

# The Roles and Effectiveness of Human Resource Management in School Education Systems

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## *Abstract*

*This paper dives deep into the key role that human resource management (HRM) plays within school systems. It looks into the obstacles and chances presented to HR personnel due to technological progress, data comprehension, and the promotion of honest conduct. The report mirrors several studies and assigns importance to HRM tactics in improving a school's operations. This includes hiring and holding onto good teachers, cultivating a positive work climate, and matching HR plans with academic targets. The study uses numerical data to understand the thoughts of teachers, supervisors, and HR professionals about HRM methods in academic organizations. Evidence shows that effective HRM policies significantly help in reaching academic targets. Proficient HR team members have a crucial role in making a school better. The research points out problems like limited resources and difficulty with change. It suggests the need for careful planning to tackle such difficulties. The article states clearly that HRM is key to top-quality education. It also gives ideas for where to take research next in this field.*

**Keywords:** HRM, School Education Systems, Good Salary Fixed, Highly Eligible Faculty, Advertisement.

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## **Introduction**

As work nowadays is getting smarter and more computerized, and as per need, the emergence of HRM is taking its place. Personal management refers to human resource management. The usage does not specify any particular department or organization. HRM can be defined as the dealings of the employee with the organization in their occupation, Stone et al. (2020). Human Resource Management prepares future HR professionals for the influence of technological developments in the organization. According to van Beurden et al. (2024), we can determine that HR professionals are facing challenges; they need to learn more about managing technological changes, understanding data, being ethical with data, and how to use that data. His study suggested that different HR programs teach technology differently. It suggests ways these programs and HRs can become more strategically valuable. When it comes to HRM, it is considered a significant part of the organization. According to Jackson and Mathis (2003), in their book, they determined that HRM is an invaluable resource for students, practitioners, and scholars that offers a comprehensive and practical guide to navigate the complex terrain of human resource management success in the 21st century. Amin et al. (2014) underscores the importance of HRM practices on the basis of organizational performance through multiple dimensions, from recruitment and selection to training and development, performance appraisal, and compensation; each practice plays an important role in shaping organizational effectiveness and efficiency. Research by Armstrong (2010) states that HR practices can help in navigating the complexities of today's world challenges and opportunities inherent in managing human capital. He presented theoretical frameworks that incorporate empirical research and case studies to illustrate the real-world applications of HRM principles. In the school education system, Gunawan (2017)

highlights that by implementing instructional management, various challenges can be faced by teachers. Through analysis of these obstacles, it is very important to address the importance of human resource constraints, proper training, and resistance to change. HR management is now the responsibility of management as a whole, rather than a single manager. Shift from a union-management relationship to a management-operative association. Moreover, there is an emphasis on the need to train managers to be effective activators and facilitators. Bafadal et al. (2019). HRM's specific goals are to increase employees' productive contributions to the company in a socially, strategically, and ethically responsible manner. Organizational challenges can be due to a manager's approach and assault a balance among the contests facing the organization, the HR department, and its constituents, as determined by Mercer et al. (2010). The organization produces goods for particular social groups. Ezenne (2012) stated that it is anticipated that school administrations, learners, and alumni will contribute to the solution of social issues and enhance the quality of society. It is a powerful implementation for the four-factor analysis as it implements social work in education, particularly schools.

Formal objectives aimed at assisting the organization in achieving its objectives are known as organizational goals. The HRM section was established to support the achievement of organizational objectives. To achieve educational objectives, school staff operated successfully and professionally. The educational institute's current human resources effectiveness is a determining factor in its effectiveness. The principal's ability to effectively foster and utilize the knowledge of educators and staff attempting to lessen HR drawbacks is crucial to the continuity of the school's organization. Sukawati et al. (2020) explains that HRM in basic education schools highlights how important it is to manage teachers and staff effectively in schools. By hiring the right personnel, giving them training, support and evaluating their performance, schools can make sure they offer good education. Study shows that when schools have good HRM practices, teachers are happier, students learn better, and overall quality of education improves.

