

## Short Communication

### **Need of Organizational Human Resource Management Practices in Pharmaceutical Academic Institutes**

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**Abstract:** The practices of managing people have changed as per current scenario. The basic duties of human resources management involves staffing activities such as hiring and firing, keeping personnel records and organizing other personnel activities. But currently public and private organizations can no longer afford to look at people as a commodity to be exploited to exhaustion and then discarded. The purpose of this study was to analysis of current human resource management practices on academic level. The study used a descriptive research design; different respondents were selected using stratified random sampling method. Data was collected using semi structured questionnaires and was analyzed using descriptive statistics. The findings suggested that training, motivational programmes, development programme (staff development and quality improvement programme, workshop, seminar, conferences), award and supervisory support are the currently utilized H. R. management practices at academic level. It also revealed that performance appraisal and employee participation in decision making have been practiced to a very little extent. The concluding section recommends that higher authority should carefully re-evaluate the extent to which innovative HR practices could be implemented within their departments. Study also suggests that the HR policies should be executed properly as meant for the specific purpose so to get maximum benefits of such management practices.

**Keywords:** human resources, management practices, Pharmaceutical Industry.

#### **INTRODUCTION**

Current scenario of organizational structures changed tremendously. The accelerated pace of advances in technology, increase in competition, widespread and growing unemployment create serious adjustment problems. Lack of resource also affected the way business is conducted; education institutions not in safe positions and they need to have more prudent management systems. Some previous global study on this topic suggested that all organizations exist to achieve a purpose and they must ensure that they have resources required to do so and they use them effectively; an institutional organization has to align its human resource function with its overall strategic goals and objectives [1]. Organisation culture, people and processes rather than capital or technology can form the base of sustained competitive advantage of a firm. It is important that a firm adopts strategic HR practices that make best use of its employees. People have been reported to hold the key to more productive and efficient organizations. Its collective activities undertaken by all those who manage people in the organization as human resource management (HRM). When employees are well managed through HRM, they would take care of organizational needs [2].

#### **Human Resource Management Practices**

The human resource is a living and active input that operates the other factors of production. It is people who create organizations and make them survive

and flourish. Hence, their special management cannot be neglected as other components of the organization are likely to suffer. Without people, organizations could not function. Yet people also need the organizations so that they can maintain their living standards, by working in these organizations. Employees work in exchange for compensation. Hence there is a symbiotic relationship between organizations and employees. Human resources management practices describe the way in which managers set about achieving results through people. It is how managers behave as team leaders and how they exercise authority. Managers can be tough or soft, demanding or easy going, directive or laissez-faire, rigid or flexible, considerate or unfeeling. How people behave will depend partly on their natural inclination. Human resources management is a strategic and coherent approach to the management of organizations most valued asset. Ultimately we can say that human resources management is an important part of today's business management even if it is an academic institute. All organizations, including academic institute being no exception cannot do without human and material resources. These resources complement each other in organization development and must be managed. There are number of human resource management practices, termed as best practices, which could improve organizational performance. These are namely; selective hiring, extensive training (SDP and QIP etc.), employment security, team working, performance related and

incentive pay. There is relationship exists between the use of appropriate HRM practices and positive employee attitudes among them job satisfaction and commitment. These practices equip employees and enable them to function autonomously and responsibly [3, 4, 5].

#### **Current Scenario at Academic Level**

Each institution is headed by the principal/director who is responsible for the overall running of the institute and for the all responsible activities at academic level. He will have such a keen interest in the welfare of both his teachers and students. He is responsible for all planning, organizing, controlling, staffing, innovation, coordination, motivation and actualization of education goals and objectives of the institution; it is therefore important that the head be able to establish cordial relations with the staff, students, the community and other organizations. Teachers are assigned tasks to perform according to their specialization; this is to maximize productivity and efficiency. Management of people in the academic institute involves the skillful control and guidance of students, teachers and other stakeholders in order to achieve the desired outcomes. The principal plays an important role in this respect. The nature and quality of leadership and management that the principal provides will determine the effectiveness of the institute. In academic organizations the customers are students. The principal/director/head is the most immediate human resource manager and is accountable to the all academic regulation. Human resource management is linked closely to the emergent strategies. To provide efficient education and training services, the capacities and skills of staff in the various offices and organizations involved institute should be commensurate with the tasks they perform. Currently, in majority of cases there are gaps between competencies and the responsibilities of those mandated to undertake provision and management of education system. Thus the higher system needs to have responsibility of training and in servicing education managers to enable them manage education services and institutions effectively.

