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The process of human resources management in educational institutions

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Abstract

Human resources determine the effectiveness of the enterprise and the level of services provided to clients. The most important elements of the human resource include: motivation, knowledge, skills, health, skills, attitudes and values. This article deals with topics related to human resource management in educational institutions. The text shows the essence, meaning and elements of human resource management at school. Theoretical considerations were supplemented with an indication of the role of the director in personnel management.

Key words: human resources management; personnel management; director; educational institution

Introduction

Issues related to organization and management in the education sector have been arousing the interest of both theoreticians and practitioners for many years. This is related to educational reforms and transformations that are taking place in Polish education, especially

during the last twenty years. This text will be devoted to the general issues of human resource management in educational establishments. The purpose of the article is to familiarize with the essence and individual stages of human resource management, as well as with selected practical problems and challenges. The basis for effective management of the teaching staff are the competence and professionalism of the headmaster, on whom efficient school management depends.

The general name for various types of educational institutions is "school", defined as "educational institution, dealing with the education of children, adolescents and adults, in accordance with the objectives, tasks and concepts of educational and educational programs in the given society; achieving these goals is achieved by properly educated teaching staff, educational supervision, housing base and equipment as well as budgetary support from the State Treasury, local governments or other sources"¹.

The school is a whole made up of people, and therefore an organization with some human potential (the potential of the principal, teachers, administrative staff and service employees), understood as all the characteristics and property of individual persons constituting the organization's staff². Educational establishments (schools) belong to the public sector. Schools as public institutions are at the same time non-profit organizations, meaning "not oriented on profit but on meeting social needs"³. The main features of public organizations include:

- formal character,
- solving management problems in a manner characteristic of the bureaucratic model (extensive documentation),
- less autonomy of managers regarding e.g. employment, promotion and employment of employees⁴.

An appropriate approach to staff management at school can contribute to improving the quality of educational services provided, and thus to the competitive advantage of the

1 K. Piwowar-Sulej, Zarządzanie personelem nauczycielskim w oświacie, Wyd. Wolters Kluwer business, Warszawa 2009, s. 17.

2 A. Poczowski, Rozwój potencjału pracy jako problem zarządzania zasobami ludzkimi w przedsiębiorstwie, Monografie Akademii Ekonomicznej w Krakowie, Kraków 1993, s. 24.

3 B. Iwankiewicz-Rak, Marketing organizacji niedochodowych. Wybrane problemy adaptacji w warunkach polskich, „Prace Naukowe Akademii Ekonomicznej we Wrocławiu. Seria: Monografie i Opracowania” 1997, s.15.

4 L. J. Krzyżanowski, O podstawach kierowania organizacjami inaczej: paradygmaty, filozofia, dylematy, PWN, Warszawa 1999, s. 94.

organization⁵. Teachers directly influence the overall image of the school in the eyes of the local community and school-related organizations. The human potential of schools is made up of the managerial potential of the principal and the characteristics of teachers, administrative and service staff. The school is a special type of service institution because it integrates the activities of teachers, parents and students. Each school requires efficient management that will lead it to success in achieving its goals. The concept of management is widely presented in the literature. Management consists in defining goals, functions and tasks, in choosing the means to achieve them and in determining the organization, procedures of team work and control. Its essence is associated with making decisions that take into account the possibilities of action and limitations⁶.

The essence and importance of human resource management in an educational institution

There are many definitions of human resource management of varying degrees of complexity. Human resource management (HRM) is a "strategic, integrated and coherent approach to employing, developing and welfare people employed in the organization"⁷. Human resource management is the process through which management builds the workforce and tries to create the human performances that the organisation needs⁸. The term HRM has largely taken over from that of personnel management, which took over from previous terminology including labour or welfare management. In the 1980s, against a backdrop of economic recession and increased pressures on firms because of globalisation and the accelerated pace of change brought about by technological developments, a number of academics began to think about people in organisations from a different perspective. A combination of this thinking evolved into what became known as human resource management⁹.

The main goal of human resources management is implemented on two levels:

- a) economic - it is about obtaining adequate productivity of the labor factor or work efficiency obtained per unit of time. This performance depends on the characteristics of the employee - his qualifications, skills, experience, motivation and technical and organizational working conditions;

5 K. Piwowar-Sulej, Zarządzanie personelem nauczycielskim..., s. 31.

6 M. Sławińska, Zarządzanie przedsiębiorstwem handlowym, PWE, Warszawa 2002, s. 59.

7 M. Armstrong, Zarządzanie zasobami ludzkimi, Oficyna Wolters Kluwer business, wyd. V, Warszawa 2011, s. 26.

8 P. Boxall, J. Purcell, Strategy and Human Resource Management, Palgrave Macmillan, London 2016, s. 7.

9 J. O'Riordan, The practice of human resource management, IPA, "Research Paper" 2017, s. 7.

- b) social - concerns the needs, expectations and interests of employees in the material (e.g. salary, company car) and intangible (e.g. promotion, organization of the workplace)¹⁰.

