

Aspects of Effective Human Resource Management in Polytechnic Education System

Anjana Sengupta¹ , Dr. Abhijit Chakraborty²

¹ *In-charge & Lecturer, Department of Electrical Engineering,*

Technique Polytechnic Institute

Hooghly, West Bengal, India

² *Principal, Technique Polytechnic Institute*

Hooghly, West Bengal, India

ABSTRACT

According to global competitiveness reports of the World Economic forum, limited scope of business for innovation, customer orientation, ethics and professional management keeps India in the race of reaching the line of developed countries. The situation is in no way different for education. The lack of interest in innovation, lack of customization of education according to socio economic needs, lack of stress on values and ethics and lack of knowledge of adversity management makes the education system lag behind the needs of the present scenario. Till date the measures of preparedness for a profession has always been only the intelligence quotient. The intelligence is again measured by the marks obtained whereas the question pattern is not set accordingly. It's time we consider management of emotions and resources as a skill to prepare for profession. This paper deals with the aspects of human resource management which need to be taken care of in a polytechnic institute.

Keywords: *Education, Management, Motivation, Polytechnic education.*

I. INTRODUCTION

Human resource management is the process of attracting, developing and maintaining a talented and energetic workforce to support organizational mission, objectives and strategies.

It may also be defined as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques.

With the advent of the idea of globalization came the idea of getting cheap workforce. This idea of management resulted in treatment of human resources as a centre of cost instead of treating them as centre of profit.

The management of human resource in polytechnic institutes comes in two major forms generally.

- i) Management of students by the faculty members.

- ii) Management of faculty & staff members by the authority.

Management in itself is a complex term which includes identifying the strengths and utilizing them to attain the objectives of an organization. It is also about identifying the weakness and nursing them into strengths. Motivation plays a keen role in human resource management.

II. MANAGEMENT OF STUDENTS BY THE FACULTY MEMBERS

The students are the most unpredictable part of the education system. Their management is a multidimensional facet. The present generation of students needs a mentor upon whom he can confide upon. A mentor with whom they can share all their problems and expect a way out from their problem. Knowing each student by name is the first step towards their management. The faculty members need to identify the strengths and weaknesses of the students and focus on both aptitude and attitude. Some principles which may prove helpful are:

- a) Communication of the behavioral & aptitudinal expectations to the student.
- b) Whenever the expectations are met, it needs acknowledgement.
- c) Whenever deviations found quick and appropriate actions need to be taken.

The problem generally faced in polytechnic education is the gap between demand and supply. The terms demand and supply are the backbone of any economy. The education system which reflects not only the economic situation but reflects the socio-economic situation may see different definitions of demand and supply. In this paper where we are concerned about the polytechnic education system which aims to produce employable technicians or upcoming entrepreneurs I would use DEMAND to denote the demand of employable workforce. The word SUPPLY would denote the role of polytechnic Institutes in the inculcation of the required qualities in the student before he is passed to the socio economic system as a productive workforce.

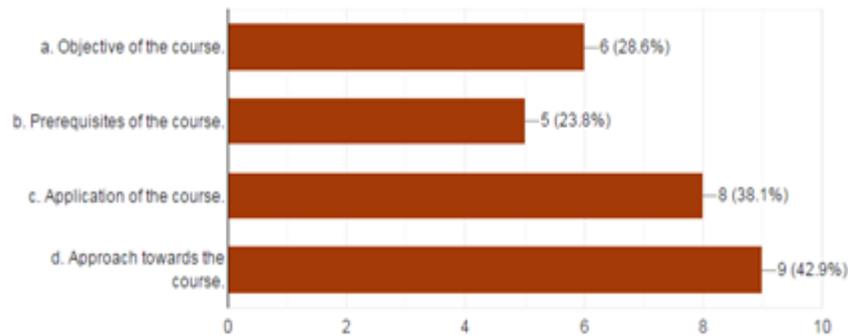
Some of the qualities searched by the employers of polytechnic institutes (as found after interviewing some employers) are

- a) Ability to handle technically tough situations
- b) Ability to take first and proper decision
- c) Ability to learn from good and bad situations
- d) Good communication skills
- e) Ability to manage diverse situations
- f) Good leadership qualities and ability to be a responsible team member
- g) Knowledge of professional ethics
- h) Attention and passion towards technical details
- i) Ability to adjust in any environment

