JETIR.ORG ISSN: 2349-5162 | ESTD Year : 2014 | Monthly Issue
JOURNAL OF EMERGING TECHNOLOGIES AND INNOVATIVE RESEARCH (JETIR)
An International Scholarly Open Access, Peer-reviewed, Refereed Journal

INFLUENCE OF POWER DYNAMICS IN HR DECISION MAKING IN EDUCATIONAL SECTOR

Yuganshu Ravi[1]Rohit Kumar Mishra[2] Riya Yadav[3]Priti Singh [4]

UNITED UNIVERSITY, PRAYAGRAJ

Abstract

The purpose of this study is to go through with the impact of power in the educational institutional which are running as a profitable business firm. To know deeply about the public opinion, we are working on the research to conclude the problem facing by the institutional staff either it is faculty or non-teaching staff or any employee in administration in educational institution. For the research the best way to conduct a survey is mixed method research design because it helps to understand comprehensive information and can be used some specific method i.e. Questionnaire, case study, interview. we got 30 responses for the study and according to this we came to conclusion that how much influence of the power dynamics in decisions taken by management for their employee.

As we see HR of any field is working hard for the best of the institution as they work on employee engagement, retention and helps in influencing organizational culture to promote equality and morality, but still there was so many things happening around the institution.

The best example of this is today's private universities and colleges where education is just the mode of earning money, the faculty and staff who work hard for the betterment of student is ignored for their effort if they do not agree with the top level administrative policies and management. They must have to follow the decision by top management and they are like only paid servants nothing else.

Keywords: Employee engagement, dominance of power, Nepotism, Biasness

Introduction

Educational institutions are not only based on the Human Resource (HR) decision-making process, not only on policy rules and formal structures, but also have invisible but influential roles of power and influence. Power dynamics (Power dynamics) is the process through which some individual or group decisions have more impact on the process than others. When this type of power creates a state of imbalance, it can give rise to HR related decisions - such as appointment, promotion, transfer, training and evaluation - can lead to bias, lack of transparency and inequality.

It has been observed many times in the educational field that HR decisions have effective elements such as personal relations, political influence, caste or sexual prejudice and seniority. This not only leads to injustice to qualified candidates, but it also adversely affects the functionality and overall development of the institution.

The main objective of this research is to understand how power mobility works in educational institutions and how it affects HR decisions. Also, this research will analyze what effect these decisions have on the satisfaction, inspiration, sense of fairness and educational quality of the employees. This study will be mainly limited to universities and higher educational institutions, including government, semi-government and private institutions. Research will include decision -making officers (such as manager, administrative officer), faculty and other working classes.

Literature review

Strength mobility in Human Resource Management (HRM) is one aspect that has been seriously analyzed by many researchers worldwide.

- French and Reven (1959) discussed various sources of power such as legitimate power, award power, force, specialization and reference power. According to these principles, institutional power is not only dependent on the position and right, but it is also governed by social and psychological influences.
- In the Indian educational context, many researches have indicated that lack of transparency in the decision process, political intervention, and socio-cultural prejudices affect the quality of HR decisions. (Singh & Sharma,2018) As a result, there is discontent in employees, decrease in functioning and deviation from institutional purposes.
- The study of Gupta and Joshi (2020) stated that when teachers do not get participation in the decision process or are not considered part of power-balance, their inspiration and commitment to the organization declines.

Thus, literature makes it clear that power dynamics play a decisive role in HR decisions, and understanding its effects is essential for organizational improvement.

Research methodology

This research will combine both qualitative and quantitative research methods, so that the effects of strength dynamics can be understood from a multi -faceted perspective. This study will be based on mixed method approach.

1. Nature of Research:

Descriptive and analytical - it will be described in the study of how power works in HR decisions and its effects will be analyzed.

2. Sample selection (sampling):

Sample size (sample size): approximately 30-35 participants Sampling Type: purposive sampling-specially selected educational institutions (government, private, and semi-government) officers, principals, teachers and administrative employees associated with HR.

3. Data Collection Methods:

Primary data:

Survey questionnaire: HR to understand the experience and effects of strength dynamics in decisions.

Secondary data:

Pre -published papers, reports, government policies, and documents of the Department of Education.

