STRATEGIC APPROACH OF HUMAN RESOURCE MANAGEMENT [SHRM] TOWARDS INDIAN HIGHER EDUCATION SYSTEM

Mrs.VeenaShetty, N.S.Mohan

Abstract: Indian government is not giving priority to the development of Standard in education. India should aspire for the international standard in education. SHRM is striving to achieve a standard student to teacher ratio (20:1), managing architecture of learning ,structure ,expansion and access of higher education institutions, governance and autonomy in order to achieve the proposed goals and objective under "India vision 2020 [1]". Data were collected through surveys, which were undertaken by faculty and students, and analysis was carried out using SPSS software (statistical package for social sciences) and the SWOT analysis. The effectiveness of various premier institutes in India is determined using SPSS software. The analysis is used to predicted the number the number of colleges, number of universities and number of students that would be necessary for the efficient running of the education system. Then the results were interpreted as per HRD ministry norms and drawn important the inference and conclusions. The results indicate that that now a days premier institute is giving more weight age to the infrastructure facilities rather than improving the teaching methodology, both the factors are equally important and should be given equal importance for a better and efficient education scenario in India.

Key words: Strategic Human Resource Management, India vision 2020, Education system.

INTRODUCTION

SHRM in higher education sector in India is devoted to support, whether it is offering professional development programs or conducting joint research. SHRM India's mission is to leverage the strengths of the professionals and the institutes, through various SHRM tools. Governing the goals of higher education with the help of various governing bodies of the HRD ministry, expansion of higher education, knowing present state of the higher education in India, to assess the basic problems and challenges of Indian Higher Education System and to suggest better policy and measurers for improvement of Indian Higher Education System [2], improving the quality of teachers is also a major concern, and how to renovate and rejuvenate the higher education scenario, last but not the least we will be discussing the globalisation of higher education. SHRM [3] tools are the most important aspect when we talk about the management of higher education in India, so we mainly concentrated on the analysis of various factors governing the education scenario like number of students, number of colleges, and number of universities.

It has been a general trend in higher education in the last decade that education has become a money making business, almost all the state government is allowing all the private bodies to set up educational institute of higher education without giving importance to the norms of the HRD ministry [4]. Apart from that the governing bodies are not controlling the intake of the institutes, for the efficient running of the education sector. Moreover the number the faculty required should be kept under vigil look, all the above mentioned factors i.e. the number of students ,colleges, university and faculty should be continuously evaluated and predicted as per the requirement to cater to the needs of education sector in India, for better higher education scenario in India [5].

The main objective of the study is to understand the role and significance of SHRM in improving the Indian educational scenario in context with the various factors building up the educational platform in India. The predication we got regarding the number of students, number of college, number of universities was the most significant result we obtained at the end of the project work. That can prove to be very beneficial to the governing bodies responsible for the higher educational scenario in India. Enhancing effectiveness of teaching / learning process in technical education, Economic reform and financing higher education in India. Measures for improvement in higher education, and eradicating limitations of educational administrators. Step taken by the government of the growth of technical educational in India. Quality assurance mechanism for the higher educational institute. Privatisation of the higher educational institute is also one of major factor to be considered. Secondary objective of our work was to renovate and rejuvenate the higher education in India. Understanding the challenges before the higher education such as invisible walls between various courses, architecture of learning, structure. Expansion and access of institutes. Governance and autonomy of the higher

education institutes. Education is prime service for the development of human being in the each country. India is the second largest nation in the world in the manner of population. But there are only 8 to 9 percent population are taking higher education, it is not enough to better situation to nation building process. Hence, there is emergency need to evaluate Indian educational system and try to improve. This research will be helpful to point out the problems and challenges of the higher education system in India and provides appropriate policy and measurers to its improvement.

BACKGROUND STUDY

The Strategic Human Resource Management (HRM) function, in its prior form, Personnel Management, was focused on administration, welfare and Industrial Relations [6]. Personnel management was the dumping ground for many unwanted tasks and was heavily criticized for being a combination of the functions of file clerk, social worker and fire fighting [7]. The Personnel function was treated as less important than other functions such as Finance, Marketing and Manufacturing and as such Personnel Managers could not enjoy high prestige, power and high remuneration, because they could not demonstrate the importance of their function and its strategic value. In particular, desirable behaviours such as high productivity, low turnover, low absenteeism and a low incidence of strikes could reflect [8]. SHRM is a strategic approach to manage human resource of an organization [9]. It concerns all organizational activities which affect the behaviour of individuals in their effort to formulate and implement planned strategies that will help organization achieve the business objectives [10].

