



Strategic Human Resource Management Practices In The Higher Education Institutes Of Uttarakhand

¹Pooja Kanojia, ²Rupa Khanna Mlahotra, ³Amit Kumar Uniyal, ⁴DR. Rajesh Kumar Upadhyay

¹Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, Poojakanojia786@gmail.com.

²Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, RUPA_KHANNAMALHOTRA@geu.ac.in.

³Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, amituniyal@geu.ac.in.000-0003-2726-958X.

⁴ Professor, Department of Management Studies, Graphic Era Hill University, Dehradun.

ABSTRACT

In the recent studies it has been revealed that organizations have evolved fairly well after the adoption of the strategic human resource practices. Strategic human resource management helps in enhancing the capabilities and the performance of employees. Implementation of the strategic human resource management helps an organization in steady growth and profitability. Still there exist gaps between empirical and conceptual strategic human resource management practices in the higher educational institutes. Many Higher Education Institutes have realized the importance of strategic human resource management but only a few have realized and implemented the practices. The objective of the study is to how to utilize the strategic human resource management practices to enhance the abilities of an employee. Sample size of the study was 250 faculties of the Higher Education Institutes in Uttarakhand. Questionnaire was used to collect the data. It was found that strategic human resource management is essential in enhancing the performance of employees.

Keywords: Strategic human resource management practice, training and development, performance.

1. INTRODUCTION

Advancement in the technology, national and International competition has raised the advancement and adoption of strategic human resource practices. According to Bontis (1966),

Human capital is the only factor of production that can effectively help an organization to sustain and gain global competitive advantage. In a study conducted by Hasani and Sheikesmeili (2016) concluded that its only possible by the human capital to utilize the financial resources and technology by engages their skills and knowledge. The organization will have to retail and sustain human capital because of the changing nature of technology and innovation. In 21st century economies strategic human resource management has become very essential and vital for gaining competitive advantage concluded by Barney and Wright (1998). There exist a huge gap between understanding the importance of strategic human resource management and implementation of strategic human resource management. India has one of the largest educational systems, in the world with 25.9 million of students enrolled in the higher education institutes after the US and China (EY report, 2012). In the recent years many colleges have emerged in the field of management and engineering. Uttarakhand has emerged as choice amongst the youngster for higher education because of the quality education system and the culture in India. Hence it becomes essential for all the Higher education institutes to work meticulously on the quality education and restructuring the education modules and sustain the dedicated and committed faculty.

Employees are the pillars of the organization with their dedication an organization is able to grow and maximize the profit, effective SHRM is a must for every organization. To attain and achieve the objectives and goals of the organization an employee must be dedicated and should be fully responsible for his conduct in the organization concluded by Stavrou-Costea (2005). HRM practices like effective recruitment, training and development, career planning, performance appraisal, etc., should be implemented and timely assessed to monitor the performance of the organization can help organization to meet objectives supported by Lee and Lee (2007).

Training and Development Training and development are important for the employees because it helps in developing the efficiency of the employees, enhancing the skills and developing the abilities of the employees. Training and development should be designed according to the need and requirement of the organization.

Recruitment and Selection system Sustainability of an organization depends upon the pool of employees. Dedication of an employee plays a very important for the growth of an organization. Recruitment and selection of an employee is an activity that involves examining and judging the candidates on different perspectives like age, work experience, education, etc.

Compensation system Reward system is important for sustaining the employees. Employees should be compensated on time and should be well compensated. Effective compensation system should be designed in order to match up with the goals accomplished by the employees. Employees become resource with elasticity when job satisfaction is there.

Performance Appraisal System The purpose of the performance appraisal is twofold, firstly it provides the information that can help in forming the strategies and secondly it helps in matching the performance of an employee with the strategic objectives for effective performance of the employees.

2. REVIEW OF LITERATURE

Allui and Sahni (2016) Explores the integration and utilization of institutional strategic Human Resource Management practices adopted by the education institutes in Saudi Arabia. Six practices were discussed in the paper like performance appraisal, training and development, recruitment and selection, compensation system, retention plans and strategic alignment. It was revealed in the study that the universities in Saudi Arabia have not yet adopted strong and concrete SHRM practices. It was revealed that there exist huge gaps between the satisfactions of the employee's information which is a major problem.

Rahiman, et. al. (2018) Explores the impact of demographic factor has an impact of HR practices and to find the relationship between HR practices and organizational commitment. The research was conducted in Mangalore the sample was collected from Management and Engineering colleges. There were 75 respondents who filled the questionnaire on organizational commitment and human resource practices. It was revealed that faculty who are committed takes keen interest in working also helps in achieving the objectives.