4. Data Analysis Techniques:

quantitative data**:** Statistical analysis - analysis through percentage, average, charts etc. using MS Excel or SPSS software.

5. Ethical Considerations:

The privacy and voluntary participation of the participants will be ensured. All participants will be taken pre-informed consent. The purpose of research will be clearly explained and no misuse of any type.

Findings

1. Unequal distribution of power: HR decisions in 21 out of 30 colleges (70%) were found to be dominated by higher administrative officials (such as Principal, Chairman, Management Board). The participation of teachers or non-administrative staff was negligible.

2. Lack of transparency:

60% of the participants said that the decisions of appointment or promotion were not based on clear criteria.40% of teachers feel that decisions are pre-determined and procedures are adopted only for formalities.

3. Political and personal influence

In 18 out of 30 colleges (60%) it was clearly found that HR decisions had an influence of political relations or personal bias. This trend was seen more especially in government and semi-government institutions.

4. Employee Dissatisfaction:

72% of the employees reported that they feel ignored or valueless in terms of HR decisions. This saw a decline in motivation and work-devotion.

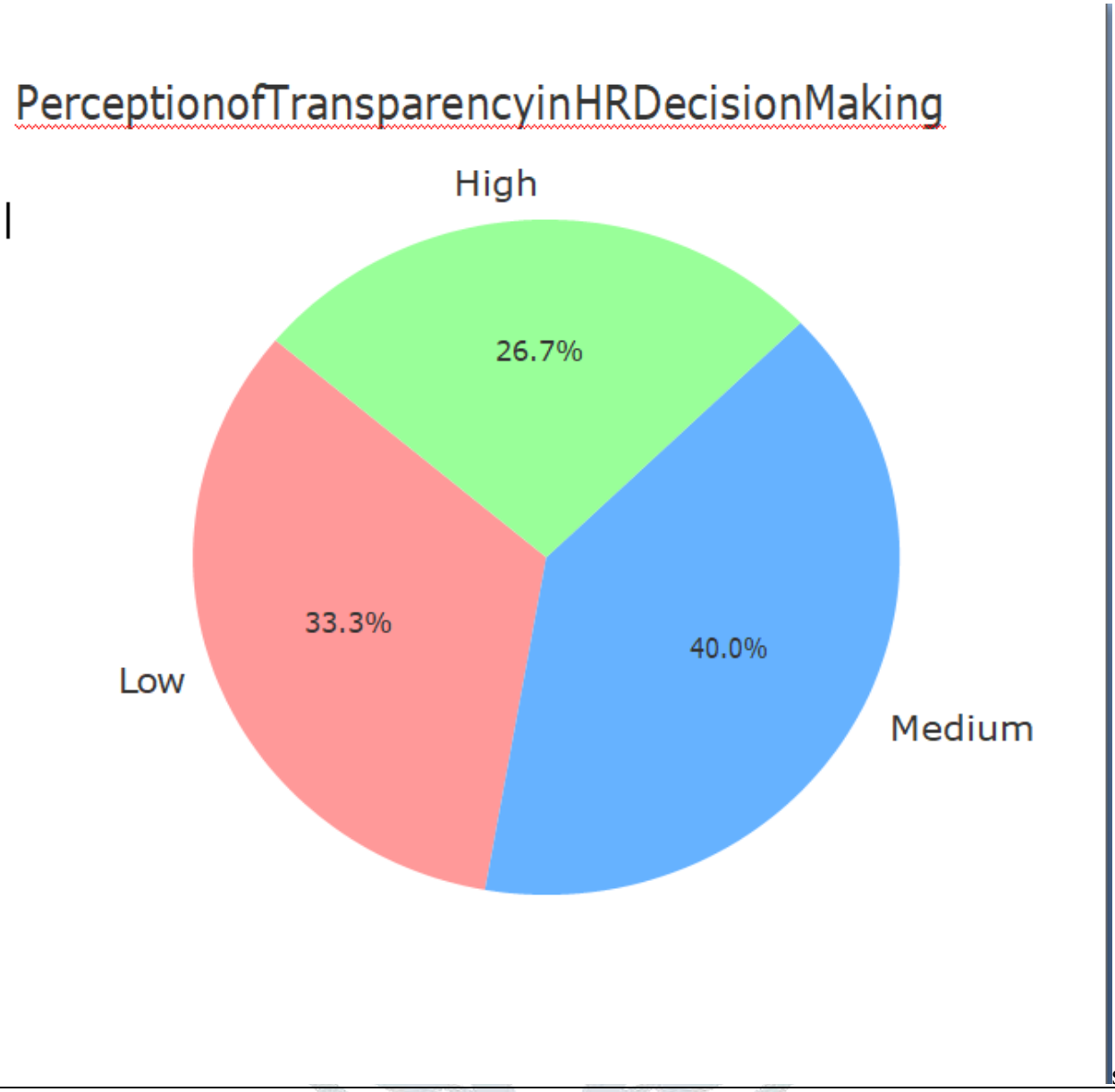
5. Policy adherence:

Decisions related to HR in only 35% colleges were taken according to government or institutional policies. In the rest of the cases, the policy was selected 'according to the situation' - that is, when it seemed convenient, the rules were adopted.

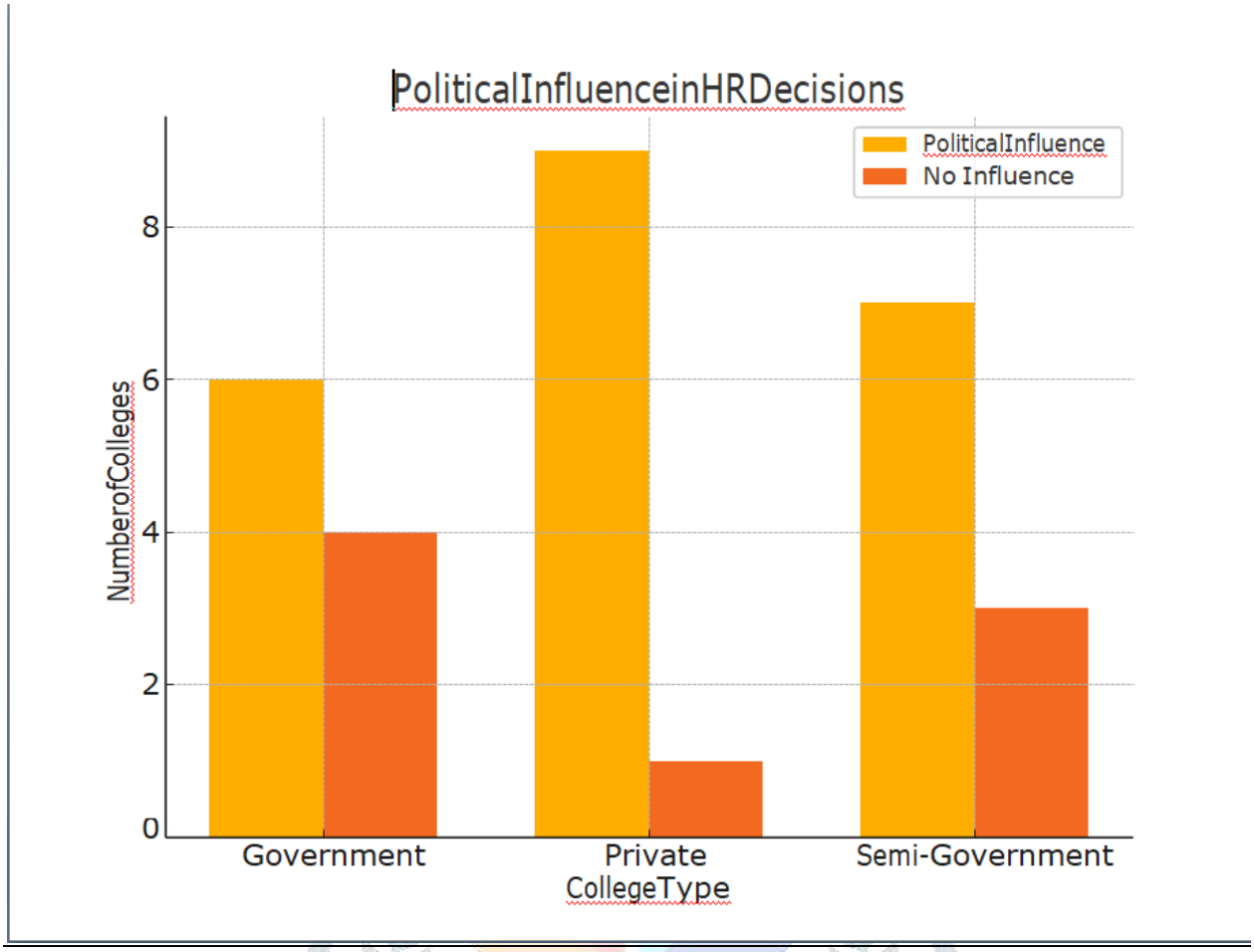
6. Lack of communication in the decision process:80% of the participants said that no discussion or opinion is taken from employees before HR decisions. Information related to changes or appointment in policies is often given at the last moment.