Analyzing the above it may be concluded that marks can only help in being eligible for the entrance test to a job but what really matters is the in depth technical knowledge, ability of self study, soft skills and management skills. The present market stresses more upon the ability to overcome adverse situations and come out with effective lessons. The measure of this quality is known as Adversity quotient. The existing education system of India though relies more on intelligence quotient. A survey was conducted among the educationists engaged in polytechnic education made the mindset clearer. The opinions asked were on the following matters:

The response from the faculty members of Polytechnic colleges was as follows:

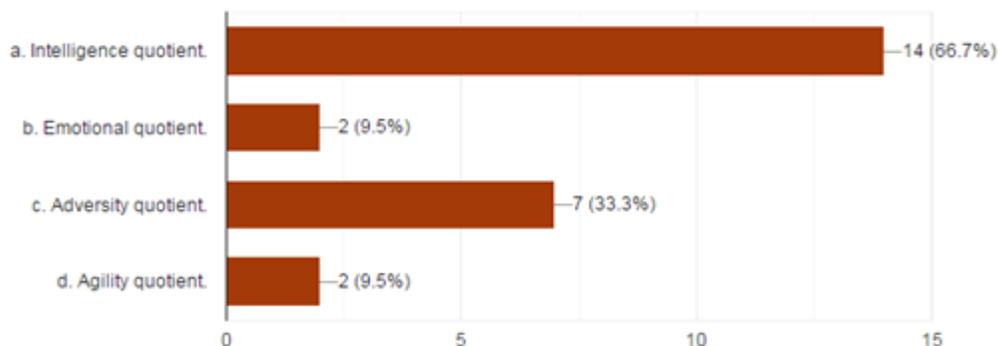
1. The students entering polytechnic scenario mostly lack knowledge of –



The survey reveals that the students lack approach towards the course. The education system has induced the urge to score marks in most students. They are not even aware of the application of the course in their profession. This is the reason they are often unable to get prepared for the technical aptitude, which forms a important section in most recruitment tests.

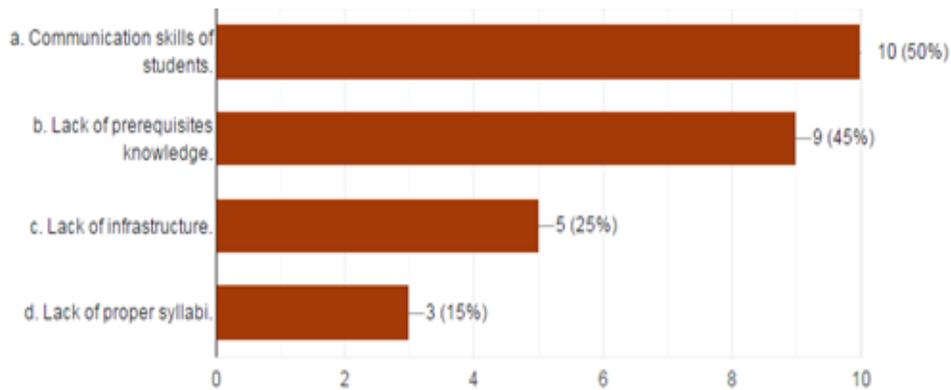
The polytechnic colleges may plan and prepare students by making them aware of the approach towards the course. The approach of framing question in the semester examinations also needs to change. Proper proportions of factual, conceptual and procedural questions may help.

2. The aspect most polytechnic students need to nurture to succeed is-



In the above mentioned question though the point getting second highest votes becomes most important with time. Adversity quotient which means the ability to overcome adverse situations and learn from them. As it goes hard work many times beat talent, more of adversity quotient may beat intelligence quotient.