The research looked into how managing humans at work helps businesses perform better. Looking at how businesses measure success, it's clear that managing people can make a big difference. This could be done in direct or indirect ways. These measures include how happy and satisfied the workers are, how much they enjoy their job, and how committed they are; how often workers miss work; whether rules and roles match; the quality of the products or services they create; if there have been accidents; how well the business can adapt and change; and how well it can react to changes in the world around them, as postulated by Lawler & Mohrman (2003).

## Problem Statement

This study focuses on human resource management (HRM) in education. Why? It's important! HRM helps schools work better. Today, things change quickly. Technology gets better, and the way we teach changes. These shifts affect HRM. So, we need to know how HRM helps to find, teach, and keep good teachers. We're filling in the blanks that other studies missed. We ask people what they think. The goal? To know HRM's role better and use what we find to improve education.

The research aims to bridge a gap in understanding how specific HRM practices impact educational goals. It points out some important areas where we don't know enough about HRM in schools. First, we are not sure exactly how having skilled HR staff helps schools reach their goals. Also, while we know HR helps to pick the right people for jobs, we don't really understand the best way HR does this. We also know that having a good atmosphere in HR is important, but we haven't seen enough proof of how it affects the school education system.

## Research Questions

1. How does having highly skilled human resources (HR) staff influence the realization of school education goals?

2. What is the importance of HR in identifying and recruiting top-notch teachers with relevant qualifications and experience?
3. How does maintaining a positive and supportive work environment within HR contribute to achieving the desired educational objectives?
4. What are the consequences of applying Human Capital Theory principles in school HR practices?
5. How do alterations in education and training systems, coupled with strategic shifts, affect HR management practices in schools?

## Research Objectives

1. To find out if hiring skilled HR staff helps schools reach their goals better.
2. To look at how HR helps to choose the best people for jobs in schools.
3. To see if having a good atmosphere in HR helps schools do better.
4. To study how using Human Capital Theory in HR helps schools perform better.
5. To check if changing how schools teach and train people can make management better.

## Research Methodology

### Data Collection

**Population:** The population for this study comprises teachers, administrators, and staff members within various educational institutes that include the schools primary, secondary, and higher education's institutions also.

**Sampling Procedure:** A stratified random sampling method was employed to ensure the data collection from different types of educational institutes and respective HR roles within those institutes. Stratification helps in ensuring that each subgroup within the population has a proportional representation.

The methodology uses the quantitative approach, utilizing a questionnaire method to gather insights into the perceptions of individual's regarding the roles and effectiveness of HRM in school education systems. The questionnaire consisted of open-ended questions, Likert scale items and multiple-choice questions. Some sample items include:

- How satisfied are you with the recruitment process in your institution? (**Likert Scale:** Very satisfied; satisfied; neutral; dissatisfied; very dissatisfied)
- Have you participated in any professional development activities provided by the institution in the past year? (**Yes/ No**)
- Please rate the effectiveness of performance appraisal procedures in your institution. (**Likert Scale:** Highly Effective; Effective; Somewhat Effective; In- Effective; Highly In-Effective)
- How would you describe the communication between staff members and management in your institution? (**Open-ended**)

By including a mix of various questions, the aim was to gather both quantitative data for statistical analysis and qualitative insights into participant's experiences and perceptions of HRM practices in their respective educational institutes.

**Sample Size:** Approximate 100 participants including principals, teachers and HR Managers were selected from the different institutes. The questionnaire was distributed to these individuals addressing their concerns and opinions regarding HRM practices in the institute.

$$n = \frac{N \times Z^2 \times p \times (1 - p)}{(N - 1) \times e^2 + Z^2 \times p \times (1 - p)}$$

n= required sample size

N= population size

Z= z-score corresponding to desired confidence level

p= estimated proportion of the population that has particular traits

e=margin of error

### Data Analysis

A quantitative approach was used for analyzing the data. Various formulas and tools are used in the data analysis based upon the data received from questionnaires by respondents.

### Formula Used for Reliability Statistics

Cronbach's Alpha: It measures internal consistency reliability if the value is greater than 0.70.

### Tools Used

- Frequency Tale: To summarize the responses to different questions in the questionnaire.
- T-Test: Used to identify differences within the groups by comparing mean values of a sample to a known value.