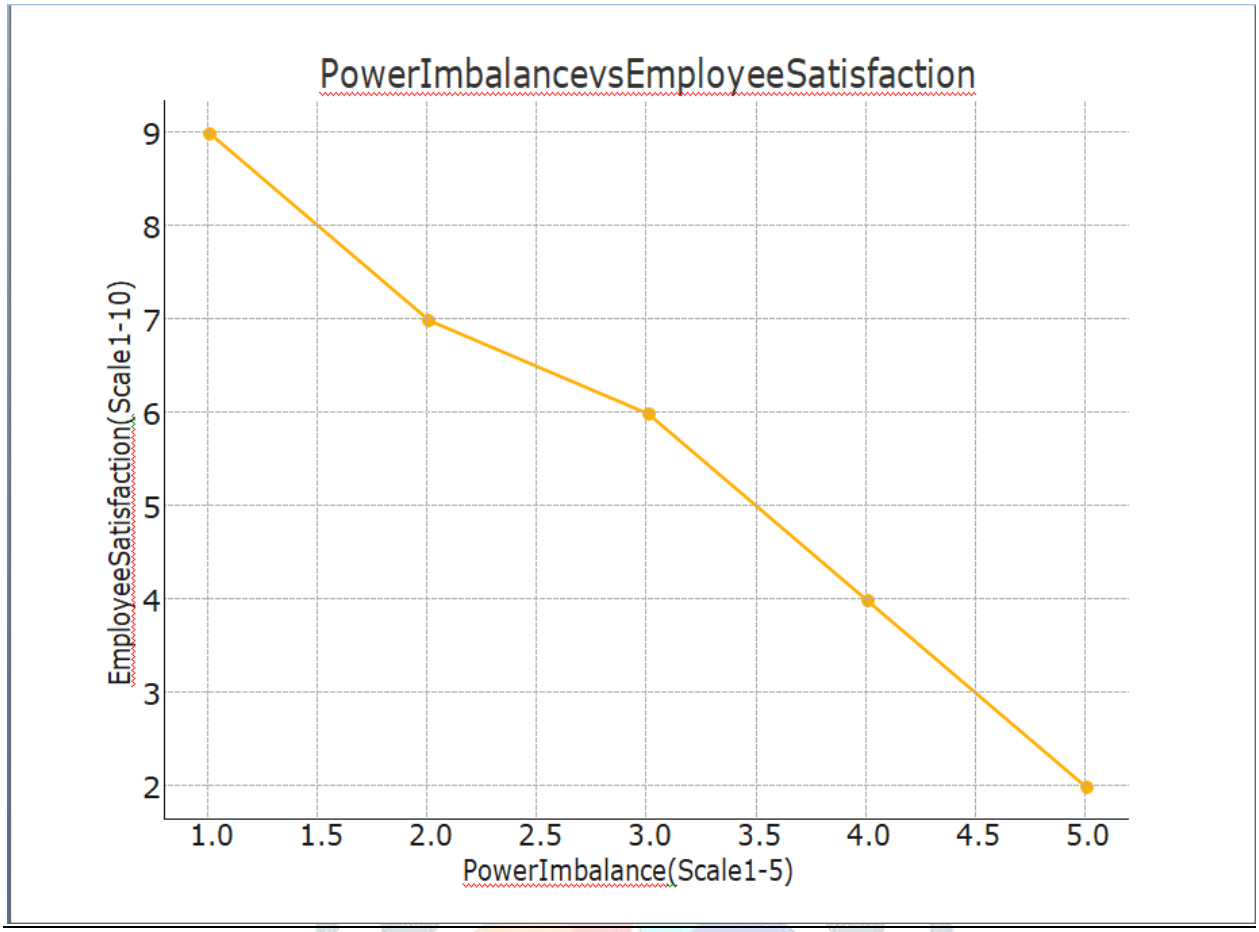
HR decision-making process is still centralized and power-based in educational work culture in institutions. Transparency, dialogue and lack of fairness in the decision process are affecting the