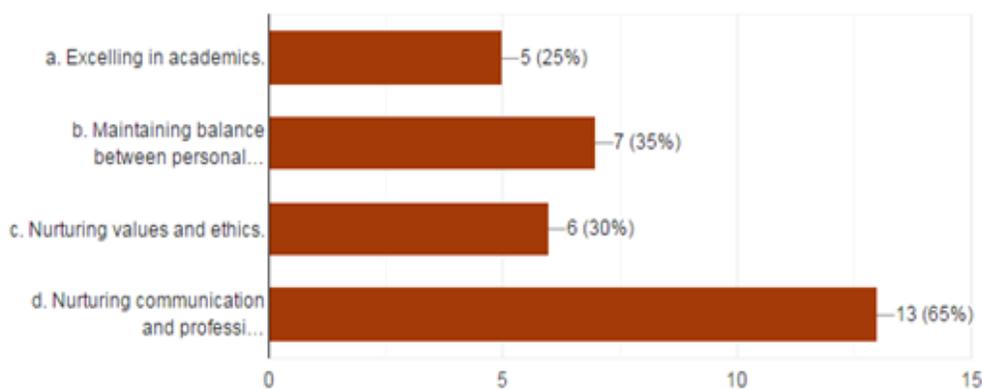
3. The biggest problem faced by teachers in teaching learning process of polytechnic is-



As discussed in the beginning of the paper, the entry to polytechnic education is from diverse fields. The medium of education is often regional languages till tenth or twelfth standard but the medium of instruction in engineering is always English. Therefore the problem of communicating in English is a big hurdle for the students. Then second major problem is the lack of prerequisites. The cause of which is again the same. Students of diverse fields being eligible for entrance to polytechnic education and also lack of planning on part of the student.

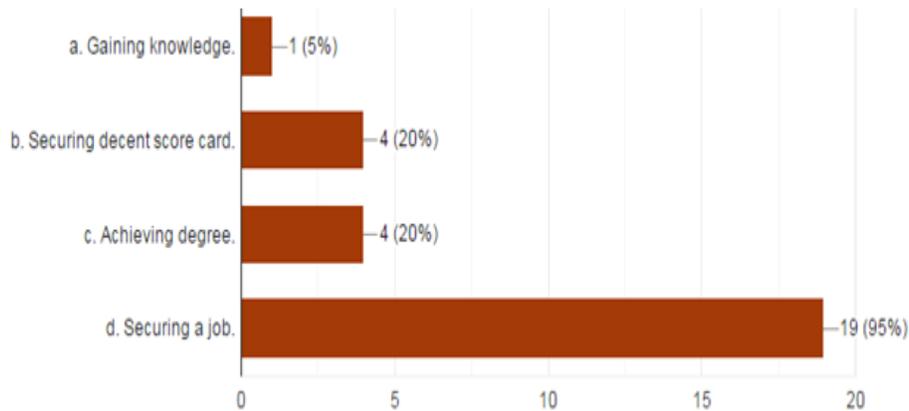
The scope of working on this aspect is very limited on the part of the polytechnic Institutes. The only step that can be taken is to include some basic science classes beyond the framed syllabus for first year students and some basic science classes for the lateral entry students.

4. The mentoring of polytechnic students should stress upon-



The biggest challenge for any teacher is that they need to deal with the students as human resources and bring out the best in them. This is possible by thorough mentoring. The mentoring needs to focus not only in the academics but also on behavioral aspects. The faculty members need to emphasize on the communication and professional skills more than anything else.

5. The polytechnic students generally stress upon-

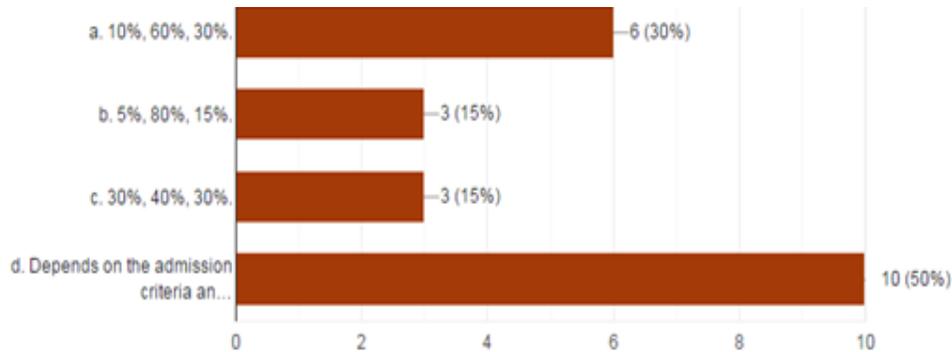


The irony of the existing polytechnic education system is that the students generally aim to secure a job at the end of the course but they remain unaware of the expectations of the employer the whole time. The approach should be such that at the beginning of the education the job roles mostly given to polytechnic students need to be explained to the students. The employers need to meet them at the beginning of the second year , share their expectations from the students and motivate them to get prepared . This approach will surely bring about changes. Once the students are aware of the need of the subjects they study towards their successful career the teaching learning process becomes effective and efficient.