Hashim, et. al. (2017) explores how human resource practices can affect performance of the employees in the private sector universities in Pakistan. The sample size was 123 respondents from the university. It was revealed that performance evaluation, promotion and compensation have a significant relationship with the performance of the employees in the universities. It was also highlighted that if organization is able to adopt the incentives and compensation it's able to retain the employees.

Khalil, et. al. (2017) Explores the satisfaction level of the technical teachers of human resource management practices in terms of compensation process, training and development and recruitment and selection. Cross sectional survey design was used and the study was carried out in Lahore. 208 teachers participated for the study. It was revealed that job satisfaction is strongly correlated with compensation system, training and development and recruitment and selection.

Shahzad, et. al. (2008) investigated the relationship between HR practices like performance evaluation, promotion and compensation and the performance of employees. Another purpose of the study was if monitoring mechanism can be a mediator between the performance of the faculty

and training and development. The study was conducted in Pakistan. The sample size was 125 private school teachers. It was revealed that in Pakistan there is no proper method to measure the performance of the faculty.

4. METHOD

Purpose the purpose of the paper is to explore and identify the dynamics of how to utilize the SHRM practices to enhance the ability and potential of the employees in the Higher Education Institutes of Uttarakhand.

Data Collection Secondary data was collected from the published research papers, Scopus journals, books, articles, books, etc. The primary data was collected from the questionnaire that was constructed by the researchers that were mailed to the academicians of the Higher education institutes of Uttarakhand. The questionnaire was divided into two parts: The first part was to determine the demographic profile (gender, marital status, work experience, age distribution) of the respondents and the second part was based on SHRM: Training and development, Strategic alignment, organization culture, compensation and reward and recognition. Each section had items. Likert scale was used to measure the response of the respondents where 5 strongly agree, 4 Agree, 3 Neutral, 2 disagree and 1 strongly agrees.

Sample size was 250 respondents faculty in the higher education institutes of Uttarakhand (faculty).

Table 1 Demographic Profile of Respondent

Category	Sub - Category	Response	Percentage
Gender	Male	135	54%
	Female	115	46%
	Total	250	100%
Marital Status	Married	110	44%
	Unmarried	140	57%
	Total	250	100%
Work experience	1-5 years	80	32%
	5-10 years	75	30%
	10-15 years	30	12%
	15-20 years	25	10%
	20-25 years	40	16%
	Total	250	100%
Age Distribution	20-30	60	24%

	30-40	100	40%
	40-50	55	22%
	50-60	35	14%
	Total	250	100%

5. Data Interpretation of Table 1

It can be inferred from Table one that 54% of the population is male and 46% are females. 57% of the total population is unmarried and the remaining 44% is married. 32% of the respondents are having a work experience of 1 to 5 years, 30% of the respondents have work experience of 5 to 10 years, 12% of the respondents are having experience of 10 to 15 years, whereas 10% of the respondents have an experience between 15 to 20 years and lastly 16% of the respondents have experience between 20 to 25 years. 24% of the respondents are in between the age group 20-30 years, 40% of the respondents are in the age group of 30-40 years, whereas 22% of the respondents are in between 40-50 years of age and last but not the least only 14% of the respondents are of 50-60 years of age.

Table 2 Mean and SD for the scale

Dimensions	Items	Mean	SD
Strategic Alignment	People concern	2.88	1.15
	HR as fundamental part	3.00	.79
	Employee Issues	3.25	.72
	Positioning of HR activities	3.25	.77
Performance Appraisal	Setting of the objectives	4.15	.89
	Development of the dialogue	3.13	.79
Compensation and Reward system	Reward and Performance	3.78	1.16
	Performance based increment	4.35	.73
	Fair reward system	3.73	.57
	Competitive salary	3.00	1.03
Training and Development	Induction Program	4.25	1.10
	TQM of faculty	3.85	.70
	Evaluation of Training	3.55	1.03

	Training Need Analysis	3.85	1.15
Organization Culture	Communication with employees	4.15	.77
	Working Hours	3.33	.79
	Retention Plans	3.58	1.15
	Fair Grievances system	3.95	1.13
Recruitment and Selection	Screening	4.48	.56
	Selection Process	4.77	.63
	Structured Interview	4.66	.51
	Internal Job Hiring	3.85	.66

6. Data Interpretation of Table 2

The study is focused on the following findings

Strategic Alignment

Strategic coordination of human resources is simply accepting the HR functions as a strategic partner in implementing the strategies of the organization like recruitment and selection, training and development, compensation and reward management, performance appraisal. There were 4 items included in strategic alignment. The mean score of strategic alignment is 12.38 out of maximum possible score of 17.76 which suggest moderate extent of (70%) strategic alignment with the organization's objectives.