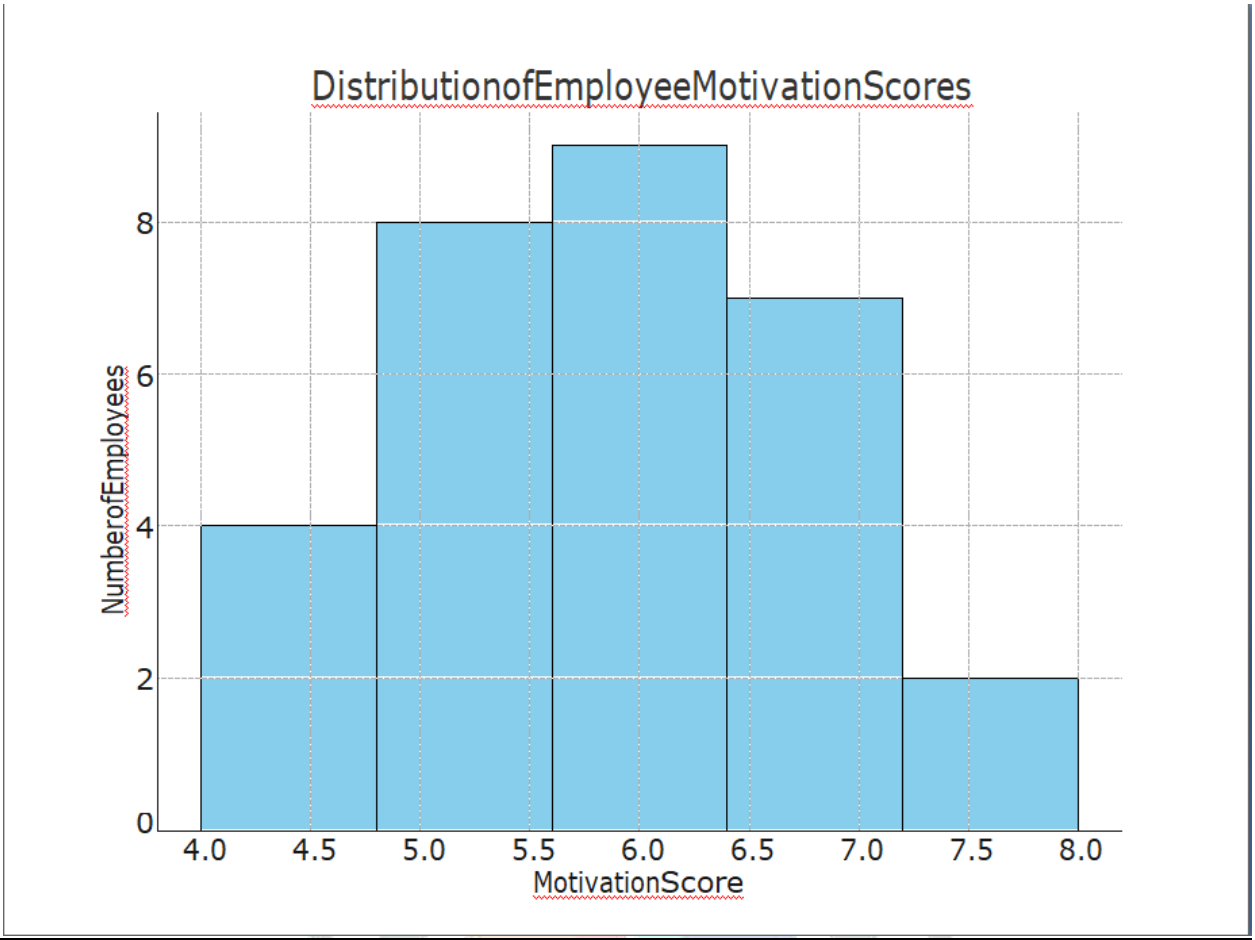
Work culture in institution.