Another approach may be by identifying students in different categories and prepare them by nurturing their strengths and treating their weaknesses. The companies may also be categorized according to job profile and only the suitable students be allowed in their matching companies. This would be benefiting in the following companies-

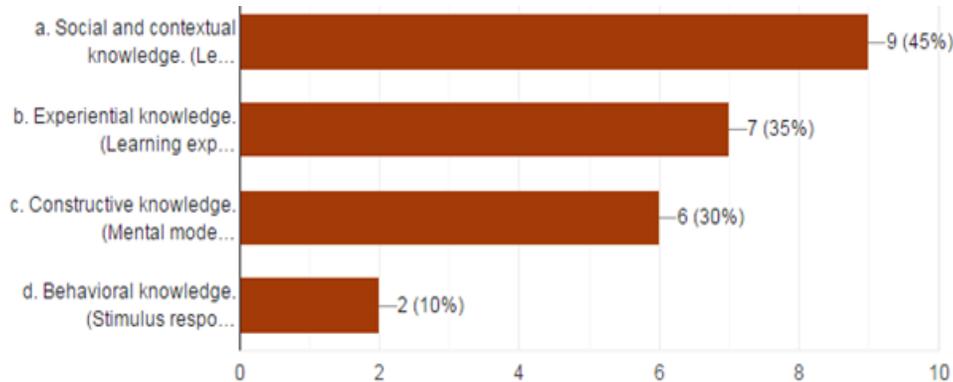
- a) The probability of all the students securing jobs would increase
- b) The students finding job roles of their interest would feel motivated
- c) The companies would find required workforce thus decreasing the gap between demand and supply
- d) The institute's good will would be enhanced.

6. The mix of good academics, average academics and weak students in present polytechnic scenario is-



The only unpredictable aspect of the polytechnic education system is the actual scenario of intellect. The only measure of this is an effective entrance test.

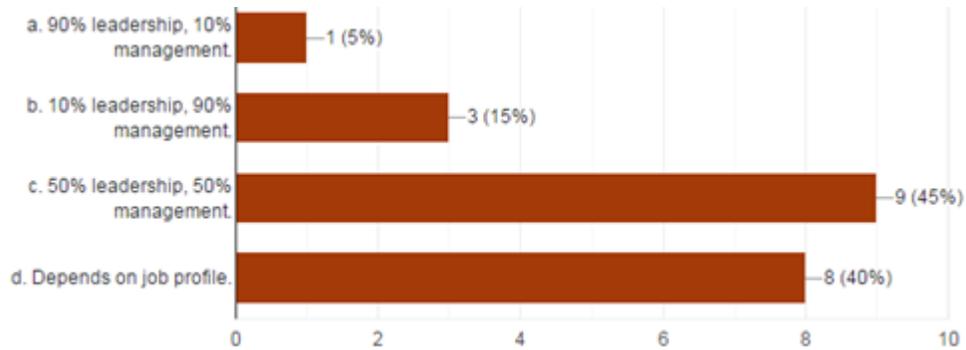
7. The most important aspect of polytechnic education is-



Team effort is an important aspect of professionalism. Therefore it is very true social and contextual knowledge i.e learn from and with others is the aspect to be stressed upon. Often very limited scope is left with the faculty members to practice this aspect. The ways by which this can be practiced are:

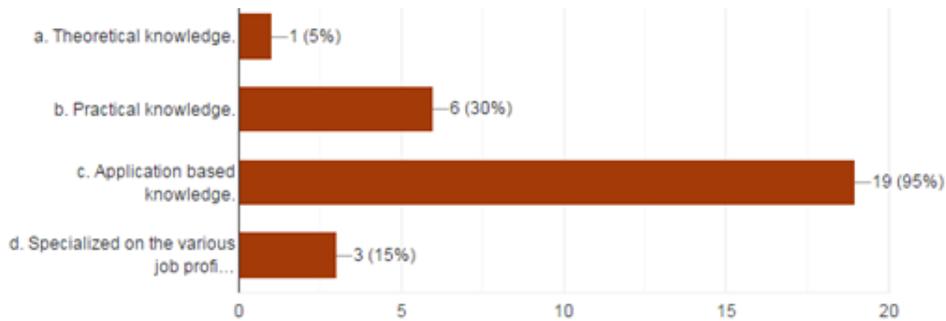
- a) Interdisciplinary projects
- b) Group activities
- c) Internships at industries.

