



Human Resources Practices in Higher Education Institutes

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Abstract:

The higher education sector with its diverse nature can be directed by human resource management systems which in one way play a useful role in the determination of the degree of institutional effectiveness and academic excellence. In the process a research paper analyzes the complex social dynamics of human resource management in the higher education institutions (HEIs) in India. This research evidently uses a guidance from the literature review and empirical data. It considers processes that involve the recruitment and selection, faculty development programs, performance appraisal systems, and employee engagement initiatives predominant in Indian HEIs. They offer critical information for policy makers, administrators and HR professionals to develop such policies using evidence and research as the basis for talent management, organizational development, and last but not the least, successfully growth and development of higher education.

Keywords: Human resource management, higher education, incentives, recruitment, performance appraisal, employee engagement, strategic HRM.

Introduction:

Employee engagement has been emerging as a vital concept in the contemporary practices of human resource management, specifically with respect to higher education institutions. In the era of urbanization and globalization which is recognized by the rapid advancements in technology and change in demographics including colleges, universities and organizations are continuously recognizing the importance of the inculcating high level of employee engagement within the staff and faculty. Employee engagement is beyond the job satisfaction, it includes the deep commitment and connection that all of the employees have towards their organization, colleagues and their work as a whole. In the sector of higher education in which the quality of research, teaching and reputation of institution, faculty engagement is of paramount importance for achieving the goals and fulfilling the institution's mission. Employee engagement not only leads to more productivity and innovation but also add on to the positively

contribute to the learning outcomes for students, research productivity and effectiveness of the institution. Therefore, it is quite important for the organization to understand the factors that directly influence employee engagement and implementation of strategies to enhance engagement. However, despite its importance, in higher education employee engagement consists complexities and unique challenges. Professionals of academia often bear heavy workloads, various competing demands and lots of pressure to flourish in the research, duties of administration and teaching. Whereas, non-academic staff members can face various issues such as career advancement, job security and work-life balance. Furthermore, decentralization and hierarchical structure of decision-making process prevailing in most of the universities and colleges may hinder effective communication. Moreover, in higher education, nature of work is characterized by the intellectual stimulation, autonomy, and the sense of purpose, which highlights the useless approach towards employee engagement. Conventional metrics of employee engagement like surveys, feedback may not completely capture all of the dimensions of employee engagement among staff and faculty members. Hence, it is essential for the higher education institutions to adopt latest interventions and strategies to address the needs and workforce motivation which is taking into account the various roles and responsibilities and career development prevalent in academia influenced by the employee involvement and collaboration.

