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Linking of human resource and Indian higher education: Impact on performance and quality of education

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Abstract

Innovation has significantly impacted Human Resource Management (HRM) in multiple ways. The rapid pace of fundamental changes in India has driven the evolution and enhancement of technological complexity. Indian organizations have had to adapt to the growing need to transform a highly diverse workforce into well-trained, motivated, and efficient employees, while addressing challenges such as de-skilling, re-skilling, multi-skilling, workforce reduction strategies, employee retention, and career development. Increased access to information has empowered employees with knowledge that was once exclusive to management, reshaping power dynamics and work environments, and fostering further advancements in Strategic Human Resource Management (SHRM).

In recent years, India has emerged as a preferred global destination. In response to economic downturns, many companies have overhauled their organizational and marketing strategies. With numerous functions to monitor and vast amounts of data to process accurately and efficiently, HR managers have turned to Information Technology (IT) to meet their organizations' data needs. Both HR and IT have become critical strategic tools that companies are learning to leverage to stay competitive. This study aims to explore the importance, strategies, and current state of Human Resource Management in the IT industry. HR managers from selected IT companies participated in interviews focusing on recruitment and selection, training and development, career planning, performance evaluation, employee retention, and HR management policies.

Keywords: Human resource management, Indian higher education, satisfaction

Introduction

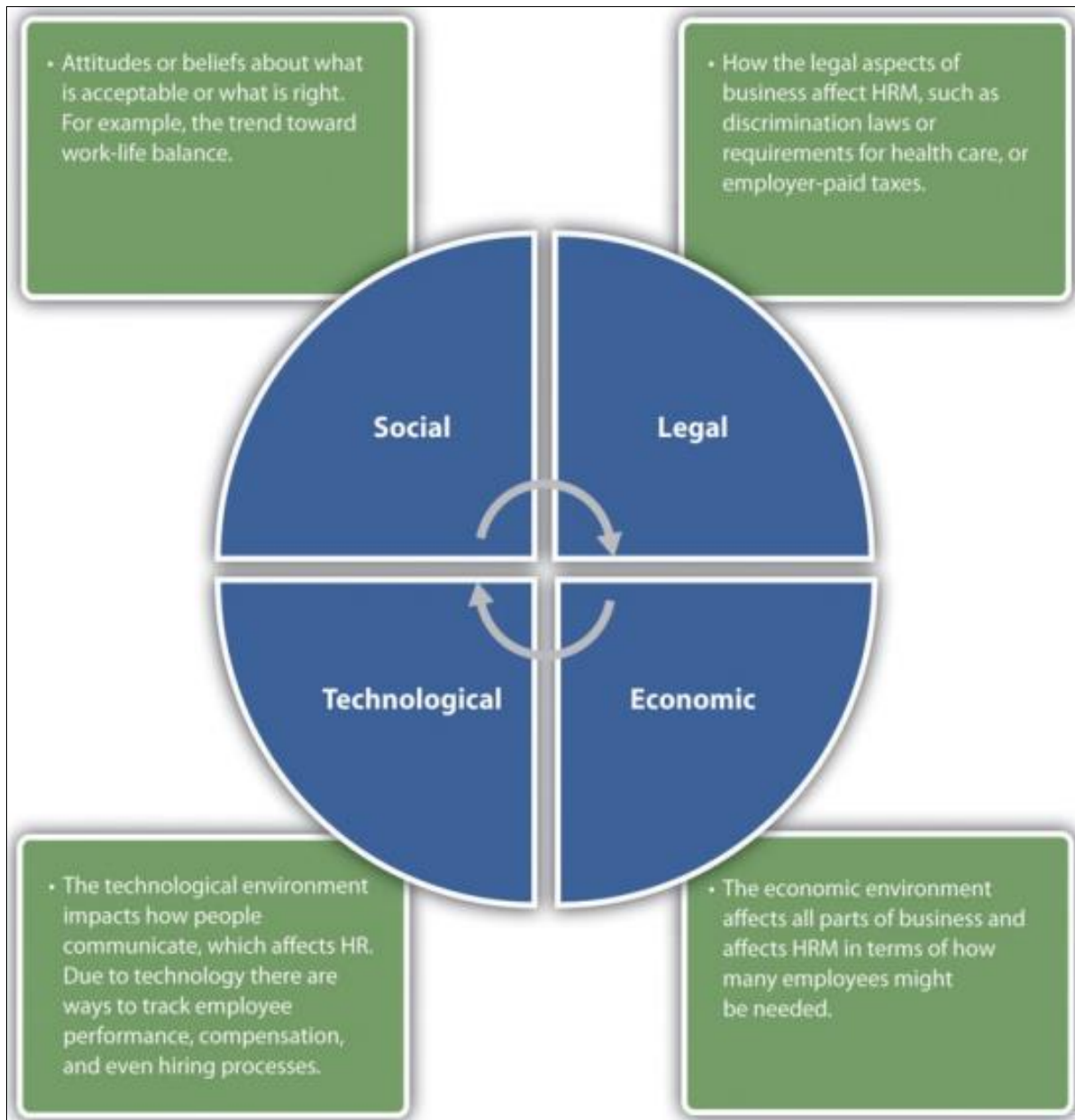
Over the past decade, there has been a significant rise in organizations adopting Human Resource Information Systems (HRIS) to collect, store, and analyze human resources data. HRIS tools provide strategic value by supporting decision-making in critical HR functions, such as workforce planning, employee retention, compensation, and training. These systems enable organizations to align HR practices with business needs by forecasting workforce demand and supply, ensuring the right employees are retained, compensated competitively, and trained to meet current and future job requirements.

