

## STUDY OF THE PARAMETERS TO MEASURE TEACHERS' PRODUCTIVITY AND IMPACT OF HR PRACTICES ON ENHANCING PRODUCTIVITY OF TEACHERS IN HIGHER EDUCATION INSTITUTION(S)

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### ABSTRACT

Enriching teacher quality may have an intense impact on educational and societal outcomes. This paper is an attempt to bring out the parameters and HR practices that can be used to improve the productivity of teachers in higher education institution(s). The first objective of the research is to identify and study the parameter that affects teacher's performance. To achieve this, a survey questionnaire was designed and data was collected and analyzed statistically. All the parameters used in the present study are highly appropriate and can be used by the higher education institutions to measure the productivity of the teachers. The Second objective includes the Impact of HR practices in order to enhancing productivity of the teachers and the study concluded that certain HR practices are must be followed by the higher educational institution to accomplish educational and organizational goal.

**Keywords:** Productivity, Parameter, HR Practices, Appraisal.

### I. INTRODUCTION

Productivity is a multidimensional term, the meaning of which varies depending on the context in which it is used (Tangen, 2005). Productivity is usually measured in terms of both the quality and quantity. Productivity in terms quantity refers to the performance resulting in improvement of students' knowledge and skills. Some will measure their productivity through the comparisons with the same level of the individuals (Divya Thankom Varghese<sup>1</sup>, Prof. Kalyanasundaram P<sup>2</sup> & Dr. Shubha Chandra<sup>3</sup>)

Teachers play an important role in higher education institution(s) with the aim to transforming their knowledge into practice for the sake of their student's growth. It is very important for an institution to measure the productivity of teachers to enhance the effects of the organization's long strategic plan and to achieve educational goals and objectives to take management decisions.

HR practices likely to promote well-being at work and a positive employment relationship, indicating mutual benefits of achieving this and suggesting research avenues to evaluate in his study (David E Guest)

### II. NEED OF THE STUDY

In Higher education institution(s) a person can join the teaching profession without any formal training in teaching, learning and assessment. All these areas along with awareness of policies, governance and administrative structures are developed informally out of their own experiences or from experiences shared by colleagues which results lower productivity of teachers.

There is no effective technique to measure the teacher's productivity. The present study is an attempt to identify different parameters to measure the productivity of the teachers in higher educational institutions as well as to find the impact of HR practices in order to enhancing productivity of the teachers

### III. OBJECTIVES OF STUDY

1. To identify the parameters to measure the productivity of the teachers in higher education institution(s).
2. To study the Impact of HR practices followed by higher education institution(s) in order to enhancing productivity of teachers

### IV. LITERATURE REVIEW

1. Ahmad Karim Dad Karami (2017), studied on the "Human Resource Management and Talent Management Towards Organizational Success of Aluminum Industry In United Arab Emirates (UAE): A Measurement Model", and concluded company should understand the importance of managing the talented employees

and how they can fulfil the needs and wants of their employees through introducing proper HRM policies to retain them.