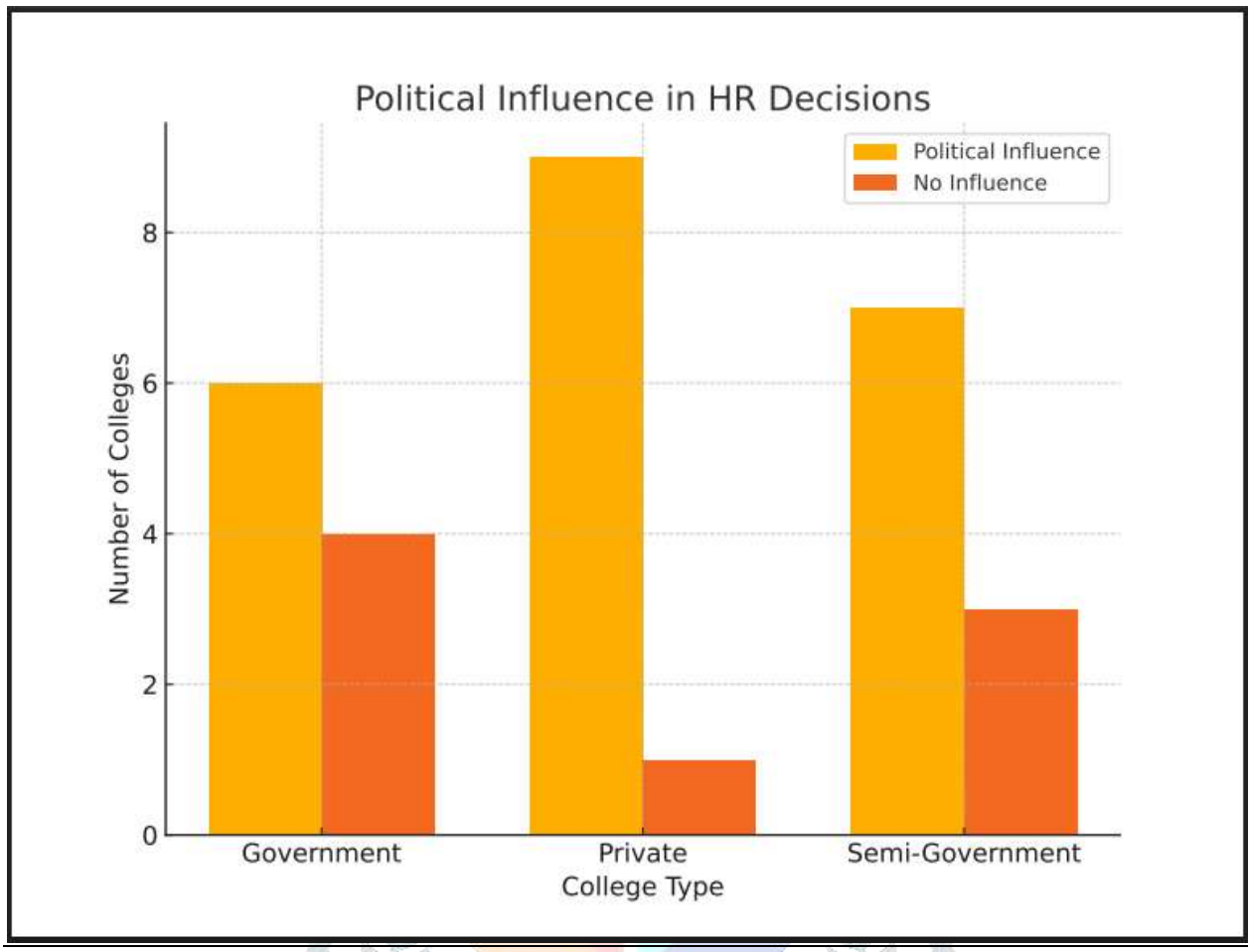

PerceptionofTransparencyinHRDecisionMaking
High
26.7%
33.3%
40.0%
Low
Medium

s.


