

A STUDY ON HRM PRACTICES AND ITS IMPACT ON TEACHERS JOB SATISFACTION WITH REFERENCE TO PRIVATE DEGREE COLLEGES UNDER MANGALORE UNIVERSITY

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ABSTRACT- Human resources have been identified as the most important tool for growth, survival and success, either of any public or private organization. Beer et al. (1984) defined Human Resource Management (HRM) as a planned approach for all management activities that influence the relationship between the organization and its employees. Therefore, to develop competitive advantage, the institutions must adopt HRM practices. Globally, there is a need to adopt good HRM practices in order to retain trained, talented and professional workforce to achieve better performance in the institution. Employee satisfaction is crucial for the growth and success of any organisation. The key factors that are to be considered in the employee satisfaction are compensation, promotion, working condition, training and development, performance appraisal etc., This study mainly assesses the impact of human resource management practices that are recruitment and selection, training and development and performance appraisal on employee's job satisfaction, compensation and employee relations. The sample data of employees (teaching staff) was collected from private degree colleges of Udupi, Dakshina Kannada and Coorg districts affiliated to Mangalore University using questionnaire. Convenience sampling method was used to collect the responses. Statistical technique like chi square test applied to analyse the data. The study reveals that there is a significant relationship between HRM practices and employee job satisfaction. The study also attempted to provide suggestion on effective HRM practices for higher performance.

Keywords: Human Resource Management Practices, job satisfaction, Employee Relations.

1. INTRODUCTION

The Human Resource function has changed over the years from the labour officer, to the personnel officer, personnel manager and the human resource manager of today. Human resource is considered as the most important asset of the organization in terms of skills and abilities for any organization. Present day organizations find it really important to manage their human resource in a way that the employees enhance the productivity of the organization.

The main objective of Human Resources Management is to maximize the return on investment from the institution's human capital and minimize financial risk. HRM also intended to bring out the best in

people by creating an environment which is helpful to the employee's growth and satisfaction. The further objectives are

- To help the organisation to achieve its goals by providing well trained and best motivated employees.
- To enable job satisfaction and self-actualisation of employees by encouraging, supporting and assisting every employee to realise his/her full capability.
- To recognise and satisfy individual needs and group goals by offering appropriate fringe benefits and incentives.
- To create facilities and opportunities for individual or group development so as to match with the growth and success of the organisation.

Education sector is facing challenges of effectiveness and efficiency of human resource management. The growth and development of every educational institution depends on effective and right HRM practices through which teachers are recruited, motivated and prepared for serving the institution. Job satisfaction is always interconnected with employee performance. If teachers are well satisfied with their current job, they will be more actively involved in and dedicated to their profession. Satisfied teachers teach the student with passion and commitment to get the best and expected results from the students. Teacher's satisfaction increases their honesty, commitment, creativity and output for their employers. Human resource management includes some good practices and system that may affect the performance and attitude of the teachers viz., providing security to employees, selective hiring, self-managed and effective teams, performance-based compensation and incentives, training in relevant skills and making information easily accessible to those who need it.

The current study is being carried out to study the Human resource management practices being adopted by private degree colleges under Mangalore University and also to know the factors affecting Human resource management practices.

II. OBJECTIVES OF THE STUDY

The study has been undertaken with the following major objectives

1. To know the current status of HRM Practices adopted by Private Degree Colleges under Mangalore University.
2. To examine the impact of HRM Practices on Teachers' job satisfaction.
3. To identify the factors that cause Teachers' job satisfaction.
4. To offer suggestions on HRM Practices based on the study.

III. REVIEW OF LITERATURE

The scientific concept of human resource management has been of great interest since its incorporation in the mid-80s and up to the present time. The HRM concept introduced new progressive techniques and technologies for managing people in a complex, innovative environment into management practice, studied by various authors. The priorities were flexible forms of labour force use, continuous improvement of the quality of human resources, new approaches to organizing and encouraging labour, addressing the cultural and ethical factors of productivity and the quality of working life.

Popescu and Baltaretu (2012) argued that the "effective utilization of human potentials in educational institutions includes not only appropriate use of the teaching aids, auxiliary and administrative staff who are supposed to have the suitable competencies, skills, experience, knowledge and personality, but also their responsibility the development of other resources in the institution".

