profit. It now tends towards viewing HRM as a method for enhancing employees' commitment to their work, organisational goals and their own professional development. [4] **(Mossholder KW, Richardson HA and Settoon RP)**. This truly goes for every employee and the teachers also. If they are engaged positively towards their benefit and up gradation, they would feel positive towards their work, working environment and their own skill development which could help them to update their profile.

Moreover, schools put a lot of effort into the implementation of single practices – like teacher training programmes, improvement of recruitment and selection procedures, or performance related pay – but the effects of these efforts remain suboptimal.[5] **(Isore´ M (2009))**. So it should not remain restrained to paperwork or once in lifetime training rather the training programmes should be introduced at frequent intervals so as to get maximum benefit out of them. The teacher should remain in constant touch of such skill development programmes to really get any benefit from them.

Objectives

To examine the relation of HRM Practice with teachers' development programmes

To find out the Impact of Human Resource Management practices in educational institutions

Role of HRM in teacher's development programmes

Human Resource Management of a school truly knows about the requirement of an employee, lags in his personality and the need of the institution. Accordingly, they can design some training programmes to enhance the skills of the teachers and use it for the benefit of the school. The role of Human Resource Management is not limited to arranging such programmes but it may look into the field of interest, individual need and possible positive outcomes also. The programmes should be so designed as to get paramount success in engaging and refining employees out of it.

If the teachers are polished out of their present structure and learning, the advantage will be reaped by the school and the presence and intervention of human resource management in shaping the workforce will prove to be productive. As far as professional development is concerned, it is quite simply a means of supporting and preparing people in the workplace to understand more about their workplace, working environment, their job and how to do it better with a greater efficiency. It is a continuous and on-going process throughout working lives of people.

Some of the programmes which could be helpful in teacher's improvement are:

- Skills development workshop i.e. how to react in a particular situation
- Teaching-learning improvement programmes.
- Programmes on stress management.
- Leadership role simulation programmes
- Psychological counselling programmes

Skill development programmes can be planned by the Human Resource Management department to make the teachers more skilful in all aspects. For that some experts can be arranged by the HRM authorities who could polish them in their respective fields much precisely and shape them in the other required facets as well. The AMO framework was developed by Appelbaum et al. (2000), on the basis of a model previously proposed by Bailey (1993). The aim of the model was to examine the premise that HPWS can help the organization to improve plant performance. The AMO theory suggests that there are three independent work system components that shape employee characteristics and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employees Ability, Motivation, and Opportunity (AMO).

The teacher also needs to learn the changing trends of the subject, according to changing needs. A subject expert can be arranged by the Human Resource Department from time to time to help the teachers clear the doubts they have in their field of expertise. Even if no doubts are there, the teacher can learn to make his subject more understanding and more interesting with the help of such programmes. In-service training can also change the attitude and skills of teachers and further increase the performance of students. It also can help to change the procedures, approaches and practices teacher teach, the way student learn and would also help to create an excellent school culture in schools.

Generally, stress is an inability of a human being to cope with its surrounding environment. A teacher become stressed at times playing so many roles altogether. Not all are able to convey it to the related person and they gradually become stressed and somewhere affect their health and personal life which further leads to deficient outcome of work at work place. A stress buster programme can help not only the employee but the management and the institution to get healthy environment leading to healthy workplace and maximum outcome. Workers experience stressful circumstances all the time such as working conditions, work expectations, and interpersonal interactions.

The teachers if taught to play leadership roles will be more confident and be able to learn more of their field through different meetings and conferences and may bring accolades to the school in the long run. They would act as leaders in whatever place they visit and benefit not only the institute they are working in but also their own self through this act. Leaders are required to be acquainted with the skills needed for effective leadership and management for the development of their institutions and the wellbeing of the human resource employed.

Psychological counselling programmes will help the teachers to understand their taught better and remove the hurdles faced by the students. It will be helpful for the management of the school to help understand their teachers better and act on towards their welfare. This will further help the management to engage teachers in fruitful work, the teachers to engage their students in better understanding of the subject and the teacher and make the work environment so positive as to help everyone for a better outcome. As Owen said, "The positive aspect concerning professional development of teachers are that the program will make sure that learning activities is planned and concentrated on empowering effective teachers to correct policies, curriculum development, teaching and views on how to achieve high productivity and students performance".

In the school level, it is very important for a teacher to know how to react and when to react. If a teacher doesn't know how to react in a particular situation, then the situation may turn hostile with so many regulations made against any kind of punishment to students. Thus, if the Human Resource Management

Committee of any school helps them to go through life skills development programmes, it would help them to act accordingly in an adverse situation. Internally within institution, the factors like fewer rewards, work overload, existence of too many students, tight institutional policies, poor relationship with boss and colleagues and less carrier progression, etc, these factors put pressure on teachers and ultimately causes stress.