HRIS has become a vital tool for businesses of all sizes, even small organizations, as it enhances efficiency, reduces costs, and improves data accuracy. By automating manual HR tasks, HRIS allows companies to process information faster, improve communication, and boost overall HR productivity. In challenging economic times, leveraging HRIS becomes essential for optimizing HR management and maintaining competitiveness.

Human Resource Planning (HRP) is a strategic process that aligns HR needs with organizational goals, ensuring the right number of skilled employees are available at the right time and cost. Effective HRP helps organizations anticipate changes, respond proactively, and avoid risks such as overstaffing or understaffing. However, many companies overlook HRP due to perceived complexity or a lack of understanding of its importance, leading to reactive rather than proactive HR management.

HRIS also supports employee and manager self-service, empowering individuals to access and update their HR information, such as benefits selection. This trend enhances administrative efficiency, improves record accuracy, and streamlines HR transactions. By integrating HRIS and HRP, organizations can better manage their workforce, align HR strategies with business objectives, and adapt to changing environmental conditions effectively.

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Literature Review

Barney (2016) ^[1] emphasized that organizations can develop strategic capabilities by focusing on creating firms that are more intelligent and adaptable than their competitors. In this context, the human resource management function has emerged as a key differentiator, setting firms apart from their rivals. Also Arthur and Hendry (2015) ^[2] highlighted that several internal factors, such as organizational culture, structure (including the positioning of HR), leadership, the level of technology utilized, and business output, play a direct role in shaping the essence of Human Resource Management (HRM). Baker *et al.* (2016) ^[3] identified key HRM practices that are prevalent in organizations, including workforce selection, performance evaluation, incentive systems, attitude assessment, compensation, job structure, grievance procedures, information sharing, participation in work management, recruitment efforts, and employee training and development criteria. These practices form the foundation of effective human resource management. Armstrong (2015) ^[4] defined HR policies as ongoing guidelines that reflect the strategies an organization intends to implement in managing its most valuable assets—its

people. These policies outline the philosophies and values that guide how employees should be treated within the organization. Stone (2016) ^[5] observed that Human Resource Management (HRM) can either be part of the problem or part of the solution in achieving the productive contribution of people. These insights highlight the importance of organizations effectively managing their human resources to ensure they receive the highest level of engagement and performance from their employees. Diwedi (2017) ^[6] find out that the survival and growth of modern organizations depend on strong linkages between human resources (HR) and business strategy and planning. The study also highlighted the contrast between traditional and contemporary concepts of HRM, emphasizing the need for alignment between HR practices and organizational goals to drive success. Vazirani (2017) ^[8] argues that the best HR practices enable organizations to achieve radical improvements, rather than just incremental changes. This perspective underscores the transformative potential of effective human resource strategies in driving significant organizational advancements. Bharathi (2019) ^[9] emphasized the value of HR functions in business and their