2. David E. Guest (2017) researched on the “Human resource management and employee well-being: towards a new analytic framework” and found out HR practices likely to promote well-being at work and a positive employment relationship, indicating mutual benefits of achieving this and suggesting research avenues to evaluate in his study.
3. Hassan Hijry, Asif Haleem (2017), in his research paper entitled” Study the Factors That Influence Employees Performance in the Steel Factory, Saudi Arabia”, published on Proceedings of the 2017International Conference on Industrial Engineering and Operations Management stated that all the factors that influence employee performance is important because those factors will be enhanced by the government to improve performance of the workers at any organization
4. Dr. Shubha Muralidhar (Sept.2016), studied on the “HR Practices In The Education Sector (With Special Reference To B-Schools In Bangalore)” found out to remain viable and competitive, an educational institution must create and maintain academic excellence and administrative systems that keep pace with the technological change, most importantly align with the mission, vision and key intuitional goals and objectives.
5. Raed A.S. Abu Teir & Ren-Qian Zhang (June 2016) researched on the “The current Practices of Human Resource Management in Higher Education institutions in Palestine” and found traditional universities tend to apply human resource strategies more than community colleges.
6. Akuh, E. A. (May 2016) studied on the “Industrial Harmony for Academic Excellence: An Imperative for A Productive Educational System in Nigeria” and concluded industrial harmony can be achieved for academic excellence and a productive educational system through effective communication within our educational institutions, proper funding for high quality of education, transparent and accountable leaders among others.
7. Ananth Lakshmi Mahadevan (Nov. 2014) researched on the “Impact of Human Resource Management (HRM) Practices On Employee Performance (A case of Telekom Malaysia)” his study results showed that employee training helps to develop organization performance, take a vital role in improving employee performance as well as increasing productivity and eventually helps to place organizations in the best position to face competitive challenges and stay on top.
8. Sait Gurbuz and Ibrahim S. Mert, (April 2011), studied on the “Impact of the strategic human resource management on organizational performance: evidence from Turkey” and found out the HR-organizational performance relationships in Turkey to understand the relative impact of SHRM and HR practices in different economic and cultural contexts.
9. Denise M. Rousseau (2011), researched on the “Provocation Series Papers: HRM In the 21st Century Becoming An Evidence-Based HR Practitioner” published on Human Resource Management Journal Vol. -21, Issue no-3, concluded that many professionals have extensive theoretical knowledge and related skills that they apply in practice. The issue is how well evidence is represented in the day-to-day practice of HR professionals.
10. Tangen S., (2005) in his entitled “Demystifying productivity and performance”, published on International Journal of Productivity and performance Management, 54(1), suggests that productivity is a multidimensional term, the meaning of which can vary, depending on the context within which it is used. However, there are common characteristics that tend to be embraced by the term. He also clarifies the meaning of productivity, performance, profitability, efficiency and effectiveness and interrelationship between them.

## V. RESEARCH METHODOLOGY

### • TYPE OF RESEARCH:

A descriptive research design methodology has been adopted for the study

### • SAMPLE DESIGN, SAMPLE SIZE AND SAMPLING METHOD

### • SAMPLE DESIGN

A Sample from different higher educational institutions belonging to affiliated, deemed and autonomous universities is studied for the research.

- **Sample Size 62**
- **Sampling Methods**
- Stratified Sampling
- Cluster Sampling

**VI. LIMITATIONS OF THE STUDY**

1. Findings are based on perception of 62 respondents and may not be generalize to entire population.
2. Findings are restricted to higher education institution(s) and may change with other categories of institutions.

**VII. DATA COLLECTION TECHNIQUE**

The study involves both primary and secondary data.

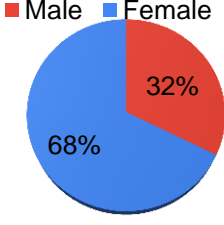
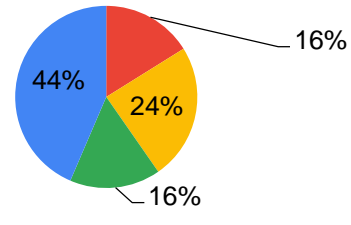
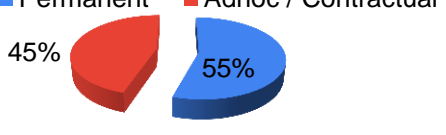
**Primary Data:**