8. The right mix for final year polytechnic students is-



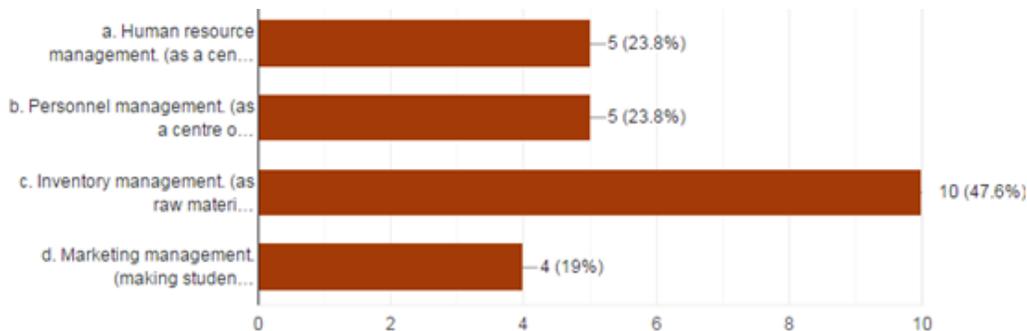
Taking lead in any situation and managing any situation effectively are the important parameters of professionalism. Therefore the students at the end of the 3 years of education must have inculcated these two properties.

9. The syllabi of polytechnic should stress upon-



In this era where technology is improving in leaps and bounds the theory should be the base but the stress should be on application based knowledge which very clearly reflects in the response. Application of a certain theory is what inspires students to critical thinking.

10. The management of polytechnic students should be treated as-



Last but not the least the students come very much raw in their approach. It is the responsibility of the faculty members to polish their skills and enhance their employability. But their treatment as human resource management will help the faculty members treat them as psychological beings and thus motivate them to give their best.

The careful analysis of the demand is the only way to prepare the students for the socio economic situation they will be absorbed into.

The challenges in the polytechnic teaching learning process can therefore be summarized as:

- a) Curriculum structure is outdated with respect to the market need.
- b) Faculty members are less acquainted with the technical & behavioral aspects needed by the market.
- c) Students are not aware of the market needs.
- d) Focus of the students to score high marks instead of acquiring in depth knowledge.
- e) Student rewarding systems being limited to academics only.
- f) Student assessment systems being limited to academics only.

III. MANAGEMENT OF FACULTY & STAFF MEMBERS BY THE AUTHORITY

Faculty members are the most important part of an educational Institute. They are the ones who prepare the students for their profession. Therefore being well aware of the market needs is the need of the hour. Proper training of the workforce is to be planned by the authority. Shireen Vakil who heads the Policy and Advocacy unit of the Tata Trusts pointed out that “technology can’t replace teachers in classrooms. To improve learning levels in schools, Quality teachers are needed to be developed and enabled to perform their professional roles.” Therefore the authority needs to focus on continuous development of the faculty members and staff so that they remain updated with the updated technologies. The authority therefore needs to frame suitable policies.