INDIA VISION 2020

"To be a world class organization leading technological and socioeconomic development of the country by enhancing the global competitiveness of technical manpower and by ensuring high quality technical education to all sections of the society." To achieve India vision 2020 union HRD ministry is trying hard, ministry is not leaving any stone unturned. The ministry is using various statutory powers for controlling the providing the future needs of the higher education in India. The various statutory powers can put under various sub categories namely regulatory, promotional and planning.

REVIEW

Indian government has adopted policy of welfare state and providing facility of educational services to the peoples of India. Education has been a joint responsibility between the Union (central) and state governments. The states bear 80% of the fiscal burden for higher education in India. The Union government can pass nationally-binding legislation for higher education and is the final standards and accreditation authority. The Department of Higher Education lies within the Ministry of Human Resource Development in the Union government. There has been phenomenal growth in the Higher Education System and a virtual explosion in the number of Universities and colleges. There were only 20 universities and 500 Colleges at the time of Independence; the country has now 416 Universities –251 State Universities, 24 Central Universities, 103 Deemed Universities, 5 Institutions established under State Legislation and 33 Institutes of National Importance established by Act of Parliament. In addition, there are 20677 Colleges including 2166 Women Colleges. The enrolment of women at the beginning of the academic year 2006-7 was 44.66 lakhs, constituting At the beginning of the academic year 2007-08, the total number of students enrolled in the Universities and Colleges was 116.13 Lakhs (approx.) .The enrolment of women was about 40% of the total enrolment. University Grants Commission (UGC) is responsible for coordination determination, and maintenance of standards, release of grants. Professional councils such as All India Council for Technical Education (AICTE), Distance Education Council (DEC), are responsible for recognition of courses, promotion of professional institutions and providing grants to undergraduate programmes and various awards. National Assessment and Accreditation Council (NAAC) is an autonomous institution established by the UGC in 1994 to assess and accredit institutions of higher education that volunteer for the process, based on prescribed criteria. 129 Universities and 2954 colleges/institutions have been accredited by NAAC till 2005 some are reaccredited now.

METHODOLOGY

Data through questionnaire were collected from various engineering and management institutes and meeting with their administration and HR manager to get clear picture of the present scenario. Understanding their planning techniques questionnaire was prepared and sample survey and distributed through internet carried out. The data prepared using swot analysis and then the analysis is carried out on the various collected data and feedback using SPSS software.

ASSUMPTIONS

- § The response from the surveys was reliable which we confirmed with the help of SPSS software.
- § Sample space assumed were around 100+
- § In theory, there are several important assumptions that must be satisfied if linear regression is to be used. These are:

1. Both the independent (X) and the dependent (Y) variables are measured at the interval or ratio level.

2. The relationship between the independent (X) and the dependent (Y) variables is linear.

3. Errors in prediction of the value of Y are distributed in a way that approaches the normal curve.

4. Errors in prediction of the value of Y are all independent of one another.

5. The distribution of the errors in prediction of the value of Y is constant regardless of the value of X.

TOOLS USED

SPSS is among the most widely used programs for statistical analysis in social science. It is used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations and others. The original SPSS manual has been described as one of "sociology's most influential books. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the data file) are features of the base software.

RESULTS AND DISCUSSION

Above assumptions that we considered was true. Sample space that was considered was enough to get the desired result. The values that we got from hypothesis test by considering the above assumptions were found out to be true. The significance value that we considered for the hypothesis had given the desired result and hence, we don't need to change the significance value for the hypothesis test. The number of students, colleges and universities that we obtained is well analysed by the hypothesis test. The exponential model that we considered for finding the effectiveness of the technical university was not valid as we got this by conducting chi square test which led us to consider linear model and it is found out to be valid and has given the desired result. Regression analysis thus given the best fit line for the linear model which was important to obtain the effectiveness of technical university.