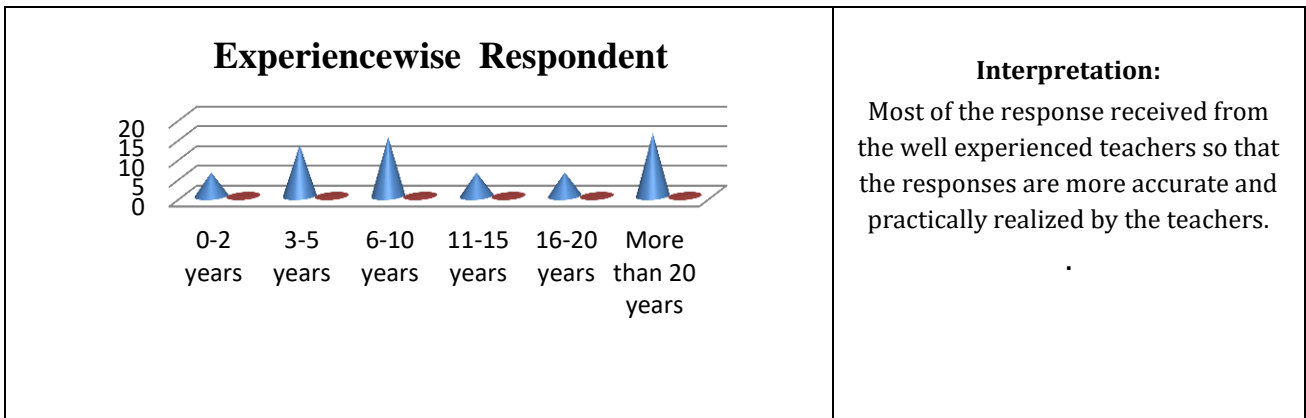
The primary data is collected through a survey questionnaire consisting definite, concrete and pre-ordered questions. The 5-point Likert-scale technique is used for scaling responses in survey research.

**Secondary Data:**

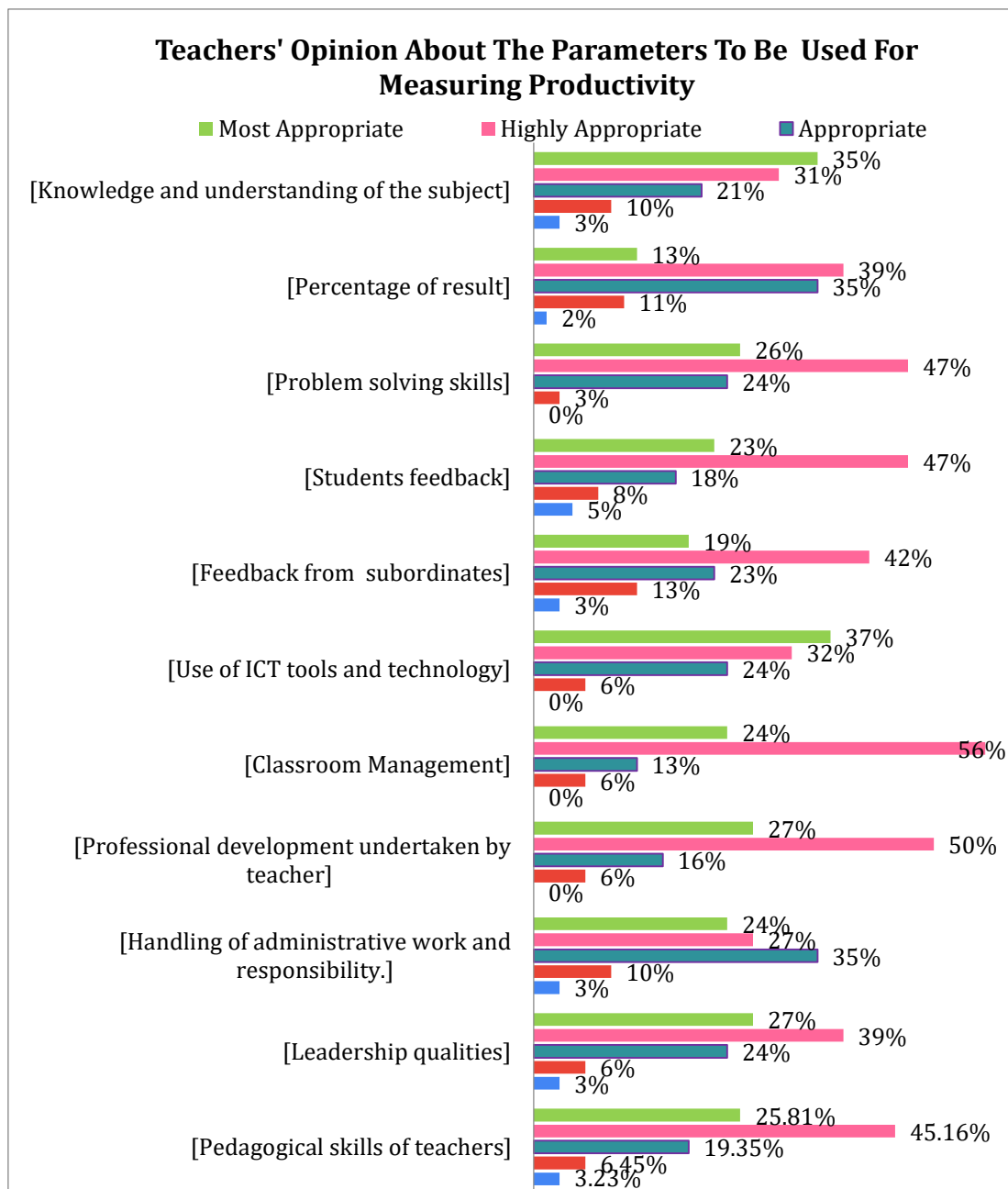
The secondary data is collected by referring the Journals, research magazines and online or offline published data.