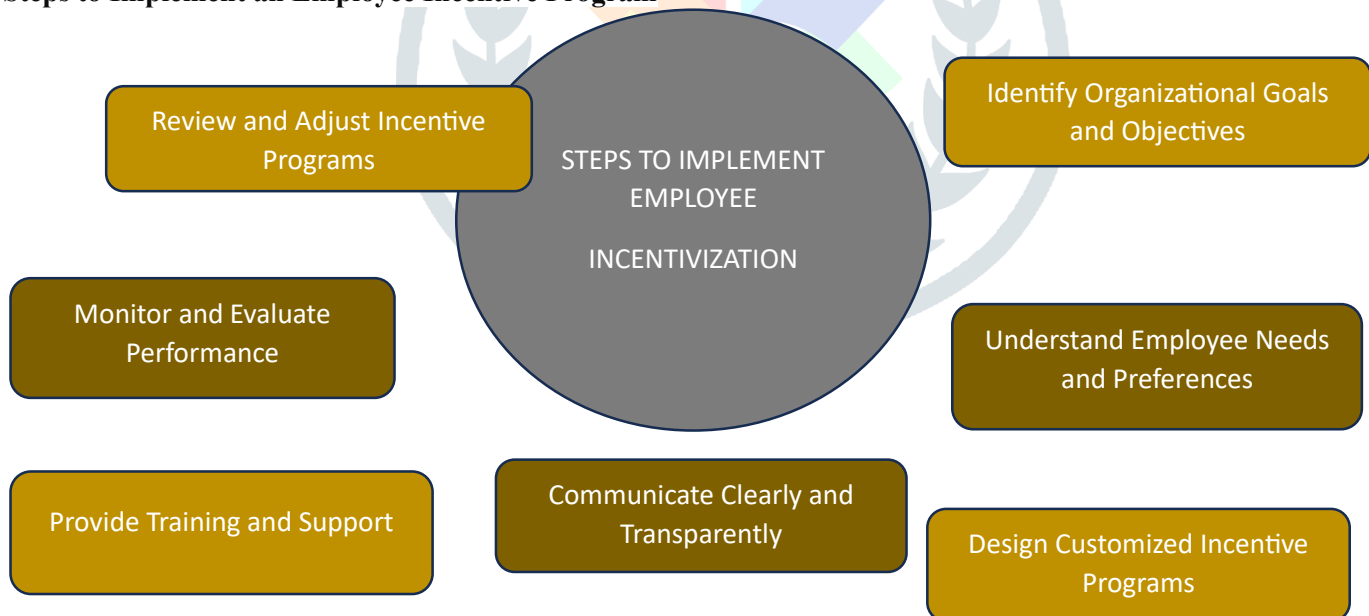
This research delves into the intricate dynamics of work-life balance among university lecturers, addressing a myriad of challenges, strategies, and consequences for overall well-being and educational quality. The selected studies cast light on the nuanced struggles faced by educators, encompassing issues such as gender inequality, job stress, and the delicate equilibrium between professional success and motherhood. The results highlight the crucial importance of balancing work and personal life in influencing teacher involvement, and consequently the overall higher education environment. Approaches surface that recommend sharing tasks, creating regular schedules, and promoting open discussions.

In higher education, handling retirements is growing in significance. As faculty members age, leaders require effective HR strategies to manage retirements successfully. Retirement in academia involves challenges beyond aging individuals; it includes tasks such as transferring knowledge and enhancing the workforce. Studies indicate that effective HR methods can address these challenges by promoting learning and teamwork among diverse age groups.

Employee incentivization, also known as incentive pay involves giving rewards or bonuses to employees in return for accomplishing certain goals objectives or performance targets. This method aims to inspire employees, boost productivity and align individual efforts with organizational goals. Employee motivation can be dated back to ancient times when workers were often given extra food, shelter or essentials for their hard work. Recently, the importance of non-monetary rewards has been more recognized as organizations see the value of internal motivators like autonomy, expertise and purpose in enhancing employee engagement and contentment. Non-financial incentives such as flexible schedules, training opportunities and constructive feedback have a significant

effect on employee happiness, job satisfaction and retention rates. This contributes to creating a positive company culture and maintaining performance levels. The idea of incentivization is deeply connected to motivation theories and organizational behavior. Incentivization is about aligning individual and organizational goals using tangible and intangible rewards to encourage desired behaviors. By offering perks, organizations hope to motivate employee effort, commitment, and performance boosting productivity innovation and overall business success. Developing successful incentive programs involves considering organizational goals performance measures and employee requirements. A good incentive plan should be transparent and fair while supporting company objectives to build trust among employees It's crucial to regularly evaluate incentives and receive feedback for ongoing improvement. The effect of providing incentives goes beyond personal drive and results to affect overall organization achievements, such as staff engagement, company culture and ultimately business prosperity. Research indicates that businesses with carefully planned incentive schemes usually fare better than others in terms of employee contentment, staff retention and financial results. Additionally successful incentivization promotes a sense of responsibility teamwork and ongoing enhancement encouraging ingenuity and flexibility in a swiftly evolving business setting.

Steps to Implement an Employee Incentive Program



In this study, we have specific goals to define the best Human Resource Management strategies in universities during recruitment, training, performance assessment and compensation. The aim is to tackle colleges' challenges in implementing HRM practices and offer solutions for dispute resolution.