Performance Appraisal

If implemented properly performance appraisal can link individual and the organizational goals and objectives. The mean score of performance and appraisal was the lowest that is 7.28 out of 17.76 which suggest the lowest extent of (40%) score. Thus it can be inferred from the data that there exist no dialogue between the superior and the subordinate as the mean score is low that is 3.13 whereas 4.15 is the highest when it comes to setting of the objectives.. Performance appraisal assists in setting of the goals and the objectives of the subordinate so that they can determine their course of action.

Compensation and Reward System

Employees can be motivated if they are compensated well. Performance based compensation helps an employee to determine his action. The findings suggest that the mean score was 14.86

out of maximum possible score of 17.76 which suggest high extent of (84%) score which is positive. The employees feel that their salaries are raised based on their performance.

Training and Development

Training and development is a very important dimension of SHRM. The mean value of training and development is 15.5 out of 17.76 which suggest high extent of (87%) score which is positive. It is also revealed that the training should be evaluated on a regular basis and has scored the lowest out of all the 4 items.

Organization Culture

Culture determines the dedication of employees. The communication between the employees if it's strong can strengthen the teamwork and has the highest mean score out of all 4 items. The mean value of organization culture is 15.01 out of 17.76 which suggest high extent of (85%) score which is positive.

Recruitment and Selection

Recruitment and selection is very important in any organization it lays the foundation of HRM. A valid, regress and sophisticated recruitment and selection process helps to identify the potential candidate. It helps in creating the expectation of performance of the employees. The mean value of recruitment and selection is the highest that is 17.76 which is the highest out of all the dimensions selected for the research purpose.

7. Discussion and Conclusion

In this research paper six dimensions of SHRM were briefly discussed. The findings show that performance appraisal has not yet received attention in the Higher Education Institutes of Uttarakhand. HR activities and concern for people is also inadequate and needs much attention. HR functions have to be dealt with fairness and adequacy. Also it was concluded that the concern for employees is very low and the employees are not satisfied. Compensation and training and development can be successfully used for motivating and directing the employees of the Higher education institutes. Training can help in enhancing the skills and further can improve the quality of the performance. It can be revealed from the study that the salary drawn by the employees needs to revise according to the performance, skills and the competitor is offering so that employees are motivated. Fair and timely reward can help the employee to be more dedicated and committed. It is concerns for the higher education institutes that there is no constructive dialogue between the employees that can help them evolve and can help them enhance the research work. Further this study has some limitations that the sample size is limited only to 250 faculty of Uttarakhand. The study is only limited to the Higher education institutes of Uttarakhand. There exist huge gaps in the age distribution also the findings of the

work experience cannot be generalized. In the future study salary can also be included in the demographic profile of the respondents and this study can also be conducted by considering the administrative staff. In addition, future study can also consider the moderating variables like labor market, legal and regulatory environment and career planning.

REFERENCES

- 1 Allui, A., & Sahni, J. (2016). Strategic Human Resource Management in Higher Education Institutions: Empirical Evidence from Saudi. *Procedia - Social and Behavioral Sciences* 235, 361 – 371.
- 2 Hasani, K., & Sheikhesmaeili, S. (2016). Knowledge management and employee empowerment. *Kybernetes*, 45(2), 337–355.
- 3 Barney, J.B., & Wright, P.M. (1998). On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage. *Human Resource Management*, 37(1), 31–46.
- 4 Costea, S., & Eleni. (2002). The role of human resource management in today's organizations: the case of Cyprus in comparison with the European Union. *Journal of European industrial training*, 26(6), 261-268.
- 5 Lee, Y.C. & Lee, S.K. (2007). Capabilities, Processes, and Performance of Knowledge Management: A Structural Approach. *Human Factors and Ergonomics in Manufacturing*, 17(1), 21–41.
- 6 Rahiman, H.U., Frank, R.A., & Kodikal, R. (2018). Impact of Human Resource Practices on Faculty Commitment: An Empirical Study. *Journal of Strategic Human Resource Management*, 7(3), 43-48.
- 7 Hashim, M., Rafi, S., Kazmi, S.S.A., Ullah, M., Kee, D.M.H. (2017). Impact Of Human Resource Practices on Perceived Performance: A Study of Teaching Faculty in Private Universities of Peshawar, Pakistan. *City University Research Journal, Special Issue: AIC, Malaysia*, 120-129.
- 8 Khalil, A., Hussain, A., & Ilyas, M. (2017). Teachers' Satisfaction regarding Human Resource Management Practices in Technical Institutions of Lahore. *Bulletin of Education and Research*, 39(2), 95-105.
- 9 Shahzad, K., Bashir, S., & Ramay, M.I. (2008). Impact of HR Practices on Perceived Performance of University Teachers in Pakistan. *International Review of Business Research Papers*, 4(2), 302-315.
- 10 Allui, A., & Sahni, J. (2016). Strategic Human Resource Management in Higher Education Institutions: Empirical Evidence from Saudi. *Procedia - Social and Behavioural Sciences*, 235, 361 – 371.