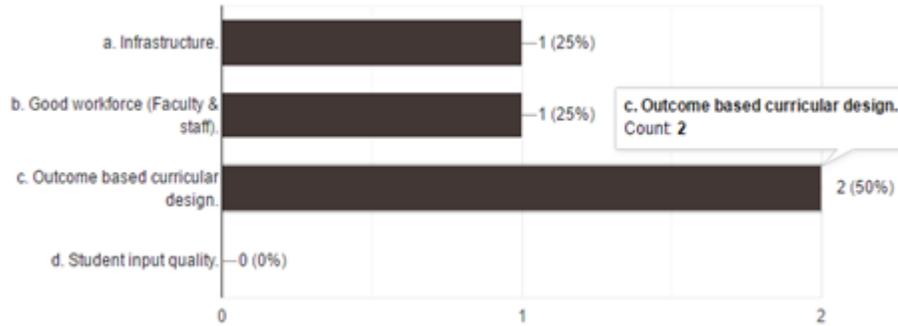
Having a young workforce in the Institutes has its own pros and cons. The young workforce brings creativity and practice of smart work. On the other hand they need well designed training programmes on technical aspects as well as classroom management. Effective coaching and mentoring by the middle and senior management is required. It is often found that a young workforce has individual ambitions but often show collective demands.

The increase in number of female faculty and staff members has brought with it need of planning and practicing cultures and policies suitable for them. Providing a conducive environment is an important factor for motivation. Introduction of balanced & harmonious work culture works wonders in the outcomes.

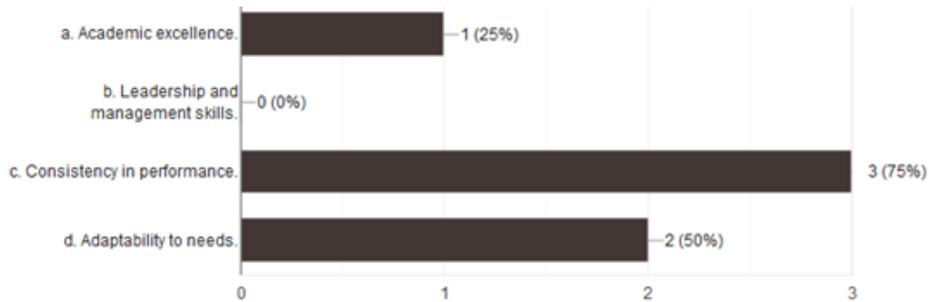
The other major problem arises if a management loses its own credibility due to inconsistent ways of applying rules and policies. Survey says most employees desire tough but fair HR team. Making each employee feel to be an important part of the Institute motivates them to work hard towards betterment.

The survey conducted by the author on some middle and top managers regarding management of faculty members gave the following result.

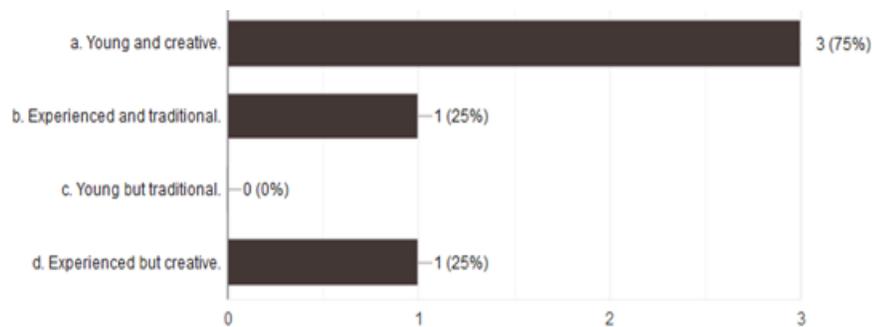
1. The most important component of a polytechnic institute is-



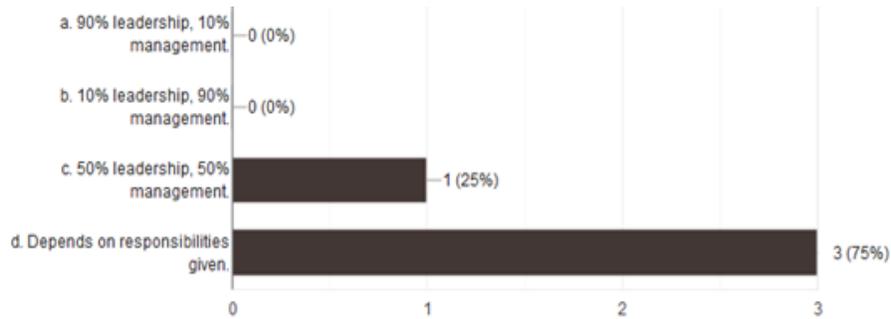
2. The quality searched in faculty members of polytechnic is-