**VIII. DATA ANALYSIS & FINDINGS**

<p style="text-align: center;"><b>Genderwise Respondent</b></p> 	<p style="text-align: center;"><b>Interpretation:</b></p> <p>68% of female teachers and 32% male teachers working in different higher educational institution(s) given their valuable response by answering the questionnaire.</p>
<p style="text-align: center;"><b>Agewise Respondent</b></p> 	<p style="text-align: center;"><b>Interpretation:</b></p> <p>Maximum response about 44% received from the teachers having 40+ age and then 24% from the teachers having 30-35 age groups. Least responses received from the teachers below 30 years.</p>
<p style="text-align: center;"><b>Employment Statuswise Respondent</b></p> 	<p style="text-align: center;"><b>Interpretation:</b></p> <p>55% of response received from the permanent teachers while rest 45% response received from the adhoc/contractual teachers teaching in higher education institution(s) responded</p>

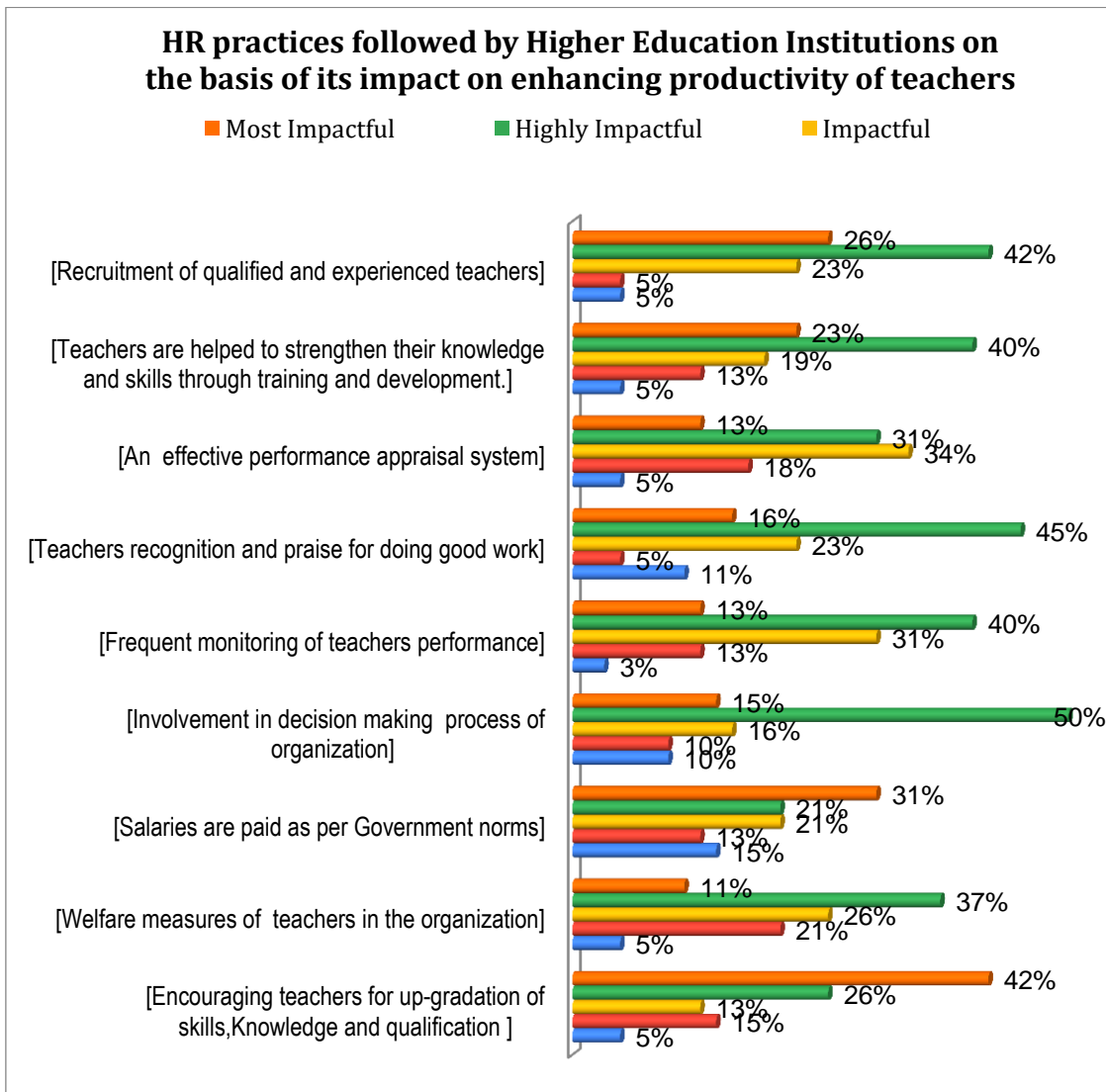


**GRAPH 1.1:** Teachers' opinion about the parameters to be used for measuring productivity

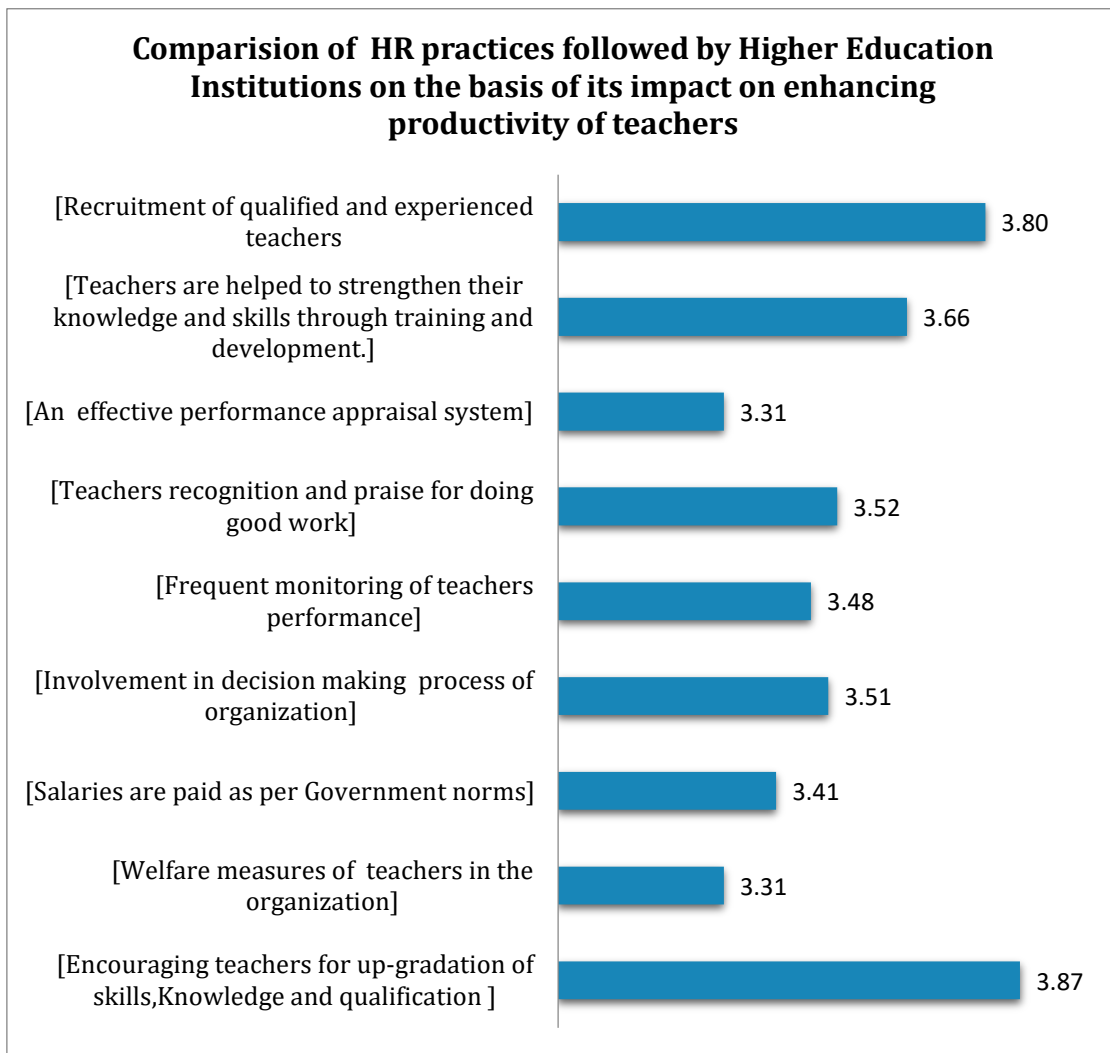


As per the above table 1.1 and graph 1.1 teachers' gave their opinion about the parameters to be used for measuring productivity:

- 35 % teachers found that the knowledge and understanding of the subject is most appropriate parameter while only 3 % teachers found that this is not an appropriate parameter for measuring productivity.
  - 39% teachers of higher education institution(s) responded the percentage of result is highly appropriate parameter, 35% says it's an appropriate parameter and only 2% teachers found that this is not an appropriate parameter.