The need for institutions to improve retention of desirable faculty has increased over the years (Bataille & Brown, 2006), because there is proof that retention of faculty improves the quality of educational institutions (Berry, Hammons, & Denny, 2001; Murray & Cunningham, 2004). That is why successful retention of faculty in higher education is a topic of increasing popularity encompassing multiple environmental factors and requiring research on best practices (Berry et al., 2001; Hagedorn, 2000). The literature provides many best practices designed to improve higher education faculty satisfaction. Some of the best practices identified in the literature were increasing salary, good working conditions, reducing exam stress and anxiety, reducing students strength, improving teaching conditions, increasing channels of promotion, increasing opportunities for professional development, improving the teacher ranking system, improving occupational opportunities, encouraging participative decision making, improving coaching of younger teachers (Fuming & Jiliang, 2007), increasing professional development for new faculty, increasing opportunities to attend conferences, improving teaching load, increasing the number of mentors for graduate students, improving the graduate teaching experience, and improving support from the management.

IV. RESEARCH METHODOLOGY

The current study is based on both primary and secondary sources of data. The primary data was collected with the help of a survey questionnaire. The population consisted of Teachers working in private degree colleges under Mangalore University. For Distributing the questionnaire through google form convenience sampling method was used. For the study exploratory type of research method is adopted. Totally 120 respondents have been taken as a sample size for conducting the study. The secondary data have been collected by referring to research papers published in reputed journals, books, website of educational institutions and magazines. The summary of the collected data is presented using tables. A simple mathematical tool like the percentage method was used for interpreting the data. For testing the hypothesis, chi-square test was used.

V. SCOPE AND SIGNIFICANCE OF THE STUDY

The scope of this study is limited to the private degree colleges offering Degree programmes under Mangalore University. This research aims to understand the best HR practices existing in the education sector. In the present situation there is need for every organization to become competent in delivering the best to both the internal as well as the external customers. Both the tangible and the intangible value created by the employer in the minds of the employees plays a important role in increasing confidence of individual employee and the productivity of the organization on the whole.

Human resource has been made known as the important valuable assets of any organisation. With the changes from material management to human resource management in all private degree colleges, much focus has been put on to the HRM practices. To improve the quality education system, it is necessary to provide much attention on HRM practices, as the main ingredient in the system is its human resource. The study will also highlight the nature and importance of HRM practices for the satisfaction of teachers in the private degree colleges.

VI. RESEARCH HYPOTHESIS

Hypothesis 1

H₀ – There is no significant relationship between (Wages/Salary) monetary Benefits and Teachers’ satisfaction in Private degree colleges.

H₁ – There is a significant relationship between (wages/salary) Monetary benefits and Teachers’ satisfaction in Private degree colleges.

Hypothesis 2

H₀ – There is no significant relationship between Leave policy and Teachers’ job satisfaction

H₁ – There is a significant relationship between Leave policy and Teachers’ job satisfaction

VII. LIMITATIONS OF THE STUDY

- The study is limited only to the Teachers of Private degree colleges under Mangalore University.
- The process of data collection was a time-consuming process. Even, after constant reminders, few are not properly responded.
- Possibility of obtaining bias responses because of the busy work schedules of teachers.
- Reluctance and lack of faith amongst the respondents to take active part in a survey questionnaire was also observed during the study.
- The number of responses collected in the survey is limited due to time bound. Therefore, extensive research on the topic could not be conducted.
- Only the opinion of teachers’ is considered. The views of other stake holders like management. Non-teaching staff, parents, policy makers etc., are not included in the study.

IX. ANALYSIS AND DATA FINDINGS:

Table 1: Basic information of the Respondents.

Particulars	Options	Respondents	Percentage
Age	23-25 years	05	4.16
	26-30 years	44	36.67
	31-35 years	17	14.17
	36-40 years	20	16.67
	Above 40	34	28.33
Gender	Male	39	32.5
	Female	81	67.5
Designation	Lecturer	62	51.67
	Assistant Professor	48	40
	Associate Professor	10	8.33
	Principal	00	00
Teaching Experience	Less than 1 year	03	2.50
	1-5 years	46	38.33
	6-10 year	32	26.67
	More than 10 years	39	32.5

Source: Primary Data

The above table shows that majority of respondents are female faculty belong to the age group of 26-30 years having designation of Lecturer and having teaching experience of 1-5 years.