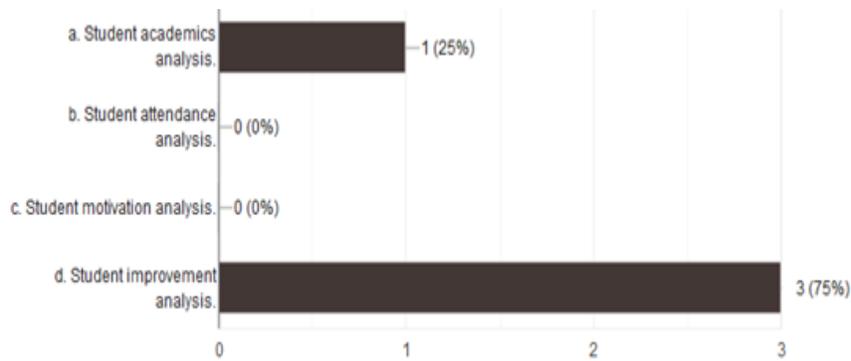
3. The preferred workforce in a polytechnic is-



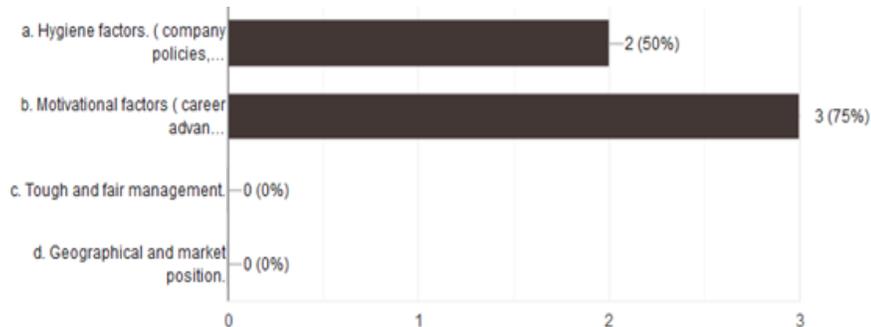
4. The right mix for polytechnic faculty members is-



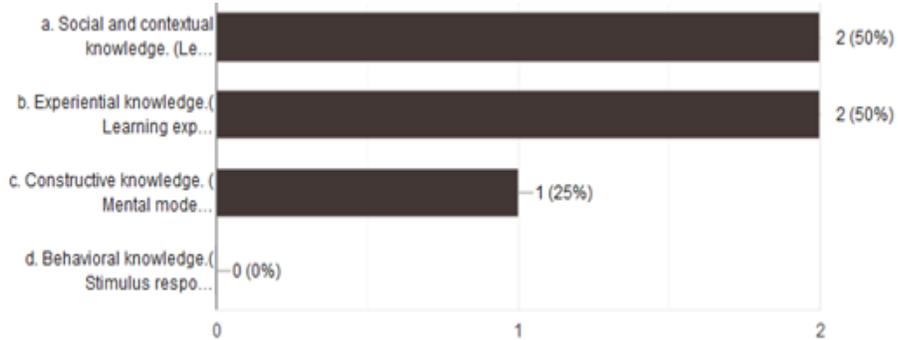
5. The performance of a faculty member is reflected in-



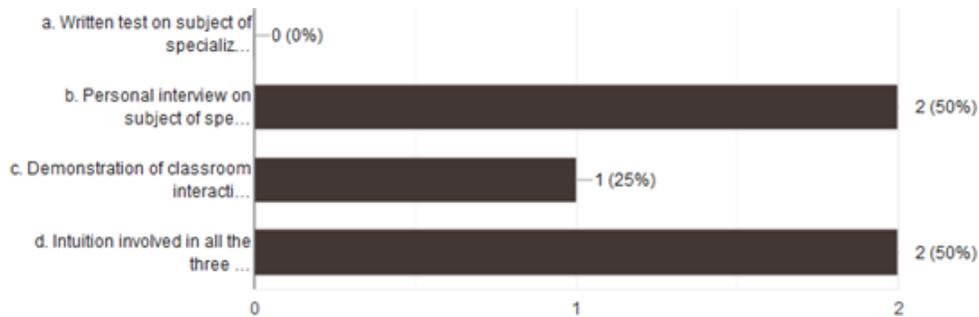
6. The most important aspect which is responsible for faculty retention is-