The choices made in HRM impacts employee performance, satisfaction and retention in higher education setting.

Literature Review:

Implementing employee incentivization requires a strategic approach that encompasses several key steps aimed at designing, implementing, and evaluating incentive programs to effectively motivate and engage employees. Let's explore these steps in detail, along with relevant research papers that provide insights into each phase of the process.

Identify Company Goals and Objectives: The initial step in applying employee rewards is to identify and outline clear company goals and objectives. Edwin A. Locke and Gary P. Latham, (2002) in their study "Goal setting, Self-Efficacy, and Organizational Behavior" highlights the significance of establishing precise and ambitious goals to boost employees' drive and productivity.

Understand Staff Requirements and Preferences: It is essential to grasp the needs, preferences, and motives of employees. This includes using surveys, focus groups, or individual interviews to collect insights into what rewards are most important to employees. In their study "Non-Monetary Incentives and Job Satisfaction in Call Centers," Daniel Aaronson and Brian J. Phelan (2002) emphasize the importance of non-monetary incentives like job satisfaction in inspiring employees. **Create Reward Programs:** Create customized incentive programs based on their organizational goals and employee preferences to match both the individual and corporate goals. Employ a variety of financial and non-financial incentives to accommodate different worker needs. In their article "Financial Incentives And Workplace Performance: Evidence From A Canadian Firm," w. bentley mcleod and daniel parent, (2009) delve into designing effective incentive structures.

Develop Open Channels of Communication: Good communication is essential for implementing incentive programmes effectively. Make sure that all employees know what the programme is about by specifying its aims, expectations as well as its boundaries. Employees trust more in incentives that are determined fairly, openly, and transparently. According to Peter J Jordan and Robert E Lawler (1978) in Equity Theory And The Managerial Remuneration Structure, fairness and equity matter most in any compensation system. **Provide Training and Support:** Ensure that employees have the necessary training and support to understand how they can achieve the set goals and earn incentives. Locke and Latham (2002) in their research paper they discussed that this may involve providing skill development programs, coaching, or mentoring to help employees improve their performance. Training and support enhance employees' self-efficacy and confidence in achieving their goals,

Monitor and Evaluate Performance: Implement mechanisms to monitor and evaluate employee performance regularly. Track progress towards goals and provide timely feedback to employees. Continuous performance monitoring allows for adjustments to be made to incentive programs as needed to ensure they remain effective. Victor H. Vroom's (1964) research on expectancy theory, as discussed in "Expectancy Theory Predictions of Salesmen's Performance," underscores the importance of linking effort, performance, and rewards to motivate employees effectively.

A study by Shuck (2011) in this literature Review presents a generalized framework of different definitions and meanings of employee engagement, giving the majority of its attention to the opinion of Shuck. Engagement in accordance with the Needs-Satisfying Approach developed by William Kahn requires all aspects of one's self-expression to be in line with the roles of the workplace, which are all interconnected: physiological, cognitive, and emotional. However, Burnout Contrary Approach focuses on engagement as a reversed phenomenon of burnout and depicts it by energy, involvement, and efficiency.

The literature review ascertains the very crucial role of managers in the service sectors so that they can analyze their behavioral impacts on their organization members, a function which is explicitly stipulated by Humphreys (2002) and Piercy et al (2001). Of fundamental importance to this approach is the PARADIGM of relational coordination [as defined by] Sorenson and Savage, according to which individual managers' actions are more important than formal organizational policies [for the formation] of employee-staff relations.

In the literature review section, the influence of Kahn's (1990) seminal contribution in developing the construct of employee engagement in organization is explored, giving him the credit as the precursor of employee engagement. Capitalizing on Goffman's (1961) ideas, Kahn next introduced the concept of employee engagement, which included the gradual shift between employees who differ in their degree of attachment and detachment with their roles. Kahn conceptualizes different ways in which people assume their roles in terms of role embracement, which refers to readiness to fill in the roles and role distance that stands for resistance or disdain towards the role they are playing.