impact on key outcomes such as higher productivity, improved quality, better customer service, strong industrial relations, and reduced costs, all of which contribute to an organization's profitability. Effective HR practices play a crucial role in achieving these objectives, highlighting their importance in driving organizational success. Bhandarker (2018) [10] explored the theme of *Building Corporate Transformation: New HR Agenda*, focusing on understanding the evolving role of human resources in driving corporate transformation in India. The study highlighted how HR practices are adapting to meet the demands of organizational change and growth in a dynamic business environment. Garry Dessler (2016) [11] provided a comprehensive review of Human Resource Management (HRM) concepts and strategies, emphasizing the relationship between HR practices and employee behavior, as well as the resulting strategic outcomes and organizational performance. The author explained how various factors, tools, and techniques are utilized to create an HR system that aligns employee behavior with the company's strategic goals. This approach helps organizations design effective strategies to shape employee actions and achieve their long-term objectives. R. K. Agrawal and M. M. Varma (2016) [12] highlighted the significance of Human Resources (HR) for individuals, noting that HR practices can help enhance and maximize personal talents and inner potential. This perspective underscores the role of HR in fostering individual growth and development within an organizational context. Sravankumar (2020) [13] Stated in his research that Higher education face the issues like unplanned expansion, growth is not aligned, commercialization of education and financial crises is major factors for quality education. Sunil and Purnendu (2015) [14] found key challenges and take corrective initiation to overcome the challenges. Chawal and Lenkha (2015) [15] find in his research that all the variables

like resonant leadership and knowledge management also entrepreneurship and TQM have significant role in learning outcome. Rana and Kaur (2024) [16] identifies two superordinate themes that is challenges and facilitators of e-HRM in Indian higher education sector. Menon (2015) [17] identify focus on development of HRM from an administrative function to a strategic one and also discussed the crucial role that it has to play in institutions of higher learning. Javed *et al.* (2019) [18] assess the impact of HRM practices. He use sample of 400 teaching and non-teaching staff from government and private affiliated higher educational institutions of India and found that HRM practices is responsible for high performance this will lead to employee job satisfaction. Sajid *et al.* (2015) [19] found that Universities are act as a key drivers for make knowledge based society by cultivating values and awareness. The sustainable HRM is prioritizing long term goals and explore the various factors influencing the HR practices in Universities in India. Patrick and Sebastian (2012) [20] stated in his research that faculty in higher education were highest on affective commitment followed by continuance commitment. Researcher found that a significant relationship between HRM practices and organizational commitment.

Research Methodology

Research used random sampling Here, the 800 understudies were chosen as a sample from Indore District's different firms and universities, where 400 understudies were from the Higher Secondary Schools and another 400 were the College understudies. In it, 201 understudies were chosen from town region and another 201 were from the city region. In every one of them, 100 were young lady understudies and another 100 were kid understudies.

Table 1: A table showing the employee's 'sex', 'place of residence' and 'level of organizations' according to 400 factorial design (N = 804)

Sex	The Employees of Higher Secondary Schools		The Employees of College		Total
	Village	City	Village	City	
Male Employees	100	100	100	100	400
Girl Employees	100	100	100	100	400
Total	201	201	201	201	804

This 400 Factorial Design will be chosen.
 Sample Size: N = 800
 Standard of organizations (A): Two Levels -
 A1= The Employees of Higher Secondary firms A2 =
 College Employees

The Place of Residence (B): Two Levels - B1 = Village
 B2 = City
 Sex (C): Two Levels - C1 = Male Employees
 C2 = Girl Employees