### Statistical Analysis

- **Reliability Statistics:** Cronbach's Alpha was calculated to ensure the reliability of the data collected, with a value of 0.734 indicating consistency and dependability.
- **Frequency Table:** To present responses to different questions in the questionnaire, showing percentages for each question.
- **One-Sample Test:** Conducted to compare the mean values of different questions within the sample group, providing insights into differences within the responses.

### Result

In order to identify the consistency in measurements the reliability statistics test was executed. Cronbach's Alpha value for reliability is bigger than 0.70 which further indicates that the research has consistency and dependability. As a result, Table 1 shows the reliability statistics, a value of about 0.734 was obtained which showed that the responses collected are dependable and reliable.

Cronbach's Alpha	N of Items
.734	10

### S1 Frequency Table:

Table 2: S1 represents the responses for question 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	54	54.0	54.0	54.0
	2	34	34.0	34.0	88.0
	4	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

S1 is the question “Acquiring skilled staff for HRM will affect its proficiency in achieving the goals of the education system.” 54 candidates answered that they strongly agree with the percentage of 54% while 12 of them disagreed with the percentage of 12%.

**S2 Frequency Table**

Table 3: S2 represents the responses for question no 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	28	28.0	28.0	28.0
	2	49	49.0	49.0	77.0
	4	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

S2 represents question 2 “In the selection of highly eligible and experienced employees within the education system, the role of HR is considered noteworthy.” According to this question, 49 respondents with a percentage of 49% showed that they agree. 23% of the respondents disagreed.

**S3 Frequency Table**

Table 4: S3 represents the responses for question 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	29	29.0	29.0	29.0
	2	52	52.0	52.0	81.0
	4	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

S3 here denotes the question “It is necessary to maintain a good environment in the HRM to get sufficient outcomes according to the aims of the education system.” 29 candidates answered that they strongly agree with the percentage of 29% while 19 of them disagreed with the percentage of 19%.

**S4 Frequency Table**

Table 5: S4 represents the responses for question 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	27	27.0	27.0	27.0
	2	45	45.0	45.0	72.0
	4	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

S4 characterize question 4 “Human Capital Theory (It is stated as humans are allowed to gain knowledge and emphasize on development employed) should be a compulsory part of the HRM.” According to this question, 45 respondents with a percentage of 45% showed that they agree. 28% of the respondents disagreed.

**S5 Frequency Table**

Table 6: S5 represents the responses to question 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	46	46.0	46.0	46.0
	2	35	35.0	35.0	81.0
	4	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

S5 here signifies the question “Improve in management can be caused by restructuring in education and training systems along with the modification in the strategies.” 46 candidates answered that they strongly agree with the percentage of 46% while 19 of them disagreed with the percentage of 19%.

**S6 Frequency Table**

Table 7: S6 represents the responses for question 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	43	43.0	43.0	43.0
	2	46	46.0	46.0	89.0
	4	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

S6 is displayed as the question “The role of HR to enhance the teaching skill of the teachers in the organization has importance due to its capability to perform. Here 43 strongly agreed with the percentage of 43% whereas 11 strongly disagreed with the percentage of 11%.

**S7 Frequency Table**

Table 8: S7 represents the responses for question 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	37	37.0	37.0	37.0
	2	31	31.0	31.0	68.0
	4	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

S7 displays the question “HRM responsibilities being fulfilled by the organization as per the need of the orientation of the educational institutes for achieving success.” 37 respondents strongly agreed with a percentage of 37% and 32 respondents disagreed with a percentage of 32%.

**S8 Frequency Table**

Table 9: S8 represents the responses for question 8.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	35	35.0	35.0	35.0
	2	61	61.0	61.0	96.0
	4	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

S8 here is representing the question entitled “Neoliberalism (framework to learn new skills and entrepreneur freedom) is necessary for a better outcome in HRM.” In response, 35 respondents strongly agreed and 4 of them disagreed with a percentage of 35% and 4% respectively.

**S9 Frequency Table**

Table 10: S9 represents the responses for question 9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	44.0	44.0	44.0
	2	45	45.0	45.0	89.0
	4	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

S9 displays the question “Human relations-oriented leadership places sole emphasis on employee development, fulfilment, motivation, cooperation, relationships, and welfare.” In which the recorded responses were strongly agreed by 44 respondents and disagreed by 11 of them.