The goals of HRM policy according to D. Guest:

- a) Strategic integration: combining HRM with the organization's strategic plans, ensuring consistency of individual HRM aspects, including HRM perspective in decision making by managers;
- b) Strong commitment: it manifests itself in behaviors conducive to achieving the intended goals and consisting in high identification of the employee with the company;
- c) High quality: proper shaping of managerial behavior affecting the quality of goods and services offered and investing in qualified personnel;
- d) Flexibility: enables adaptation and innovation management¹¹.

The concept of human resource management is based on practices and activities related to people's behavior, their attitudes, approach and effectiveness of operations. Human resource management focuses on four main tasks: attracting, developing, motivating and maintaining human resources. The HR system consists of strategies, policies and procedures. Many organisations have multiple discrete HR practices (pay and reward, employee development, employee well-being) with no explicit or discernible links between them. When organisations seek to improve their people management arrangements they will typically consider developing a HR Strategy. A HR strategy sets out what the organisation wants to do about its human resource management policies and how delivering on these will help to achieve the overall objectives of the organisation. Intensive use of HRM practices is correlated with substantial improvement in workplace performance, both among schools and other workplaces. However, the types of practices that improve school performance are different from those that improve performance elsewhere in the economy. Non-schools experience improvements in performance when they deploy more incentives, while schools tend to benefit from selection practices. Both see improvements in performance from increases in training. Furthermore, in contrast to the linear returns to HRM intensity in most workplaces, improvements in schools' performance are an increasing function of HRM intensity¹². The most important goal of human resources management is to conduct such a personnel policy so

10 G. Sobczyk (red.), *Ekonomika małych i średnich przedsiębiorstw*, Wyd. Difin, Warszawa 2004.

11 D. E. Guest, *Personnel management: the end of orthodoxy*, „British Journal of Industrial Relations” 1991, nr 29 (2), s. 149-176.

12 A. Bryson, L. Stokes, D. Wilkinson, *Can HRM Improve Schools' Performance?*, IZA, Discussion Paper Series, 2018, s. 25.

that the work process runs smoothly and employees are motivated to take actions beneficial for the organization.

Objectives related to human resource management should be achieved through a joint effort of employees through¹³:

- Effective recruitment;
- Nurturing and developing people's talents and skills;
- Maintaining good staff and creating relationships between them;
- Provide material and spiritual needs, staff satisfaction, and create the necessary balance between their personal goals and the organization's goals.

The main focus of the concept of human resource management is focused on¹⁴:

- The need to combine business strategies and human resources: it involves the implementation of business strategies based on staff;
- Strong organizational culture to increase employee engagement: it is assumed that the employee involved here will make every effort to achieve optimal performance in the organization;
- Improving quality: in a world of growing competition, new customer tastes and choice, no organization can survive without solving quality problems. Quality will always be important in human resource management, and the starting point is the recruitment process in which the organization selects the appropriate staff to implement the mission and vision of the company;
- Creativity and innovation: this is a critical factor that distinguishes one organization from another in terms of how it responds to the environment. The employees' task is creativity, they are to be able to come up with new ideas and implement them in order to use their business opportunities.

The most important goal of human resources management is to conduct such a personnel policy so that the work process runs smoothly and employees are motivated to take actions beneficial for the organization.

Elements of human resource management

13 N. Rafiei, F. Davari, The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members, "Materia Socio Medica" 2015, nr 27(1), s.36

14 J. S. Itika, Fundamentals of human resource management, African Studies Centre, Enschede 2011, s. 13-14.

Human resource management is a process that consists of the following elements¹⁵:

- 1) Human resource planning: includes creating promotion paths, increasing the career opportunities of existing employees, planning employment and dismissals, etc.
- 2) Employee recruitment: involves recruiting a certain group of candidates from which it will be possible to choose the most suitable person for a given job.
- 3) Selection: involves obtaining information about the candidates for employees and choosing the most suitable among the candidates who applied. Selection of candidates can be carried out gradually, at any stage of recruitment.
- 4) Implementation of new employees: adaptation, introduction of a newly recruited person to the organization, familiarizing them with people working in it and implementation to tasks.
- 5) Systematic assessment of work: it can be oral or written. The process of evaluating attitudes, personal characteristics and behavior of employees and the level of performance of tasks relevant to the established goals and mission of the organization.
- 6) Motivating employees: it consists of an individualized approach of the manager to the employee, learning his needs and expectations, and then creating the right working conditions and choosing the right way of management.

The elements of human resource management are composed of many different activities that create a coherent and integrated process. The result of good management is an increase in employee engagement and satisfaction with the organization, maximum use of human resources, which will result in higher quality of services offered to clients. In this context, the right way to motivate employees is an important issue.