Table 2: Status of HR Policy in the institution

Statement	Particulars	Respondents	Percentage
Availability of HR Policy	Yes	94	78.33
	No	26	21.67

Source: Primary Data

From the above table it is clear that majority of the institutions have implemented HR Policies for betterment of employees.

Table 3: Opinion about working Condition existing in institution.

Particulars	Respondents	Percentage
Highly satisfied	10	8.33
Satisfied	96	80
Dissatisfied	12	10
Highly dissatisfied	02	1.67

Source: Primary Data

The above table symbolises that majority of respondents are satisfied with the existing working condition of the institution.

Table 4: Teachers Opinion on monetary benefits.

SL.no	Monetary Benefits	Excellent	Good	Poor
1	Wages/Salary	05	90	25
2	Bonus/Incentives	08	60	52
3	PF	05	101	14
4	ESI	05	85	30
5	Gratuity	08	67	45
6	Allowances	03	75	42

Source: Primary Data

From the above table it is clear that majority of the respondents are satisfied with the monetary benefit provided by their institution which motivates them for better performance.

Table 5: Teacher’s satisfaction towards employer employee relationship.

Particulars	Respondents	Percentage
Highly satisfied	08	6.67
Satisfied	74	61.67
Not satisfied	06	05
Neutral	32	26.66

Source: Primary Data

As per the above data it is clear that majority of (61.67%) respondents are satisfied with the employer and employee relationship in the institution which help the employer to fulfil their institutional objectives.

Table 6: Types of HR Policies adopted by the Institutions

Sl.No	HR Policies	Yes	No
1	Recruitment policy	103	17
2	Anti-harassment & Non-discrimination policy	84	36
3	Leave policy	98	22
4	Employee safety	53	67
5	Disciplinary Termination policy	63	57
6	Compensation policy	62	58
7	Work place attire	96	24
8	Resignation/Exit Policy	98	22

Source: Primary Data

As per above table, most of the institutions adopted Recruitment and Leave policy for the betterment of the teachers which increases their outcomes through the increased involvement, empowerment and motivation of teachers.

Table 7: Reasons for serving in the institution.

Rating scale (1=poor, 4=Excellent)

Sl No	Reasons	1	2	3	4
1	Remuneration and other financial benefits	15	58	42	05
2	Job security	19	58	31	12
3	Career advancement and development	14	53	48	05
4	Good management	03	67	46	04
5	Recognition	12	65	42	01

Source: Primary Data

The above table shows that majority of respondents are serving in the same institution because of job security, better opportunities for their career growth and development, remuneration and good management support.

Table 8: Factors affecting Teachers' job satisfaction.

Sl No	Teachers Satisfaction	Extremely Positive	Very positive	Moderately positive	Slightly positive	Not at all positive
1	I have positive communication with Other colleagues of my department.	29	46	41	04	00
2	My knowledge is effectively utilized in the department.	29	36	46	09	00
3	I am satisfied with my pay scale	12	34	26	36	12
4	I am very proud about my institutional brand.	26	48	29	17	00
5	I am looking forward outside college for another job	14	38	29	29	10
Sl No	Teachers Work Engagement	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	Teachers favorably identify future Challenges and opportunities.	12	00	34	62	12
2	In my organization, employees adapt quickly to Critical situations.	14	00	31	65	10
3	When at work, I am completely focused on my Job task	07	10	17	55	31