  - For the problem-solving skills parameter 47 % teachers are agree that this is highly appropriate parameter while 26% teachers found its most appropriate and 24% found it's an appropriate parameter.
  - 47% of teachers agree on students' feedback is highly appropriate while 23% agree on most appropriate parameter and only 5 % teachers found that it is not an appropriate parameter for measuring productivity.
  - Feedback from subordinates is highly appropriate parameter (42%) and only 3% teachers said that it should not consider as a productivity parameter.
  - Most of the teachers responded positively to have "Use of ICT tools and technology" (37%), "Classroom Management" (56%), "Professional development undertaken by teacher" (50%), "Leadership qualities" (39%), and "Pedagogical skills of teachers" (45.16%) as important parameters to measure the productivity
  - Handling of administrative work and responsibility on this parameter researcher received average response. It can be considered as a parameter but it should be not as important as other productivity parameters.
- 1. HR practices followed by Higher Education Institutions on the basis of its impact on enhancing productivity of teachers**



**GRAPH 2.1:** Impact of HR practices on enhancing productivity of teachers



The **most impactful HR practice** followed by Higher Educational Institution(s) is **Encouraging teachers for up-gradation of skills, knowledge and qualification of the teacher.**

The **least impactful HR Practices** are **an effective appraisal system and welfare measures of teachers in the organization.**

### IX. RECOMMENDATIONS

Any Higher Education institution(s) comes under any State, Central, Deemed, Autonomous, Open or Private universities have to improve the efficiency and productivity of their teachers and this cannot be done without a profound understanding of the parameters that influence teacher's productivity. A cyclic evaluation on the basis of these parameters can be taken place to measure the productivity of teachers which may help to take administrative decisions.

### X. SUGGESTIONS FOR FUTURE RESEARCH

A similar study should be carried out in the schools to determine the parameters that influence teacher's productivity and compare it with this in order to see the trend of results. Researcher can also find and study other parameters that may be included to measure the productivity of the teachers and the need of HR practices to influence the performance of the any institutions.

### XI. CONCLUSION

The study concluded that all the parameters analysed in the research for measuring teacher's productivity in higher education institution(s) are highly appropriate. The higher education institution(s) can include these parameters for measuring teacher's productivity and also use different HR practices to help teachers to enhance their productivity which effects the organization's long strategic plan and to achieve educational goals and objectives also to take management decisions

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