The role of the principal in managing human resources at school

Particular emphasis should be placed on the role of the school head as head of the workplace. For the director, choosing the right management method should be synonymous with the desire to achieve satisfactory results. Knowledge and ability to use theoretical knowledge in the field of organization and management of education will cause that the goals of the facility will overlap at least with the goals of participants in the process. The school

15 S. Władyka, K. Piojda, Istota, cele i elementy zarządzania zasobami ludzkimi, „Systemy Logistyczne Wojsk” 2009, nr 35, s. 29.

head should be a person who strives to achieve the organization's goals while meeting the needs of their employees.

The key competence of the school head is the ability to conduct an effective long-term staff policy to implement the tasks of the school, as well as the ability to manage staff through, among others:

- a) proper selection of employees corresponding to the needs of the school,
- b) taking actions aimed at professional and personal development of employees,
- c) monitoring the implementation of tasks and fair and objective evaluation of work results,
- d) keeping records of the personnel process¹⁶.

The school head as the head of the organizational unit of the education system should fully use his own potential in the process of managing the institution entrusted to him. According to the Labor Code, which imposes the following obligations on the director of an educational institution in relation to the cardamom he employs, the director should:

- "acquainting employees undertaking work with the scope of their duties, the manner of performing work in designated positions and their basic rights;
- organize work in a manner ensuring full use of working time and achievement by employees, using their talents and qualifications, high efficiency and appropriate quality of work;
- organize work in a way that reduces workload, especially monotonous work and work at a fixed pace;
- prevent discrimination in employment, in particular on grounds of sex, age, disability, race, religion, nationality, political beliefs, trade union membership, ethnicity, religion, sexual orientation, as well as on temporary or indefinite or full employment - part-time or part-time work;
- provide safe and hygienic working conditions and conduct systematic training of employees in the field of occupational health and safety;
- pays remuneration in a timely and correct manner;
- assist employees in raising professional qualifications;
- create conditions for employees to take up work after completing vocational education or university to adapt to the proper performance of the work;
- meet the social needs of employees as far as possible;

16 M. Sielatycki, Model kompetencji dyrektora szkoły, „Dyrektor Szkoły” 2006, nr 10, s. 14-16.

- apply objective and fair criteria for the assessment of employees and the results of their work;
- store and store in paper or electronic documentation regarding matters related to the employment relationship and personal files of employees (employee documentation);
- store employee documentation in a way that guarantees its confidentiality, integrity, completeness and availability, in conditions that do not threaten damage or destruction throughout the period of employment, as well as for a period of 10 years from the end of the calendar year in which the employment relationship was terminated or expired, unless separate the regulations provide for a longer period of keeping employee records;
- affect the establishment of rules for social coexistence in the workplace"¹⁷.

As a workplace manager, the director decides first of all about hiring and dismissing employees, awarding them prizes and applying order penalties. The school headmaster uses management knowledge. The process of managing teaching staff in educational establishments is understood as "the implementation of all institutional, functional and instrumental tasks in the field of school management, important for ensuring it, at a given time, appropriate (in terms of quantity and quality) staff and creating conditions for optimal use of the potential of this staff to achieve the organization's goals"¹⁸. School staff management is mainly the task of school heads.

Summary and final conclusions

HRM practice deals with various aspects of hiring and managing employees. It includes the following activities: human capital management, strategic human resource management, knowledge management, corporate social responsibility, employee acquisition, management through effects, learning and development, payroll management, employment relations, occupational health and safety, social benefits.

Due to the essence of human resource management, the following recommendations can be made for managers in education¹⁹:

- Education should be made more attractive by creating a favorable atmosphere for teachers;

¹⁷ Kodeks Pracy, art. 94

¹⁸ K. Piwowar-Sulej, Zarządzanie personelem nauczycielskim w oświacie, Wyd. Wolters Kluwer business, Warszawa 2009, s. 10.

¹⁹ Ch. A. Omebe, Human resource management in education: issues and challenges, "British Journal of Education" 2014, vol.2, nr 7, s. 26-31,

- Greater government attention is needed for the education sector by improving functions and education remains the basis for the progress of all other sectors of society;
- A uniform remuneration structure should be created for all categories of teachers in the education sector;
- The education standard should be improved to cope with rapid social change;
- Computer literacy in the spirit of globalization should be included in the curriculum and the new curriculum, and old curricula were consistent for better performance.

Research by N. Aoki points to the need for a more systematic assessment of human resource management in different countries, as it has a direct impact on the behavior of school principals and teachers, and thus on public sector performance²⁰.

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²⁰ N. Aoki, Institutionalization of New Public Management: The case of Singapore's education system, „Public Management Review” 2015, nr 17, s. 184.

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