Sl No	Teachers Benefits	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	I am satisfied with the flexibility In working hours of organization	12	24	26	50	08
2	I am satisfied with the amount of paid leave given by my institution.	19	26	29	44	02
3	I am satisfied with the healthcare-related Benefits offered by my institution.	22	26	24	36	12
4	I am comfortable with work environment.	10	10	41	53	06
5	Management sick day policy is favorable.	19	24	22	50	05
Sl No	Teachers Career Development	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	I am satisfied that I have the opportunities to Apply my talents and skills.	10	12	37	60	01
2	I am satisfied with the job-related training my Institution offers.	14	10	41	53	02
3	My institute is dedicated to my Professional development.	17	17	43	41	02
4	I am happy with the career advancement Opportunities available to me.	12	17	38	46	07
5	I am satisfied with my opportunities for Professional growth.	14	17	34	50	05
Sl No	Employee Relationship Management	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	Teachers treat each other with respect.	10	03	14	77	16
2	My colleagues and I have a good working Relationship.	10	05	10	63	32
3	My superior and I have a good working Relationship.	07	07	14	65	27
4	Management within my organization Identifies my job performance.	10	07	31	65	07
5	I am able to make decisions affecting my profession.	17	10	19	62	12
6	Communication between senior faculty and Junior faculty is good in my institution	07	10	10	65	28
Sl No	Employee Compensation	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	I am satisfied with my overall compensation.	12	35	36	26	11
2	I am satisfied with the culture of my workplace.	07	17	31	53	12
3	I am satisfied with my overall job security.	07	29	34	40	10
4	My institution has a safe work environment.	10	10	22	65	13
Sl No	Employee Exit	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	In a critical week I feel stressed at work	11	14	50	39	06
2	Work life And personal life is manageable.	05	22	43	40	10

Sl No	HR Functioning	Strongly Disagree	Disagree	Neutral/Neither agree nor disagree	Agree	Strongly Agree
1	Performance standards are carefully developed on the basis of teachers' opinion	14	24	41	38	03
2	Rewards and incentives are impartially distributed in your institution	19	22	32	36	11
3	Your college recognizes the career growth needs of faculties.	19	29	20	38	14
4	I do not work under the threat of losing my jobs.	07	17	40	41	15

Source: Primary Data

The above statement reveals that the major work-related factors that affect teachers' job satisfaction were, attractive salary, stress free working environment, overtime allowances, relationship with superiors for advancement, chances for promotion, welfare facilities provided by the employer.

The following are the highlights of responses on job satisfaction based on the study.

- The teachers are very positive about their communication with colleagues, use of their knowledge, pay scale and about their institutional brand.
- Majority of teachers agree that they identify future challenges and opportunities favourably, adopt new technology quickly and focus on their job task effectively.
- The teachers are well satisfied with flexibility in working hours, amount of paid leave given by the institution, health care related benefits and work environment.
- Most of teachers are agree that they are satisfied with career development opportunities available in the institution, training and development, acquisition of skills and talents and opportunities for professional growth.
- Most of the teachers are of the opinion that the employer and employee relationship in the institution is good.
- As regards teacher's compensation, it is clear from the table that teachers are having positive opinion about culture of their work place, job security and safe working environment.
- The opinion of the teachers is neutral about work related stress in a critical week and work life balance.
- Majority of teachers are not having the fear of losing job because of impartiality in the distribution of rewards and incentives and recognition of performance by the management.

Chi Square Test

The chi square test is a non-parametric test that is used in the study to know the relationship between the two attributes. This test is an important test among the several tests of significance developed by statisticians. Chi square, symbolically written as X^2 (pronounced as Ki-square is a statistical measure used in the content of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it can be used to determine if categorical data shows dependency or if the two classifications are independent.

Hypothesis testing:

Hypothesis 1

H₀ – There is no significant relationship between (Wages/Salary) monetary Benefits and Teachers’ satisfaction in Private degree colleges.

H₁ – There is a significant relationship between (wages/salary) Monetary benefits and Teachers’ satisfaction in Private degree colleges.

Chi square- (X²)

Table of observed values

Benefits	Yes	No	Total
Attract and Retain the employees	58	04	62
Builds high morale	15	05	20
Satisfied employees	12	06	18
Impartial rewards and incentives	07	04	11
Teachers’ growth and development	03	06	09
Total	95	25	120

Table of Expected Values (Calculated Value)

Benefits	Yes	No
Attract and retain the employees	49.08	12.92
Builds high morale	15.83	4.17
Satisfied employees	14.25	3.75
Impartial rewards and incentives	8.71	2.29
Teachers’ growth and development	7.13	1.88