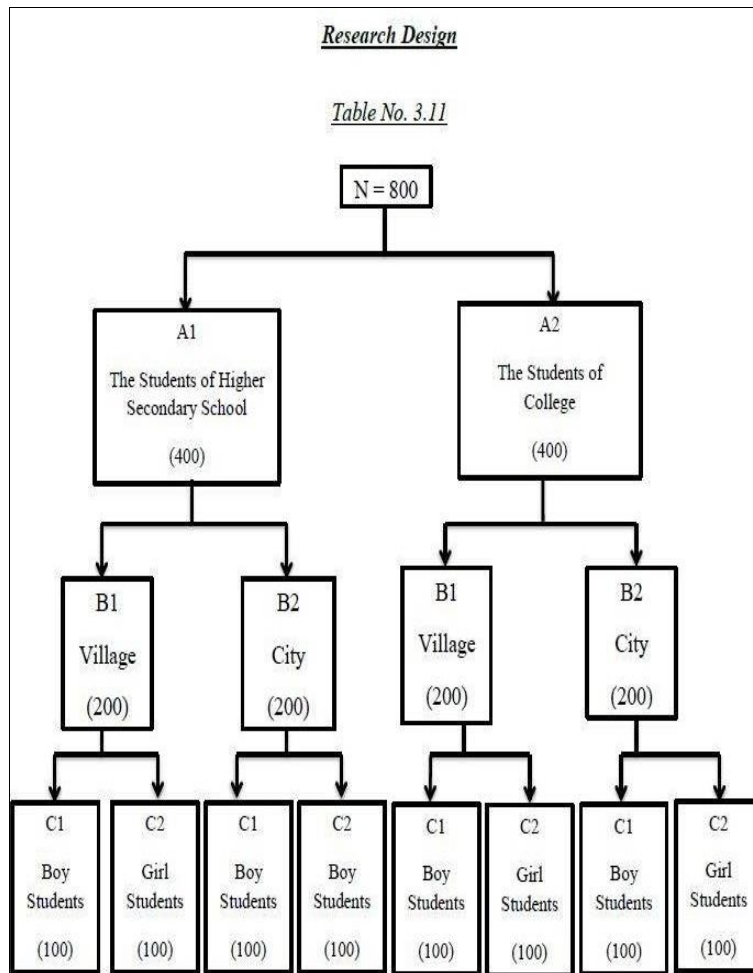


Table 2: Independent Variables and their Levels

No.	Independent Variable	The Level of Independent Variable
1	Standard of organizations	Higher Secondary School College
2	The Place of Residence	Village City
3	Sex	Male Employees Girl Employees
4	Employee's Age	18 years or less 18 years or above
5	Type of Family	Joint
		Separate
6	Stream of Organizations	General Science
7	Market's Organizations	Std. 7 th or less Std. 7 th or above
8	Father's Organizations	Std. 7 th or less Std. 7 th or above
9	Market's Occupation	Housewife Job
10	Father's Occupation	Business Job

Dependent Variable

1. The scores of 'emotional maturity'
2. The scores of 'emotional well-being'
3. The scores of 'modification'

Control Variable

- In the present research, the sample understudies were chosen uniquely from the different firms of Indore region.
- Only ordinary understudies were chosen.
- Only those understudies, ready to communicate in and comprehend Gujarati language, were chosen.
- Only the instructors matured 21 to 58 years were chosen.

Sampling: To achieve the goals of the present study, an example of 820 employees, 980 normal educators, 135

visitor employees, 158 individuals from managerial staff, 19 curators, 19 principals, and 100 guardians were drawn and gotten data from them. For 19 choosing the example, basic irregular sampling method was embraced. Then again, actually of the guardians, every other example is close about 10% of their separate all out numbers in the state.

Hypothesis of the study

- **H1:** It is assumed that there has not been any comprehensive and concerted action towards human resources Management of employees and non-employees staff in organizations in India, so that, there has not been any constructive human resources Management of employees in organizations in the state.
- **H2:** There is a positive correlation between the quality of faculty and human resources Management of employees in organizations.

- H3**
 The current trendy issues confronting organizations in the state of India are many: dwindling finances; lack of autonomy; erosion of accountability of faculty, administrative staff, and management; and

deterioration in campus discipline, to mention mainly. There is a positive relationship between these issues and I-IRD in organizations in the state.

Data Analysis and Interpretation

Table 3: Age and Gender-wise distribution of respondents from employees (2024)

Sl. No.	Course	%	Age Group	Male (35%)	Female (65%)	Total (100%)
1	Degree (II Year)	20	19-20	49	92	141
2	Degree (III Year)	80	20-21	201	368	566
	Total	100		247	460	707
				Male (30%)	Female (70%)	
3	PG (I-II Semesters)	20	21-22	7	16	23
4	PG (III-IV Semesters)	80	22-23	27	63	90
	Total	100		34	79	113
	Grand Total			281	539	820

Factor Analysis: Total Variance Explained“

Table 4: Component, eigenvalues, variance, extraction, cumulative.

