HR Policies, Performance Appraisal System & Management Support : Predictors of Performance of Institutions of Higher Learning

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ABSTRACT - Human resources are the most important asset of any organization and play an important role in achieving organizational objectives. The administration of institutions of higher learning cannot achieve the desired goals without the proper utilization of human resources. Thus the effective and efficient use of human resources is of utmost importance. Teacher is a critical player in ensuring quality education. Thus the perception of teacher regarding various aspects of human resource management in institutions of higher learning is important. Success of institutions of higher learning depends on the performance of its teachers. Thus the perception of teacher is important for their own performance and also for accomplishment of goals of institutions of higher learning. Teachers give credibility to institution of higher learning and determine its character. It is necessary for institutions of higher learning to understand the importance of perception of teachers because the quality of teachers determines the quality of education.

This research will study the perception of teachers of institutions of higher learning about the human resource management practices such as HR policies, Performance appraisal system and Management support. Educational policy makers and management of institutes of higher learning will be benefited by this research. Policy makers need to know about the weakness of the present system from the perspective of teachers of institutes of higher learning. In this study total 250 faculty members were selected from various institutions in Indore city and data was collected through the questionnaire. According to the perception of teachers' of institutions of higher learning, it has been found that; HR policies, Performance Appraisal System and Management Support has significant effect on the Performance of institutions of higher learning.

Keywords: HR Policies, Performance Appraisal, Management Support, Performance of Institutions of Higher Learning.

I. INTRODUCTION

Teachers play a very important role in the learning process of students who idealize teachers and try to copy them. The motivation of teacher is, therefore, very important as it directly affects the students. The motivation of teachers is affected by many factors such as:

a) Personal/social factors b) Classroom environment c) Socio economic status d) Student's behaviour e) Examination stress f) Rewards/incentives g) Self confidence/personality of teacher etc.

Teachers` motivation to undertake a task depends on their expected reward. Efficient teaching will take place when there is strong motivation in terms of salary and innovation from both employers and the students` because students` performance sometimes may serve as a motivation for the teachers. This motivation may be aroused by either extrinsic or intrinsic stimuli both of which are important in directing and regulating the learner's behaviour towards attainment of the desired goals. Teachers must therefore be motivated through various ways which may include the organization of seminars and workshops, upgrading test, performance appraisal, timely payment of salary and increments, providing the required physical facilities like laboratories and verbal encouragements for student etc. It also attempts to discover ways for quality improvements in the present

higher educational learning system so that institutions respond to current paradigms.

Teachers become more aware of the aim pursued by teaching beyond their own knowledge area, they understand their role as individuals and as components of a collective mission, and can better relate their own expectations to the programme or institution's expectations in terms of learning outcomes. The impact on pedagogy is discernible despite the small number of quantitative measurements. In particular, quality teaching initiatives enhance information technology in pedagogy improvement and analyzing student-teacher interactions. In institutions that are fully autonomous in programme design, quality teaching initiatives help teachers and leaders to refine the aims and content of programmes. Instruments and policies that foster quality teaching are likely to be beneficial to research activities. An increasing number of institutions are convinced that they will make quality teaching progress by combining professional orientations and research.

II. REVIEW OF LITERATURE

There is a good deal of literature available on the subject. Prominent a few have been present below:

Seema Arif and Maryam Ilyas (2013) focused on quality of work life of private universities in Lahore, Pakistan. They explored various dimensions of quality of work life which affect life and the attitude of teachers. This quantitative study took 360 members of university and analyzes their perception of QWL. This study also investigated the QWL effects on employee commitment, engagement, job involvement, management support and reputation of the university. This research suggested that the perceived value of work, work climate, work-life balance and satisfaction are the main factors which shaped the work attitude and also improve employees work life. [1]

Ayesha Tabassumb (2012) investigated QWL and Management support for sustaining the same among employees in the private universities of Bangladesh. She analyzed the dimensions of quality of work life and its relationship with Management Support. This study concluded that there is positive relationship between the dimensions of QWL and Management Support. This study suggested to the management of the institutions that the policies designed in such a way that QWL issues should be concerned. An improved QWL provides a higher level of satisfaction which in turn reduce faculty member turnover rate. [7]

Sameer Pingle and Kaul Natashaa (2011) in their study 'Performance Management in Institutes of Higher Education Through Balanced Scorecard: A Conceptual Study' have shown how the Balanced Scorecard approach, a performance management system, could be implemented at institutes of higher education. Balanced Scorecard is a strategic weapon

for all organizations including Educational institutes and especially institutes of higher education. The implementation of the BSC approach is presented. This paper tries to study use of BSC in various universities across the globe, the various approaches and perspectives used with examples; its use in Indian environment is also studied. The paper points out that the BSC approach is well suited to a higher education situation esp. for aligning various perspectives with strategy of the organization. Recommendations are given for the use of BSCs effectively for improving institutional performance. [6]

Balasundaram Nimalathasan, (2010) identified four factors of QWL practices These four practices such as, job benefits for family, physically safe, payment for work, and creativity of outside. Policy implications may be useful for overall improvement of QWL of academic professions. The research suggests Universities should provide job security, conducive working environment, research facilities, and overall career advancement opportunities for their academic professionals. The study suggests Universities should offer minimum reasonable salaries and benefits to their academic professionals. [2]

III. OBJECTIVES OF THE STUDY

- ❖ To study the impact of HR Policies on the Performance of Institutions of Higher Learning.
- ❖ To study the impact of Performance appraisal on the Performance of Institutions of Higher Learning.
- ❖ To study the impact of Management Support on the Performance of Institutions of Higher Learning.
- ❖ To suggest measures for the improvement of Performance of Institutions of Higher Learning.