PoliticalInfluenceinHRDecisions
PoliticalInfluence
No Influence
NumberofColleges
0
2
4
6
8
Government
Private
Semi-Government
CollegeType


PowerImbalancevsEmployeeSatisfaction
EmployeeSatisfaction(Scale1-10)
9
8
7
6
5
4
3
2
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
PowerImbalance(Scale1-5)


DistributionofEmployeeMotivationScores
NumberofEmployees
0
2
4
6
8
4.0
4.5
5.0
5.5
6.0
6.5
7.0
7.5
8.0
MotivationScore



Discussion

Research made it clear that HR decision-building in educational institutions is often subject to imbalance of power and political/personal effects, not a fair process. Decisions in most colleges are taken only by people sitting in high positions, while the rest of the employees are kept only in the role of execution. This condition leads to lack of dissatisfaction, insecurity and lack of motivation among employees, affecting the quality and functionality of the institute. Fairness and lack of transparency weakens institutional culture.

Additionally, it was also found that where employees were given the opportunity to participate in the decision process, work satisfaction and mutual confidence were more strong. This proves that dialogue -based leadership and partnership system can prove helpful in the development of the institute. Therefore, it is necessary that the centralization of power is reduced and all stakeholders are included in the decision process to create a democratic and justified work culture.

Recommendations

- Participation in decisions: HR decisions include not only officers, teachers and employees.
- Bring transparency: All decisions are clearly written and shared with everyone.
- Training required: Administration and staff should be trained to take honest and fair decisions.

- Balance of Shakti: External experts should be included in decisions so that there is no bias.
- Review of policies: HR rules should be periodically investigated and corrected.
- Open dialogue promoted: Employees should be consulted and informed before decisions.
- External monitoring: External audit or inspection should be done for correct adherence to policies.

Conclusion

The purpose of this research was to understand how the process of HR decision-making in educational institutions affects the balance or imbalance. Data and analysis received from 30 colleges revealed this major conclusions:

- Centralization of Shakti: Most decisions are taken by individuals sitting in high positions in institutions, which limits the participation of lower level employees.
- Lack of transparency: The level of transparency in HR decisions was found to be moderate or low, causing lack of trust and dissatisfaction in the employees.
- Political and personal influence: In many institutions, external intervention on HR policies and partial conditions were observed, affecting fairness.
- Employee satisfaction and impact on motivation: Where the power imbalance was high, the level of satisfaction and inspiration of the employees was found to be low.
- Need for positive changes: Inspiration, satisfaction and performance were found to be better in institutions where employees were made partners in the decision process.

The participation of diverse stakeholders in decision processes should be encouraged. Concrete steps should be taken towards transparency, accountability and impartiality in HR policies. Ensure morality and balance should be ensured in the use of power.

Reference

•French, J. R. P., & Raven, B. (1959). The Bases of Social Power. In D. Cartwright (Ed.), Studies in Social Power (pp. 150–167). University of Michigan.

•Singh, A., & Sharma, R. (2018). Power Relations and Decision Making in Indian Educational Institutions: A Human Resource Perspective. International Journal of Educational Management, 32(5), 764–777

- Gupta, P., & Joshi, M. (2020). Impact of Power Dynamics on Teacher Motivation in Indian Higher Education. Journal of Human Resource and Sustainability Studies, 8(2), 93–105.

ANNEXURE

Questionnaire

Rating scale

(1-strongly disagree,2-disagree,3neutral,4-agree,5-strongly agree)

1.Top management personnel preferences affect the HR Decision in educational sector.

2.Rcruitment and promotion processes are shaped by definite hierarchy.

3.Formal HR Policies are less impactful on HR outcomes then the influence of senior faculty or staff.

4.The internal political climate influences HR decisions concerning hiring, firing and promotion.

5. Regardless of power dynamics HR decision remain transparent.

6.Decison regarding conflict resolution are equitable and unbiased regardless of an individual power.

7.When it comes to staffing, leadership tends to HR Protocols.

8.The company encourages employee to express their concern about unfair HR practices.

9.There are mechanism in place to control power abuse in HR decision.

10.Power dynamics plays a larger role in promotion than they do in recruitment

Demographic questions like experience, gender, age, salary, position