**S10 Frequency Table**

Table 11: S10 represents the responses for question 10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	42.0	42.0	42.0
	2	49	49.0	49.0	91.0
	4	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

S10 is the last question which is entitled “Training and development of educational staff lead to productivity motivation, and effectiveness of HRM within the education system.” In which 42 (42%) respondents strongly agreed and 49 (49%) agreed with their responses.

**Statistics**

Table 12: Statistics for responses collected

		s1	s2	s3	s4	s5	s6	s7	s8	s9	s10
N	Valid	100	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		1.70	2.18	2.09	2.29	1.92	1.79	2.27	1.73	1.78	1.76
Median		1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mode		1	2	2	2	1	2	1	2	2	2
Std. Deviation		.969	1.086	1.026	1.149	1.107	.913	1.262	.664	.917	.854
Sum		170	218	209	229	192	179	227	173	178	176

In the above table, the statistics are calculated, which consist of the mean (average value), mode (the repeated value), median (the middle value), and standard deviation (how close it is to the average value). For instance, as shown in Table 12, the mean value, mode, and median values for s1 calculated as S1 have a mean among the 100 respondents of 1.70, the median is 1.00, the mode is 1, and its deviation is 0.969. The sum shows 170 as the total value. Respectively, all the remaining questions show respective values for the collected responses from the participants.

**T-TEST**

**One-Sample Statistics**

Table: 13 one-sample statistics

	N	Mean	Std. Deviation	Std. Error Mean
s1	100	1.70	.969	.097
s2	100	2.18	1.086	.109
s3	100	2.09	1.026	.103
s4	100	2.29	1.149	.115
s5	100	1.92	1.107	.111
s6	100	1.79	.913	.091
s7	100	2.27	1.262	.126
s8	100	1.73	.664	.066
s9	100	1.78	.917	.092
s10	100	1.76	.854	.085

T-test is a test directed to identify the difference within the group. There are 3 main types of T-tests but the main focus here is on the one-sample test and its outcomes which were the requirements of the research. In the above table, the S1-S10 represents the question in the questionnaire. N is the number of participants we have taken. Mean represents the average value and standard deviation represents the comparison with the average value. As S5 shows N = 100, the Mean is 1.92, the standard deviation is 1.107, and the mean is 0.111. The remaining values in the table are placed respectively.

**One-Sample Test**

Table 14: One-sample Test

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
s1	17.540	99	.000	1.700	1.51	1.89
s2	20.074	99	.000	2.180	1.96	2.40
s3	20.373	99	.000	2.090	1.89	2.29
s4	19.939	99	.000	2.290	2.06	2.52
s5	17.341	99	.000	1.920	1.70	2.14
s6	19.598	99	.000	1.790	1.61	1.97
s7	17.985	99	.000	2.270	2.02	2.52
s8	26.036	99	.000	1.730	1.60	1.86
s9	19.421	99	.000	1.780	1.60	1.96
s10	20.604	99	.000	1.760	1.59	1.93

In the above table, S1–S10 represent the questions that are present in the questionnaire. T represents the differences within the groups. DF (degree of freedom) represents the maximum number of logically independent values that have a freedom of varying in sample data. Sig. (2-tailed) is the two-tailed p-value computed using the t distribution. The mean difference is the average value. And the 95% confidence interval contains the null value, which means there is no statistically meaningful or statistically significant difference between the values.



## Discussion

This research illuminates the key position human resource management (HRM) holds in schools. HRM has a vital role in hitting school targets. It tackles the issues and opportunities brought by new tech solutions and data comprehension. More so, HRM champions principled conduct. Having a working HRM practice helps schools operate smoothly. The research indicated that well-vested HR professionals assist schools in achieving targets. HR plays a critical role in recruiting top-tier teachers. Building a positive HR environment is critical to achieving educational objectives. It's equally crucial to incorporate Human Capital Theory thoughts into HR and adapt to educational shifts. Moreover, updating training developments in schools is essential. HRM tactics are key to helping schools run better. They help get and keep good teachers, create a happy place to work, and match HR plans with school goals. This study used numbers to understand how teachers, bosses, and HR staff feel about HRM methods at school. The results show that good HRM rules are really important to reaching education targets and making schools better.