Component	Initial Eigenvalues	% of Variance	Cumulative %	Extraction Sums of Squared Loadings	% of Variance	Cumulative %
1	3.024	50.399	50.399	3.024	50.399	50.399
2	1.643	27.388	77.788	1.643	27.388	77.788
3	0.761	11.806	89.993			
4	0.564	9.399	99.392			
5	0.044	0.734	100.000			
6	0.016	0.273	100.000			

Extraction Method: Principal Component Analysis. Component No.1 clarifies 50.1-399% of difference. This infers Component No 1 is adequate to clarify 50.399% of variety because of the variety of the factors remembered for Component N01 of IHRM parts of organizations in expressions and science firms in India. Component No.2 clarifies 27.388% of fluctuation. This infers Component

No.2 is adequate to clarify 27.388"/0 of variety because of the variety of the factors remembered for Component No.1 of IHRM parts of organizations in expressions and science universities in the state. This is clarified in table A-1

Percentage of Variation in Variables (Academic and Institutional)

Table 5: Components, variation, variables, academic, institutional.

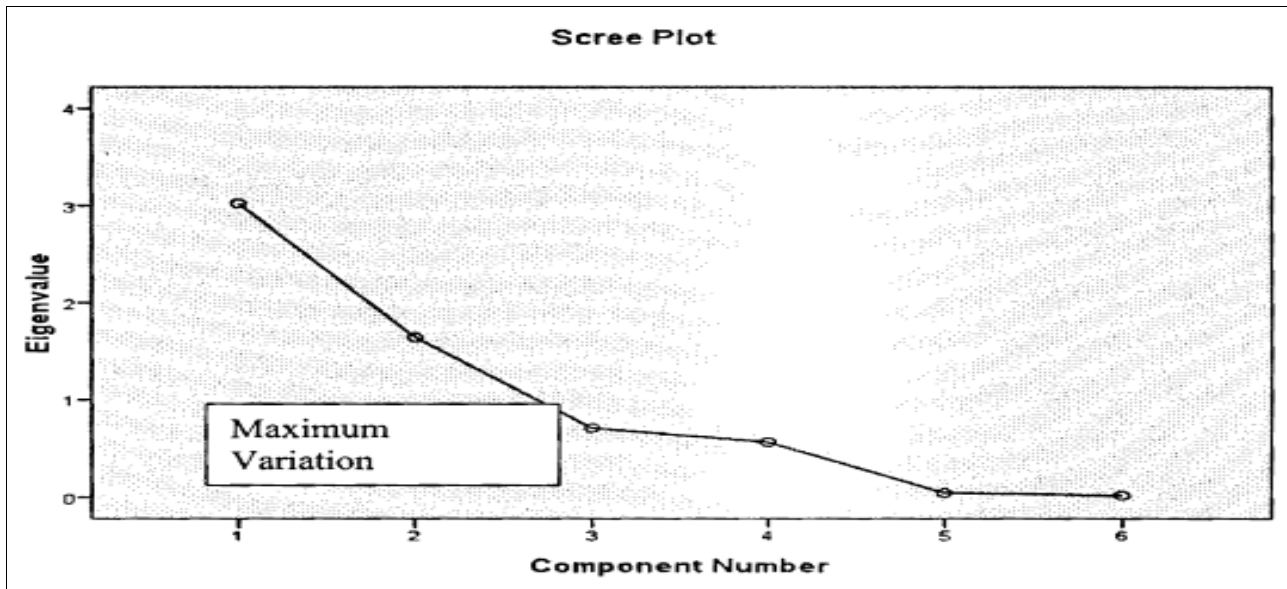
Component	% of Variation Explained	Variables	Factor Named as
1st component	50.39	Principal IE, Teachers HRE, Admin IE, Librarian Aspects	Academic
1st component	27.38	Teachers HRE, Admin HRE, Admin IE	Institutional

Legends: IE = Institutional Effectiveness; HRE = Human Resources Effectiveness.

Table 6: Components, factor loadings, variables, response.

Component	1	2
Principal IE	0.849	0.325
Teachers HRE	0.909	0.018
Teachers IE	0.120	0.847
Admin HRE	0.239	0.812
Admin IE	0.868	0.765
Librarians Response	0.790	0.422

Variation of Components by Scree Plot



H1: “It’s is assumed that there has not been any comprehensive and concerted action towards human resources development of employees and non-employees staff in organizations in India, so that, there has not been any constructive human resources development of employees in organizations in the state”.

H2: “There is a positive correlation between the quality of faculty and human resources development of employees in organizations”

H3: “The current trendy issues confronting organizations in the state of India are many: dwindling finances; lack of autonomy; erosion of accountability of faculty, administrative staff, and management; and the deterioration in campus discipline. There is a positive relationship between these issues and IHRM in organizations in the state”.