Academic organizations need to improve their staff or replace if required and retain those who do their jobs well. After applicants have applied for a job offer, the process of selection occurs. Employer's world over want to select employees who will be able and willing to learn new tasks and continually adapt to changing conditions. As job requirements change, existing employees must be able to develop new competencies, become proficient in new jobs and even change their occupations. Training and development practices enable employees to develop themselves and remain employable. Performance must also be measured and employees must receive usable feedback so that they can correct performance deficiencies. In addition, employees work in exchange for compensation,

monetary or otherwise. Employers on the other hand offer incentives and other forms of rewards to motivate employees to perform to their best. They must further provide a healthy and safe workplace and also give an ear to their employees' grievances. Human resources management encompasses a wide area and it can be said that good human resources management practices add value to a job and increase the job satisfaction. Notwithstanding the technological advances and new systems now available in the workplace, the most important factor in production is human. The other factors are only useful when they are operated by competent well motivated employees. Human resources management practices and systems have been linked to organizational competitiveness, increased productivity, higher quality of work life and greater profitability. The role of human resources management must become strategic instead of operational, aligning the human resources function with the strategic needs of the organization. HRM strategies need to be integral to organizational strategies; they need to pay attention to multiple levels for strategy implementation, including organization, development, recruiting and staffing, rewards, performance and employee relations; they should provide for innovative ways to differentiate organizations in competitive markets and they must establish an achievable implementation plan. The new strategic role for the HRM function entails two major aspects. First, the function should provide enough input into the organization's strategy about whether it has the necessary capabilities to implement it. Second, it has the responsibility to ensure that the HRM programs and practices are in place to effectively execute the strategy. There has been a growing interest in people management practices. In part this reflects the accumulating evidence that workers hold the key to enhanced organizational performance. Thus many of today's organizations are reevaluating their HR practices in an attempt to tap workers' discretionary efforts and improve organizational performance. In many instances, the growing interest has been accompanied by a change in the nature and title of the personnel function, with former personnel managers now referred to as human resource managers, and workers considered as 'valued employees' deserving respect and dignity from senior managers. Where such changes have occurred it is not uncommon to find human resource managers occupying strategic roles within organizations, alerting directors and other senior persons of the implications of change from a human capital perspective. When HR practices are used in conjunction with each other, the impact on performance will be greater than when used in isolation. In other words, organisations attempting to introduce individual HR practices will observe minimal change in performance, whereas those organizations introducing a range of practices will experience a more dramatic change in performance. Organization's personal training and development programme may enhance the skills of workers. As these capable individuals develop

they are likely to qualify for more senior posts within the organization, thus reinforcing policies of internal promotion. While the exact content and nature of these practices will vary between organizations, the underlying rationale for their adoption will be similar. Therefore, the following section will outline why and in what way these practices should be used. Organisations may not be able to guarantee total employment security, the ways in which re-structuring or downsizing programmes are managed will signal to staff the extent to which managers value them. If workers are given the impression that they are dispensable, not valued or their jobs are insecure, it is highly probable that they will become de-motivated. This may result in them feeling reluctant to exert themselves on behalf of the organisation. If it is simply not possible for managers to guarantee extended periods of employment, they may need to consider ways to counteract feelings of insecurity felt by workers. In the education sector, employment security is the major factor which affects job satisfactions. When an organisation adopts a strategy of achieving superior performance through the workforce, it will need the right people in the first place; in doing so organisations have used imaginative selection techniques. The organisation reasons that as customers (students) have extensive dealings with front-line workers, they should be well qualified to identify suitable employees. Furthermore, it is also argued that rigorous selection processes not only provides the 'right sort of people', but have positive psychological effects, as newly recruited employees having gone through a rigorous selection process, are more likely to feel part of an 'elite' organisation. It is the duty of the higher education system to ensure that all academic institutes are staffed with qualified teachers. It is argued that team working has a positive impact on performance due to social interaction, peer pressure and work norms. In other words, assuming the group norms are favorable, group members will endeavor to maintain high working standards. Team working is also thought to provide workers with a forum through which they can learn 'through the grapevine'. These factors may lead to greater comradeship, peer support and team performance. Team effort, enhances institute management and contributes towards employees' personal growth and development. The study used a descriptive research to investigate the extent of utilization of HRM practices in academic institutes.

### **Important Findings**

The research established several key findings. First the study established that employees are provided with sufficient opportunities for training and development. There is a clear status difference between management and staff; team working is strongly encouraged in the institutional study. A rigorous selection process is used to select new recruits. Employees not feel their jobs are secure within the organization. When new management positions come up the organisations normally fill them with people from outside the organisation. The respondents indicated that promotions within the organization were not frequent and the top management normally did external recruitment. The organization does not relate pay with performance in any way; means every teachers of same category getting similar pay irrespective of their performance differences. Most of the employees are on temporary basis. Management does not fully involve employees when making decisions that affect them. The middle level management and the top management are the ones that are involved in decision making within the organization. The findings suggested that training; motivational programmes, development programme (staff development and quality improvement programme, workshop, seminar, conferences), award and supervisory support are the currently utilized H. R. management practices at academic level. The study recommended that higher authority should carefully re-evaluate the extent to which innovative HR practices could be implemented. Study also suggests that the HR policies must be executed properly as meant for the specific purpose so to get maximum benefits of such management practices.

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