This study looks at important areas linked to managing people in education. It explores how well-trained HR teams affect school objectives, the role of HR in finding top-notch teachers, how a happy work environment helps meet school goals, the use of Human Capital Theory in school HR functions, and how changes in education and training influence HR methods.

By using a numbers-focused strategy and survey techniques, we gathered information from teachers' schools, managers, and workers at different education centers. Our research method used a balanced random selection to include a broad mix of people. Checking our figures with 'Cronbach's alpha' helped keep our information reliable, with charts to show the main survey answers and tests like the T-Test to notice any group differences.

The study showed that getting skilled HR staff can impact education goals positively (54% agreed). It stressed HR's role in hiring good teachers (49% agreed), creating a nice work setting for better results (29% agreed), using Human Capital Theory in HR work (45% agreed), and changing education setups to better manage (46% agreed). Finishing up, this study shows HRM's serious role in school systems. It marks the use of solid HR steps to raise educational results and make the organization more effective.

## Recommendations

Based upon the data analysis and results here some recommendations of the study are also suggested such as:

1. **Hiring Skilled HR Staff:** It's very important to hire the skilled that positively impact the education goals. Schools should focus on expertise in managing institutes effectively.
2. **Investment of Professional development:** Professional activities for staff members including HRs to enhance their skills and keep them updated with the technological advancements and changes in HR practices.
3. **Creating a positive work environment:** Maintaining a supportive work environment within HR is very important. Schools should prioritize creating a culture of collaboration, respect and transparency within the HR department.
4. **Implementing Human Capital theory:** Schools should focus on helping their staff grow and feel motivated at work. Giving them opportunities to learn and develop new skills and encouraging them to work together well.
5. **Adapting to changes and dealing with resources:** Education is always changing so schools need to change how they manages their staff too. Schools often don't have enough money or other resources, they need to find out ways to work around this, using what they have better or finding help from outside resources.

6. Embracing Neoliberalism: Schools can think about adapting ideas from neoliberalism, which is about learning new skills and having freedom in how you work. This might help them manage their staff better.

## Future Scope of Study

This study provides a foundation for future inquiry into several key areas. Longitudinal studies could assess the sustained impact of HR strategies that have affected education. We could compare different places or systems to see what works best and what needs to be improved. Talking to people and understanding their experiences could help us learn more too. We might also want to see how new technology affects HR in schools and how HR affects students' success. Looking into how HR professionals can get better at their jobs, finding ways to use what works well in more places and seeing how HR connect with the community are other things we could study. By looking into these areas, we can figure out better ways to manage HR in schools which can lead to better education for everyone.

## Conclusion

Research shows that Human Resource Management (HRM) is crucial for making schools work better. We analyze different jobs of HRM in schools like hiring teachers, performance appraisal and helping them to get better in their jobs. It shows that the hiring of experienced staff and offering good salaries along with proper infrastructure and advertising can help schools achieve their goals. The quantitative approach of the study also highlights the important role of principals which motivate teachers and improve the learning process over time. By using ideas from neo-liberalism and human capital theory, schools can keep learning and adapting to new ways of teaching. This research confirms that HRM practices make education systems more effective. Prioritizing hiring and keeping skilled staff helps schools create a good environment for learning and success. HRM is the key to making schools function well and reach their educational goals. The study investigates that HRM does its jobs well but faces many challenges like not having enough money, people are not ready to adopt the new changes and how the things are being done. Dealing with legal issues was also a major challenge. This study shed light on the critical role of Human Resource Management (HRM) in schools. HRM plays a key role in reaching school goals. It deals with the challenges, and prospects brought by tech innovations and data understanding. HRM also encourages ethical behavior. Having effective HRM methods helps schools run better. The study showed that having skilled HR people helps schools reach their goals. HR is important in hiring the best teachers. It's crucial to have a good work atmosphere in HR to reach school goals. It's also important to use Human Capital Theory ideas in HR and adjust to changes in education. Also important is adapting training in schools.

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