CALCULATION OF THE HYPOTHESIS TEST

Forecasting no of universities by the end of year 2020 :

As we want to test the hypothesis that the average no. of university in india would equal to or less than 800 by the year 2020 against the hypothesis that the no of university is more than 800.

The above data has been estimated by plotting the graph between no of years and university,by interpolating we got that no of university must be at least 800 to meet india vision 2020. As H_a is one sided, we shall use the one tailed test (in the right tail because H_a is more than type) at 5% level .

(1)

Xd"824.38

But the sample average is 800 which comes under the accep $X \leq 800 + 1.96(\frac{49}{\sqrt{16}})$ therefore select H_0 and concl es will be around 800 by the end of year 2020.

FORECASTING NO OF GRADUATES BY THE END OF YEAR 2020

As we want to test the hypothesis that the average no. of technical graduates in india would equal to or less than 3551969 by the year 2020 against the hypothesis that the no of graduates is more than 3551969.

The above data has been estimated by forecasting by regression analysis we got that no of graduates must be at least 3551969 to meet india vision 2020. But the sample average is 3551969 which comes under the acceptance region as above . We therefore select H_0 and conclude that total no of graduates will be around 3551969 by the end of year 2020.

FACTORS AFFECTING NUMBER OF COLLEGES IN INDIA

1. Number of students
   a. Number of students taking part in competitive exams.
   b. Number of students getting selected.
2. Number of teachers
3. Number of technical graduates required by the year 2020.
4. Number of AICTE approved technical colleges currently.

Number of technical colleges in INDIA is 7906 in the year 2010. Number of students pursuing different courses is 2055265. From the above estimation we found out that number of students by the year 2020 will be 3551969. By ratio and proportion we get number of colleges by the end of year 2020 will be 13663. Thus, the no. of colleges is calcualted considering above factors affecting it and thus we get the no. of colleges will be around 13663 by the end of year 2020.

KEY FACTORS AFFECTING THE EFFECTIVENESS OF A TECHNICAL INSTITUTE

The quantitative and qualitative analysis of these factors shall assist in framing the logical, relevant policies and strategic planning of the technical institutions. To Identify various factors affecting the effectiveness of technical institution followint factorts are considered.

FACTORS AFFECTING THE EFFECTIVENESS

[A] Administration

[B] Infrastructure

[C] Teaching Effectiveness

[D] Students

[E] Interaction with Industry and Society

[F] Extra Curricular Activities

[G] Research and Development and Placement are also one of the factors.

This survey was conducted so as to rate the factors how they are affecting the effectiveness of institute with respect to the students, questionnaire was distributed and from the feedback we done the analysis on SPSS software and thus the different results obtained was used to rate the different factors according to the rating system shown below:

0-3: very dissatisfied

3-4: dissatisfied

4-6: neutral

6-8: satisfied

8-10: very satisfied

Mean of various factor (on 10 rating scale)

1. Administration: 7.74
2. Infrastructure : 8.52
3. Teaching Effectiveness :7.34
4. Students :7.41
5. Interaction with Industry and Society :7.76
6. Extra Curricular Activities :7.97
7. Research and Development:7.98

Thus from the above result we can infer the following points:

For administration, teaching effectiveness, students, interaction with industry and society, extra curricular activities, research and development results shows students are satisfied with the current status, and for infrastructure the students shows highly satisfaction.

Since, infrastructure is rated very high it means students are quite happy with it and in near future it won't affect much. Teaching effectiveness however shows the lowest mean amongst all and hence, students are not much satisfied with the teaching process going on and hence, certain changes need to be done in teaching field in order to boost the moral as well as satisfaction of the students. From the above result we can drop to the conclusion that students are not satisfied with the motivational techniques used by the teachers to improve this factor the student teacher interaction should improve thus we can get a better student interaction. Students should be offered good research and project works so that better understanding of things is achieved. Whereas the other factors are more or less rated the same and hence they can also be improved on same grounds.

PERFORMANCE EVALUATION.