The literature review begins with a seminal meta-analysis by Harter, Schmidt, and Hayes (2002), which provided the links between employee engagement and different organizations' outcomes drawing on a broad sample of business units investigated. Their research employed 7,939 business units in 36 organizations and discovered significant correlation between workers' engagement and improved indicators including clients' satisfaction, productivity, profits, turnover rate decrease and fewer accidents. And they've finally delivered an irrefutable link between the voluntarily working people and the drastic achieve in productivity. The research found that, due to the employees' wellbeing and a positive environment at work, the main factors contributing to their engagement are. This viewpoint supports the profound changes that the workplace works in both the maturity and the drive of employees hence, stimulates the need for a friendly and strongly motivating environment.

In the literature review among others, Loehr (2005) appears to base his arguments on research findings that show employee engagement helps organizations as well as individuals. Loehr's research found that a working internship makes the organizations beneficiaries but also it gives advantages to individuals as well. Such personal factors include mood enhancement, meaning, physical wellbeing, and happiness in the life of employees. On the other hand, these personal advantages are, in the end, translated into actual corporate outcomes, such as raised production output, increased employee retention, and increased revenues.

In his research paper, Townsend and Gebhardt (2008) has discussed different factors that influence the employee engagement. He has also proposed the ways through which an organization can make good use of employees. Their study emphasizes the point that, management commitment, leadership and employee involvement are the 3 key elements that enable engagement in a rather distinct manner. However, they highlight fulfilling 100% employee involvement within the framed structure as the core of the entire purpose suggesting that the primary element for the facilitation of engagement is the involvement of employees in their organization. This approach comprises sharing the knowledge by setting up a team of teams in which all the employees are engaged by handing them over the quality teams. The head of the team is always an experienced and trained official, usually superiors for first and startling year of the job, later a great number of other employees can develop their leadership abilities.

The psychological well-being literature review is concerned with the findings of Rossion, Birch, and Cooper, (2012) who investigated the role of psychosocial well-being on employees' productivity and engagement. An international cross-sectional

design using a survey with a sample size of 9000 individuals was utilized by researchers, who conducted well-being evaluations of twelve different organizations across the UK that comprise of both the public and the private sectors and various industries like manufacturing, higher education, police forces, utilities and finance. By means of multiple regression statistics, the researchers identified there being a positive association between mental well-being and work performance, whereby more favorable attitudes towards work and work settings are witnessed among persons with higher levels of mental well-being. More significantly, it was revealed that the psychological-well-being level of employees can thus result to better physical and mental health outcomes, and transpire to higher productivity, better health and enhanced quality of life. Such results emphasize the psychological well-being as a base for the engagement of job functioning and highlight the need for the organizations to focus on programs and initiatives that protect and strengthen the well-being of the workers to gain their long-term performance.

A research paper by Abdulrahim, I. in 2014 their study examines how university lecturers balance work and life. Challenges such as gender inequality and job stress affect the well-being of teachers, according to the study. College teachers often struggle more with work-life balance than other professions. The magazine emphasizes that the well-being of teachers directly affects the quality of education. It talks about the important role of teachers and how their work affects the quality of education. Research shows that when teachers face issues such as stress and work-life balance, it affects their engagement and the overall quality of education. The article recommends strategies for maintaining work-life balance, particularly through the actions of academic leaders. This highlights the need to understand the indicators of teachers' work-life balance. The study recommends addressing gender inequality, work stress, and creating policies to improve work-life balance. It emphasizes the importance of focusing on the well-being of teaching staff in colleges. Challenges include gender differences, stress and difficulty balancing work and family.