Calculation of X²

Observed Value (O)	Expected Value(E)	(O-E)	(O-E) ²	<u>(O-E)²</u> E
58	49.08	8.92	79.5664	1.6212
04	12.92	(8.92)	79.5664	6.1584
15	15.83	(0.83)	0.6889	0.0435
05	4.17	0.83	0.6889	0.1652
12	14.25	(2.25)	5.0625	0.3553
06	3.75	2.25	5.0625	1.35
07	8.71	(1.71)	2.9241	0.3357
04	2.29	1.71	2.9241	1.2769
03	7.13	(4.13)	17.0569	2.3923
06	1.88	4.12	16.9744	9.0289
				X²=22.7274

X -Squared=22.7274 df=4

Interpretation: The tabulated value of chi-square at a 5% level of significance and 4 degrees of freedom is 9.49 and the calculated value is 22.7274. So, we can conclude that there is a significant relationship between (Wages/Salary) monetary Benefits and Teachers’ satisfaction in Private degree colleges.

Hypothesis 2

H₀ – There is no significant relationship between Leave policy and Teachers’ job satisfaction

H₁ – There is a significant relationship between Leave policy and Teachers’ job satisfaction.

Chi square- (X²) Table of observed values

Leave Policy	Yes	No	Total
Reduce Employee turnover	50	3	53
Reduce Absenteeism	12	4	16
Higher Productivity	9	3	12
Better Management Relationship	12	5	17
Job growth and Career Advancement	10	4	14
Improves Work life Balances	5	3	8
Total	98	22	120

Table of Expected Values (Calculated Value)

Leave Policy	Yes	No
Reduce Employee turnover	43.28	9.72
Reduce Absenteeism	13.07	2.93
Higher Productivity	9.80	2.20
Better Management Relationship	13.88	3.12
Job growth and Career Advancement	11.43	2.57
Improves Work life Balances	6.53	1.47

Calculation of X²

Observed Value (O)	Expected Value(E)	(O-E)	(O-E) ²	$\frac{(O-E)^2}{E}$
50	43.28	6.72	45.1584	1.0434
3	9.72	(6.72)	45.1584	4.6459
12	13.07	(1.07)	1.1449	0.0876
4	2.93	1.07	1.1449	0.3907
9	9.80	(0.8)	0.64	0.0653
3	2.20	0.8	0.64	0.2909
12	13.88	(1.88)	3.5344	0.2546
5	3.12	1.88	3.5344	1.1328
10	11.43	(1.43)	2.0449	0.1789
4	2.57	1.43	2.0449	0.7957
5	6.53	(1.53)	2.3409	0.3584
3	1.47	1.53	2.3409	2.0534
				X²=11.2976

X -Squared=11.2976 df=5

Interpretation: The tabulated value of chi-square at a 5% level of significance and 5 degrees of freedom is 11.07 and the calculated value is 11.2976. So, we can conclude that there is a significant relationship between Leave policy and Teachers’ job satisfaction.

X. RECOMMENDATIONS:

Keeping in view the about results, discussion the researcher suggested some measures.

- 1) Teachers should be provided with Reasonable Allowances, PF, incentives and gratuity.
- 2) HR Policy regarding employee safety and compensation has to be improved.
- 3) There is a need for institutional support and contribution for professional development of teachers.
- 4) Management has to give attention on work life balance among the teachers and reducing stress at work.
- 5) Management should focus on effective implementation of HR Practices by considering employees opinion.
- 6) A systematic and periodic process that measures an employees' performance is needed to be followed in every institution.
- 7) Teaching faculty must be deputed to various industries to understand the task of design, development, and function, various processes, etc, so that they can bring industrial projects to the institutions for the benefit of the students and the faculty that concentrates on both academic and practical skills.

XI. CONCLUSION:

Every private institution may have clear indication and structure of human resource management practices. Teachers may be selected strictly and fair by on merit basis through effective recruitment and selection practices. The teachers need to be intimated about their performance and its interred connection with institutional goals and expectations. The main purpose of this study was to test the effect of human resource management practices on teacher's job satisfaction in the private degree colleges. On the basis of the results, it was found that most of the teachers are satisfied with the HR Practices related to working conditions, compensation, performance appraisal adopted by the institution, but there is a need for further improvement. In future the researchers can focus on some other factors viz., HR Planning, recruitment and selection, training and development are to be considered for the further research.

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