It is quite clear that these individual factors will have different influence and importance. Thus, to evaluate the extent of influence of these factors on effectiveness, we consider an exponential model for effectiveness as follows:

$$\text{Effectiveness } [Ef] = K[A]^a\ [B]^b\ [C]^c\ [D]^d\ [E]^e\ [F]^f\ [G]^g \quad (2)$$

Where,

K= constant of proportionality

a, b, c, d, e, f and g are indices of factors

A, B, C, D, E, F and G are the factors

The factor indices here, shall demonstrate their influence on the respective factors A, B, C, D, E, F and G.

The above analysis as done by the SPSS software gives us various results as :

1. Correlation between all the factors.
2. Enables us to find out the effectiveness of the institute.

Observations from the Matrix of Correlation Coefficients

1. Administration is having high correlation with Teaching Effectiveness (0.7898), Research &Development (0.6370) and Interaction with Industry & Society (0.6975).Hence administration can be merged with Teaching Effectiveness, R & D, and Interaction with Industry and Society.

2. Interaction with Industry & Society is also having high correlation with infrastructure (0.8866) and R&D (0.8625). Hence, Interaction with Industry &Society can be merged with infrastructure and R & D

3. The factor Student is having high correlation with Teaching Effectiveness (0.7180) and Infrastructure (0.7098). Hence it can be merged with these factors.

4. Line of Regression considering Administration, Students, Interaction with industry and society, Extra Curricular Activities and Research and development.

The line of regression obtained is Ef = -12.624+ 0.204(A) -0.256 (D) -0.509 (E) + 1.201 (F)+0.107(G)% fit of line = 1 x 100 = 100.00 %

CONCLUSIONS

Higher educations are the back bone for wealth creation. The number of students getting enrolled must be enhanced. More Universities and colleges must be opened. Local private partnership may be sought to open new institutions of higher learning. Top management must take all steps to ensure that teachers are motivated and contribute to the enhancement of quality. The government is appointing many commission and committee to study the lacunae in the system of higher learning time and again. The suggestion given by the committee are not implemented or delayed. Ultimately the end user, the students suffers. With globalization and availability of easy loans for education the student have a wider choice and do not hesitate to go abroad to undertake Higher learning. If India wants to accomplish Vision 2020 this brain drain is not a good sign. The reforms suggested above are problems undergone in the ground level and though these are highlighted time and again nothing much has been done to bring about a radical change. The National Knowledge Commission has laid down a lot of concrete recommendations. But will these recommendations be implemented or will it remain to be a study for researchers? Will these recommendations be overlooked for political advantage? The country failed to give significant attention to higher learning since independence though it was emphasized repeatedly. Hence the countries intelligent knowledge capital was lost to Silicon Valley. Will the higher education Institution provide a favourable ambience for study, research and development? Will these be immediately corrected and Vision 2020 is achieved? Only time can say whether the contents of this research paper will be eradicated or rewritten again as another research paper again after a decade.

REFERENCES

[1] India Planning Commission (2004). India Vision 2020: The Report plus Background Papers. Academic Foundation, New Delhi.

[2] Kalam, A.P.J. Abdul, Y.S. Rajan (1998). India 2020: A Vision of the New Millennium. Viking, New Delhi.

[3]. Armstrong, M., (2004). "A handbook of human resource management practice", 9th Edition. New Delhi: Kogan Page India.

[4] Agarwal, P (2006), Higher education in India: The need for change. New Delhi, India

[5] Aswathappa, K. (2004). "Human resource and personnel management: Text and cases". 3rd Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited.

[6] Baird, L. and Meshoulam, I. (1988). "Managing two fits of strategic human resource management". Academy of Management Review, 13 (1), 116-128.

[7] Becker, B. E. & Huselid, M. A. (1998). "High performance work systems and firm performance: A synthesis of research and managerial implications". Research in Personnel and Human Resource Management, 16, 53-101.

[8] Boxall, P. & Purcell, J. (2003). "Strategy and human resource management". Basingstoke: Palgrave Macmillan.

[9] Chew, I. & Chong, P. (1999). "Effects of strategic human resource management on strategic vision". International Journal Human Resource Management, 10 (6), 1031-45.

[10] Chiavenato, I. (2001). "Advances and challenges in human resource management in the new millennium". Public Personnel Management. 30 (1):171+ Retrieved October 10, 2009

***

Mrs.VeenaShetty, N.S.Mohan
Department of Commerce. Manipal University
E-mail: veenahshetty@gmail.com