Importance of Human Resource Management

Human resource management is concerned with the human side of management of educational institutions. Its purpose is to ensure that the employees of an educational institution are used in such a way that the employer obtains manifold possible outcome from their abilities and the employees obtain both material and psychological rewards and satisfaction for their work. Human resources are much more complicated to manage than material resources because conflicts often occur between the employers and employees. The main aim of human resource management is to bring the human resources of educational institutions together and develop them in such way that they make the best contribution in the success of the institution without any contradiction. An institution is nothing without the human resources. Human beings are unique and irreplaceable among the resources of the institution as they are thoughtful, sensitive and imaginative. Human resources are also independent and often unpredictable. So, it is a difficult task to handle them accurately but if polished or moulded properly, they would prove to be an indispensable asset to the school or the institution they are working for.

Employee benefits from HRM

In addition to payments, there are many others benefits which come from the Human Resource Management Practices in the forms of job satisfaction that are provided to the Employees in return for their contribution to the institution. Some benefits, other than unemployment and workers' compensation such as insurance (medical, life, dental disability), personality development and professional growth are also the need of the hour. Employees satisfaction is also an imperative factor at school level. The outcome increases if the employee is satisfied with the work environment and it is only possible with a positive intervention from the Human Resource Department. An employee's growth is directly proportionate to the growth of the institution. More positive the environment is, more productive the teaching-learning experience becomes. Thus, Human Resource Management can help its employees in the following ways:

- Create positive teaching learning environment.
- Give scope for professional growth.
- Make teaching-learning more productive.
- Polish teacher's personality.
- Minimum turnover with employee satisfaction.
- Achieve expertise in multiple disciplines.
- Psychological contentment for stress free environment.

Findings of the study

The findings of the study can be successfully utilised for the improvement and development of the employees as well as for the effective human resource management of the educational institutions. On the basis of the findings of study, the following suggestions are made for the overall development of the employee as well as educational institutions. Educational institutions should develop proper policies and put emphasis on proper human resource practices to enhance the satisfaction level of their employees. The teacher development training program is important not only for the institution but also to help instilling confidence among the employees. It is also admitted by the majority of employees in different studies that training is very important for performing their jobs properly, efficiently and effectively. Training motivates a person to do his job with enthusiasm. Incumbent training selected for the employees' qualification should be considered as an important factor. More effective and need based training and development programmes should be organised by the educational institutions for the development of employees. The educational

institutions are knowledge intensive sector and it is necessary that the institutions should provide different training programmes, which would help the employees to understand the innovative and critical analysis process of skill development. To make the training programmes effective, proper assessment and good system of feedback from the trainees should be done by the experts. Refresher courses, especially to improve the technical knowledge related to the school, students and subjects should be made a regular feature of the training policy, so that the employees could update and upgrade their knowledge and skills.

Scope of the Study

The study is mainly based on the secondary data which has been collected from the news papers, magazines, books and many others source such as employees working in the education institutions. The main concern of the study is to examine the impact of Human Resource Management practices used by educational institutions. The scope of the present study is limited. The present study examines the existing HRM practices and also studies the satisfaction level of the employees and the effectiveness of the Human Resource Management practices. The findings of the study will be helpful in solving the problems of the employees and taking decision for the smooth working of education institution and employee skill development.

CONCLUSION

A school consist of many employees but its base is its teachers. With the changing scenario the role of teacher has changed drastically. From being, just a teacher to a must teacher, things have upturned to playing multifaceted roles by the teachers. These roles are of parents, educator, extra-curricular activity in-charge, money collector, counsellor, and trainer and so on. The need of the hour is to recognise the need of teachers' development programmes in the schools at internal level to shape the personality of a teacher to face manifold challenges in the workplace.

The HRM Committee can arrange for such skill development programmes which would help the teachers to surpass their stress, motivate them psychologically and make them competent enough to deal with students' problems vis a vis enhancing their own skills, that too without affecting their mental and physical health. This will not only upgrade the students' result but also benefit the school and management in manifold proceedings. If teachers are productive, students will follow their footsteps, and the management will get better outcome if giving a positive environment to its teachers for utmost upshot.

If stress buster, leadership role play, psychological counselling, skill development and personality development programme are introduced at the school's internal level, the teachers will become efficient workers. The efficiency of the teachers may lead to overall development of the school and the students and its final result will be a polished employee who could give efficient services to the school resulting into capital gain, positive work environment, satisfied employee and content management. Thus, the steps have to be taken by the Human Resource Management of a school for the maximum output from its man-force.

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