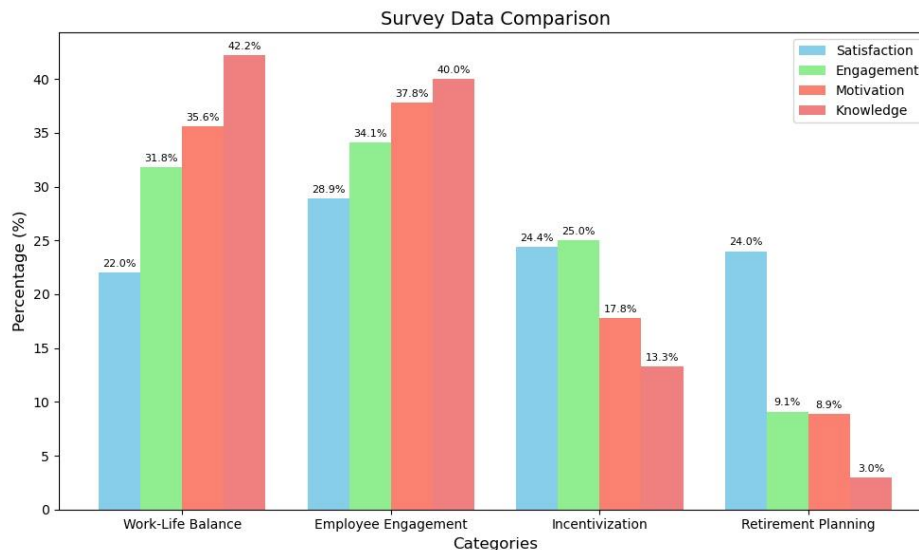
In the study conducted by Badri, S. K. Z. (2019) In this article, we would like to review the existing literature on work-life balance related to higher education and propose further research directions. To do this, we reviewed several previous studies from different journals. We used search engines and specific keywords related to our topic to find relevant articles. It is worth noting that there has been little research on student-focused work-life balance, especially in Indonesia, which has a unique education system compared to other countries. Given the ongoing pandemic, we found that student work-life balance needs more attention. This is important when planning a higher education policy that meets the current situation and needs of students. Our article specifically addresses work-life balance in the context of higher education in Indonesia. There are also case studies on how education is implemented in the country. In addition, we suggest some future research areas, especially in the field of education.

Research Gap:

The present studies, which focus on HR practices of the Indian higher education realm, do not a comparative approach to expansively study and know about the culture and context of other nations as well. The topic of this paper is narrowed to the fact that there are challenges in HR practices in various universities. This paper also analyses the impact of variations in these practices on performance. Knowledge of generational divide boundaries is an important element directed by these interventions for the improvement.

Though the higher learning area in India faces an inevitable expansion, it is still lagging in terms of modernization of HR management due to cling to old methods in the many institutions. This paper has approached to raise a research gap in gathering more evidence on how the current HR practices in private university administration develop and retain qualified faculty and how these are adopted in comparison with more advanced models that the world of redevelopment has abroad.

Result and discussion:



Employee engagement and work-life balance satisfaction are correlated, according to survey data, with highly satisfied people showing higher levels of engagement (31.8% extremely engaged). The correlation between different levels of involvement (34.1% moderately engaged, 25% neutral, and 9.1% not engaged) and dissatisfaction or neutrality toward work-life balance suggests that specific support techniques are required. Work-life balance satisfaction is higher among employees who are driven by incentive programs (22% highly satisfied), but employees who are less knowledgeable about retirement planning are more likely to be dissatisfied (24% dissatisfied). To increase overall satisfaction and participation, some solutions include providing retirement planning instruction, enabling flexible work schedules, providing opportunities for professional development, and improving rewards.

Organizations may want to take into account the following options in order to boost general engagement and satisfaction: To enable staff members to make knowledgeable decisions regarding their financial future, offer thorough training on retirement planning as well as financial advice. To support a better work-life balance and meet a range of personal needs, allow remote work and flexible work schedules. To maintain staff motivation and engagement, provide professional development options like training courses, seminars, and mentorship possibilities. To honor and reward staff members for their accomplishments and contributions, reward and recognition programs should be improved. Encourage employees to feel heard, appreciated, and involved in the

organization's aims and objectives by cultivating an environment of open communication and feedback. Assess and review the incentives programs to make sure on a regular basis so that they are aligned with the motivation of employees and also have a beneficial impact on the overall satisfaction and work life balance.