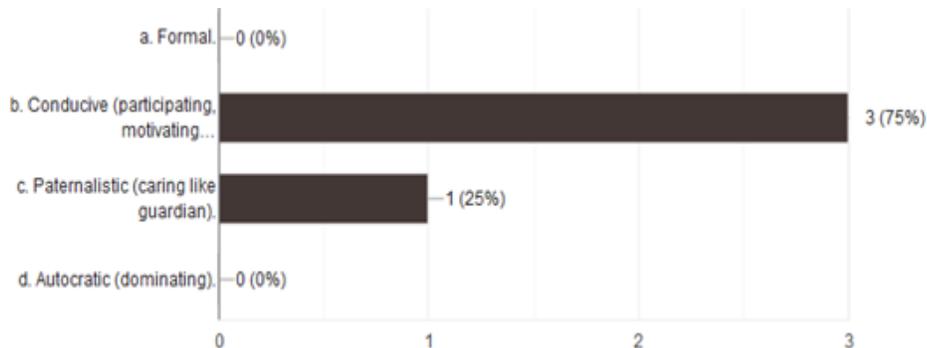
7. The most important aspect of polytechnic education is-



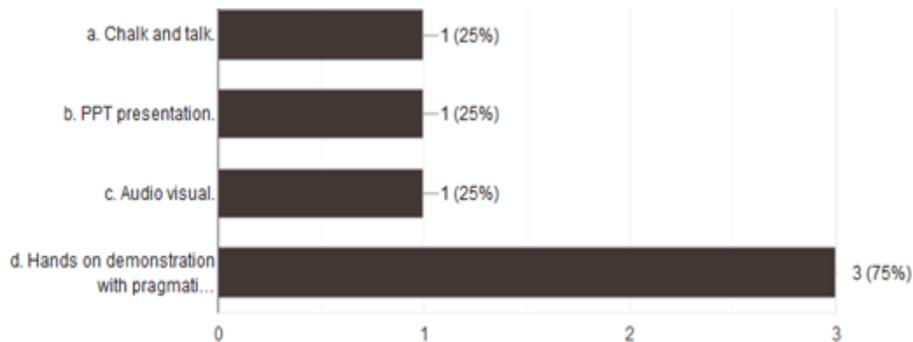
8. The best way to select a polytechnic faculty member is-



9. The approach of faculty members towards students should be-



10. Approach of faculty for teaching in Polytechnic Institutes should be-



The above shows the present scenario best reflected in the survey conducted among people engaged with polytechnic education.

The effort to improve the polytechnic education scenario should be multidimensional. It should begin right from the committee framing the syllabus and end with conceptual questions in examinations. Some efforts required to overcome the obstacles towards a more application and outcome based education are-

- i. Making the 1st year syllabus richer with the prerequisites of various specialized courses.
- ii. Keeping ample scope for inclusion of modern technologies into curriculum.
- iii. Encouraging building up of professional skills.
- iv. Attach credit to co-curricular and extracurricular activities, reports on course oriented visits and their evaluation.
- v. Encourage projects which are applicable in industries.
- vi. Financial or academics assistance to self financed Institutes as a major part of the workforce comes from these Institutes.
- vii. More trainings on outcome based education for faculty members.
- viii. Facility of Industrial visits and interaction sessions for faculty members.
- ix. Decentralization of the fund so that the process of procuring equipments is short and transparent.
- x. The mentoring of the students should be so as to enhance adversity and emotional quotient along with critical thinking ability.

IV. CONCLUSION

It is said human resource management depends on policies and operations and systems that are influent on staff's behavior, attitude and performance. Human resource management is a process which includes 4 tasks: attract, develop, motivate and retain human resources.

Attract refers to frame policies and strategies which are suitable for the development of the participating human resources along with their positive contribution towards the growth of the organization.

Develop refers to the positive growth of the organization and each component of the organization.

Motivation forms a very important part of human resource management. Acknowledging each participant as an important part of the organization inculcates a sense of achievement in the participants and thus motivates them to contribute in the development of the organization.

Retention of human resource in an organization is a very important measure of the organizations success. The better the management the more is the retention.

The above principles when used efficiently give an effective human resource management in Polytechnic education system.

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