Findings

The study revealed several critical issues within the Indian higher education system:

- Poor Quality of Institutions:** Indian universities lack cosmopolitan appeal and fail to meet international standards. English proficiency and academic quality are subpar, hindering global competitiveness.
- Bureaucracy Without Accountability:** Excessive bureaucratic processes slow decision-making, stifling innovation and modernization. Outdated practices persist, while other nations advance.
- Lack of Incentives for Innovation:** Faculty members have little motivation to innovate. Rewards are based on longevity rather than productivity, and top talent is undercompensated.
- Academic Culture and Governance:** Mediocrity and lack of competition dominate. Political interference and poor governance hinder progress, and faculty involvement in leadership is minimal.
- Corruption at Multiple Levels:** Corruption in admissions, appointments, and examinations undermines research culture and prevents world-class academic standards.

- Poor Research and Training:** Research is neglected, and institutions rely on outdated practices. Skilled faculty exist, but poor planning and development limit their potential.
- Low Salaries:** Indian academics are poorly paid compared to international standards, and there is a shortage of positions in top institutions.
- Lack of Development Strategy:** Investments in academic development lack strategic planning, resulting in poor outcomes. Institutions fail to adapt to global changes and industry demands.
- Neglect of State Institutions:** State universities, the backbone of higher education, are underfunded and lack infrastructure.
- Access, Equity, and Relevance:** The system struggles with issues of access, equity, relevance, quality, and resource shortages.

Suggestions

To address these challenges, the following recommendations are proposed:

- General Education Focus:** Higher education should emphasize broad intellectual development rather than specialized training. A well-rounded education fosters critical thinking, tolerance, and interpersonal skills, essential for a democratic society.
- Autonomy and Flexibility:** Institutions need greater autonomy, decentralization, and flexibility to innovate and adapt to changing needs.
- Investment in Human Capital:** Massive investments in human capital and skill development are necessary to improve living standards and global competitiveness.
- Modernization and Technology:** Institutions must adopt modern teaching methods, technology, and research-oriented practices. Access to digital tools like email, internet, and computers is crucial.
- Quality Faculty and Training:** Faculty should be well-trained, motivated, and adequately compensated. Teacher training programs must emphasize quality and innovation.
- Research and Development:** Universities should prioritize research and development, integrating it with

teaching and extension activities.

7. **Incentives for Excellence:** Scholarships, awards, and recognition for talent can attract and retain top faculty and students.
8. **Accountability and Governance:** Institutions must be free from political interference, with academics playing a central role in governance.
9. **Curriculum Reforms:** Outdated curricula should be replaced with flexible, choice-based systems that encourage creativity and problem-solving.
10. **Global Standards:** Institutions must align with global standards, preparing students for both domestic and international job markets.

Conclusion

The Indian higher education system faces significant challenges, including bureaucracy, lack of innovation, poor research culture, and inadequate funding. However, with strategic reforms, it can transform into a dynamic and globally competitive system. Key areas for improvement include:

- **Quality Faculty:** Well-trained and motivated faculty are essential for academic excellence.
- **Research Orientation:** Institutions must prioritize research and development.
- **Autonomy and Governance:** Greater autonomy and academic involvement in governance are crucial.
- **Modernization:** Adoption of technology and modern teaching methods is necessary.
- **Incentives and Recognition:** Rewarding excellence can drive innovation and attract talent.

The ultimate goal of higher education should be the holistic development of individuals, fostering creativity, critical thinking, and adaptability. By addressing these issues, India can achieve "Total Quality Management" in higher education, ensuring human resource development and global competitiveness.

Scope for Further Study

1. **Youth Unemployment:** A study linking higher education to youth unemployment could provide insights into the challenges faced by graduates.
2. **Institutional-Level Analysis:** Research at the university or higher secondary level could offer a more detailed understanding of specific issues.
3. **National-Level Study:** Expanding the study to a national level would provide a broader perspective.
4. **Professional Education:** Exploring human resource management in professional education institutions is another potential area.
5. **Accountability and Quality Audit:** Studies on accountability, SWOT analysis, and quality audits in higher education could complement this research.

These areas offer significant potential for further research, contributing to the development of a robust and effective higher education system in India.

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