Research Methodology:

1. Research Design

Examine the human resource practices thoroughly in higher education institutes (HEIs). The study utilized mixed-methods approach to research. With the integration of quantitative and qualitative methodologies a comprehension of obstacles, HR trends and prospects has been done.

2. Research Approach

The study utilized mixed-methods approach to research:

- a. Quantitative approach: Collected quantitative information of the Effectiveness of HR practices, satisfaction levels, perceptions and surveys for the HEI employee's representative of sample.
- b. Qualitative Approach: To gain insights in a comprehensive manner on various factors such as issues encountered, HR practices, semi-structured interviews with Human resource manager, faculties and corporate culture is conducted.

3. Data Collection Methods

- a. Quantitative Data: A sample size of 300 high education institutes employees, faculties, personnel and non-teaching staff members will be provided with the questionnaire consisting structured questions and survey. Various aspects to be covered such as efficiency of HR policies and practices, work life balance, employee engagement, incentivization, retirement.
- b. Qualitative Data: A semi-structured interviews with 30 HR employees, faculties and administrators from various high education institutes was conducted. Data collected from these members will be augmented by the analysis of document of efficiency of HR policies and practices, work life balance, employee engagement, incentivization, retirement.

4. Method of Sampling

- a. Qualitative Sampling: Interview participants will be selected by the method of purposeful sampling, this ensured the representation of members from various High education institutes such as urban, rural, private and public.
- b. Quantitative Sampling: To make sure that a balanced representation of the employees, workers from different job roles, categories, departments a stratified random sampling method is used.

5. Information Evaluation

- a. Quantitative Data Analysis: A thematic analysis will be used to infer repeated patterns, themes, recurring difficulties related to HR policies, practices and procedures and experiences of employees.
- b. Quantitative Data Analysis: Approaches such as regression analysis, descriptive analysis and correlation analysis will be used to analyze the data collected from the survey.

6. Moral Aspects

- a. Before conducting survey, each participant gave their informed consent.
- b. Throughout the whole study, information provided by the participants to be kept confidential.
- c. Storage of Data and Data handling shall be followed by the privacy laws and moral principles.

7) Trustworthiness and validity:

A pilot test is to be carried out to verify the reliability and survey's validity. Interviews, document analysis and surveys will increase the validity and reliability of the collected results and information.

8. Restrictions:

Due to time constraints and restrictions the breadth of the data collected qualitatively and analysis is affected. Moreover, Survey conveys that self-report may be biased and this somehow affect the results of quantitative data results.

Conclusion:

Currently, focus of study is on when Indian higher education institutions (HEIs) encounters challenges related to human resource management (HRM). Data can be obtained through mixed-method approach to explore topics such as retirement, work-life balance, employee motivation and engagement. Survey findings underscore importance of balancing employees' professional and personal lives for optimal productivity and well-being. Leading HEIs prioritize programs that promote this balance resulting in high employee satisfaction and retention rates. Currently, retirement planning not only distributes resources but also addresses the issues of information gaps and skill development among members. Retaining skilled workers and creating job opportunities are essential goals for organizations. Developing two retirement strategies will become crucial as the population ages because of challenges associated with an aging society. Incentives are effective in encouraging better performance and increasing productivity. Financial rewards or non-monetary recognition can serve as incentives. Leading by example and gaining experience are effective ways to motivate individuals to strive for success despite obstacles. Excellence is a lifestyle where rewards like awards simply represents achievement. Indoor plants reflects employee engagement - interactions and discussions that shapes company culture. Planning for retirement become crucial

as society ages due to the complexities of an aging population. Incentives encourage better performance, resulting in improved output quality.

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