IV. RESEARCH METHODOLOGY

The methodology used for the present study is as follows:

Research Type: Descriptive Research.

Research Area: The study was carried out in Indore City. The questionnaire was distributed to the Faculty Members of Institutions of Higher Learning.

Universe: Population in the study refers to the fraternity of faculty members from various disciplines.

Sampling Method: For the purpose of this research, convenience sampling has been used. It involves selecting sample elements that are most readily available to participate in the research and who can provide the information required to support the research according to the convenience.

Sample Size: Sample size selected for the purpose of this study comprises of 250 Faculty Members working in Institutions of Higher Learning of Indore City.

Tools for data collection: Only primary data has been used for the study. The tool used for the primary data collection is

a self-designed questionnaire, which has been made after studying the literature review and consulting with experts of educational field. Both mode (online and offline) of collecting the responses from the respondents used. For the online collection, the Google Docs form had been created and through Emails, the respondents were communicated and for the offline mode, personally time was taken and through hard copy the questionnaires were got filled. For the collection of reviews, the researcher has studied national and international journals, articles, books and internet.

Statistical Tools: For the data analysis, Correlation & Regression were applied on SPSS 20.0 to conclude the concrete results.

V. RESULTS & DISCUSSION

For the present study following hypothesis have been formulated:

H_{01}: There is no significant impact of HR Policies on the Performance of Institutions of Higher Learning.

H_{02}: There is no significant impact of Performance Appraisal on Performance of Institutions of Higher Learning.

H_{03}: There is no significant impact of Management Support on the Performance of Institutions of Higher Learning.

Table 1.1: Model Summary (n=250)

Factor	R	R^2	F	T-value	Sig.	Status
HR Policies	.800	.640	441.285	21.00	.000	Null Hypothesis Rejected
Performance Appraisal	.606	.367	144.040	12.02	.000	Null Hypothesis Rejected
Management Support	.212	.045	11.682	3.418	.001	Null Hypothesis Rejected

Level of Significance is 5%

Above table shows the correlations and it is evident from this table that Pearson's correlation coefficient between Performance of institutions of higher learning and HR Policy is 0.800 which is significant since the significant value (p-value) 0.000 is less than 0.05. The relationship between Performance of institutions of higher learning and Performance appraisal is .606 at .000 and the relationship between Performance of institutions of higher learning and Management Support is .212 at .001. Therefore it is concluded that the linear relationship of HR Policy, Performance Appraisal and Management Support is significant with the Performance of institutions of higher learning. The coefficient of determination R^2 of HR Policies is 0.640 therefore, 64% of the variation in Performance of institutions of higher learning is explained by HR Policy, the coefficient of determination R^2 of Performance Appraisal is

.367 therefore, 36.7% of the variation in Performance of institutions of higher learning is explained by Performance Appraisal and the coefficient of determination R^2 of the last factor Management Support is .045 therefore, only 4.5 % variation in Performance of institutions of higher learning is explained by Management Support. The result concluded that the null hypothesis based on HR Policies, Performance Appraisal System and Management Support were not accepted. Hence, these three factors have a significant effect on the Performance of institutions of higher learning.

Recommendations

Some strategies suggested for revamping higher education Learning System are listed below-

➢ Financial institutions in India should actively involve in the process of modernizing the infrastructure in universities and make them competitive vis-a-vis other Universities abroad.

➢ There should be a regulatory mechanism to control Foreign Service providers to function in India through available enactments.

➢ A schematic retention strategy to retain faculty members should be designed.

➢ Trained faculty members to deal with the foreign students are a great necessity and steps must be taken to prepare ourselves for future inflow of the foreign students in India.

➢ At national level uniform pattern of performance appraisal should be introduced.

➢ Government must act as a promoter and not as a regulator of the entire system of higher education in management.

➢ To facilitate higher education, for those who intrinsically long for higher education, the Universities of distance education and virtual campuses should be established.

➢ Indian government will have to devote a large percentage of the GDP towards Indian higher education in management.

➢ Specialized sector oriented management schools need to be opened particularly in health care management, farm sector, technology management, etc,

➢ Management tools and techniques will have to be reshaped to cope with the emerging realities. New management styles, models and tools would need to be developed.

VI. CONCLUSIONS

Higher learning is any act or experience that has formative effect on the mind, character or physical ability of an individual. In technical sense, higher learning is the process by which society deliberately transfers its accumulated knowledge, skills and values from one generation to another. A teacher has not only to instruct but also to inspire the students; he or she has to influence the life and character of

his or her students, and equip them with ideas and values which will fit them to enter the stream of national life as worthy citizens. Thus is perception of teachers' is very important.

This study is an attempt to understand the perception of teachers' in relation to their experience of the parameters such as; HR policies, Performance Appraisal System and Management Support and how these parameters helps in enhancing the Performance of Institutions of Higher Learning to produce significant effect. And it is concluded that Performance of institutions of higher learning has correlation with HR policies, Performance Appraisal System and Management Support according to perception of teachers' of institutions of higher learning in Indore. Thus, there is a significant effect of HR policies, Performance Appraisal System and Management Support on the Performance of institutions of higher learning.

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