

*The importance of Human Resources Management in  
university*

أهمية إدارة الموارد البشرية في الجامعة

*Zohra Fadloun \**

Larbi Ben M'hidi University  
Oum El-bouaghi / Algeria  
[Zahrafad24@yahoo.fr](mailto:Zahrafad24@yahoo.fr)

*Received: 06/04/2020 Accepted :21/02/2021 Published :30/06/2021*

**Abstract:**

The management of human resource is an important feature of the universit, which takes into account its core roles as one of the most important educational institutions worldwide: higher education and scientific research. To help train eligible graduates, it focuses on higher learning and science. Training on the different skills and human resources competencies required for the production of highperformance human capital. In effect, this research focuses on the importance of applying the university's human resources management role to the science, social and economic growth of every society as a very important factor.

**Key words:** university; human resources management, higher education; training.

**المخلص:**

إدارة الموارد البشرية هي وظيفة أساسية في الجامعة التي تعتبر من أهم مؤسسات التعليم في كل مجتمع وذلك نظرا لأهمية وظائفها (التعليم العالي والبحث العلمي). تركز الجامعة على التعليم العالي بغية

---

\* *Corresponding author.*

تخرج طلبية أكفاء كما أنها تركز على تدريب الموارد البشرية لصناعة رأس المال البشري وتطوير أدائه. يركز هذا البحث على إبراز أهمية تطبيق إدارة الموارد البشرية في الجامعة كعامل مهم في التنمية العلمية، الاجتماعية والاقتصادية لأي مجتمع.

**الكلمات المفتاحية:** جامعة، إدارة الموارد البشرية، تعليم عالي، تدريب.

## **1. Introduction**

The university is a social and educational institution with two aspects: the physical and the human elements. It is also seen as a place to improve the efficiency of human resources in order to achieve its objectives. University management basically depends more on human capital than on the physical component of the university, because human resources are specially established when the university administration considers the necessary conditions. Higher education is a very critical aspect of both science and academic studies.

"Social capital is not solely, with the people in organizations - it is what those people bring and contribute to organizational success. Human capital is the collective value of the capabilities, knowledge, skills, life experiences and motivation of an organized workforce.

Sometimes it is called intellectual capital to reflect the thinking, knowledge, creativity and decision making that people in organizations contribute. For example, firms with high intellectual capital may have technical and research employees who create new biomedical devices, formulate pharmaceuticals that can be patented, and develop new software for specialized uses. All these organizational contributions illustrate the potential value of human capital." (Mathis & Jackson, 2008, p.05)

" Higher education is an instrument for improving the social life of a nation. The quality of a civilization depends basically on the character of being not on the physical equipment or the political machinery. The main task of education ; especially high education is the improvement of this character. The World Conference in High Education held in Paris 1998 UNESCO (1998) stated that a reformation and transformation of high education is needed in order to allow the

whole society to overcome the challenges of the 21st century ; to develop and advance knowledge and to provide and train capable ; responsible enlightened individuals and qualified specialists and professionals without whom no country can advance socially ; culturally ; economically or politically.

Higher education institutions have become more interested in implementing human resource management as a full strategic partner in their operation. Work life report (1994) listed some factors that make human resource management as a successful strategic partner. These factors are: acknowledgment of human resource significance, the strategic status of human resource as an essential asset, and the advanced competencies of the human resource professionals in running the essential functions of the department." (Abu Teir & Zhang, 2016, p. 66)

### **2.1 *Problematic of study:***

In this study the following question is addressed: What is the importance of Human Resources Management in university?

### **2.2 *Objective of study:***

This study seeks to explore:

- Determining the concepts that related to the university variable.
- Defining the concepts that related to the human resource management variable.
- The importance of human resources management in university through highlighting its important functions.

## **2. *Literature review:***

### **2.1. *University (definition and functions)***

"A University is a place... whether students come from every quarter for every kind of knowledge;... a place in the communication and circulation of thought by means of personal intercourse... some 40 years earlier, in 1980 Wilhelm Von Humboldt wrote a memorandum that led to the creation of the university of Berlin. He envisaged a university based on three principles: unity of research and teaching, freedom of teaching and academic self-governance". (Boulton & Lucas, 2008, p.01)

Moreover, university occupies a prominent position in society due to its effective role in the formation of competencies that will contribute to building society in all fields.

"The university is an institution of higher learning, providing facilities for teaching and research and authorized to grant academic degrees.

Specifically: it is one made up of an undergraduate division, which confers bachelor's degrees and a graduate division, which comprises a graduate school and professional schools, each of which may confer master's degrees and doctorates". (Definition of university. From: <https://www.merriam-webster.com/dictionary/university>)

The main functions of the university are: higher learning and scientific research. The university seeks to present a good quality of learning to the student and it tries to contribute to the development of society, especially through the contribution of Scientific research activities in current time.

"Organization of today is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives." (Adewale & Antbonia, 2013, p.115)

The university also is an organization that includes the function of human resources management in its different fields; so it has practiced it because the current era focuses on the development and enhancement of the performance of human capital that needs a special attention.

The content of higher education, according to Doghaim (1991): teaching, training and research:

- Support teaching and training programs designed to reply directly to the identified needs of specific contexts.
- Promote innovation in content and methods which can assure enhanced access to higher education while still preserving the quality of education and its relevance to social requirements.
- Continue to encourage research in higher education as a means of strengthening the social function of this domain.

According to (Doghain, 1991, p. 99). The value of training academic workers at universities and higher education institutions is to make it possible for them to conduct their duties in a better way. Needless to say, the position of universities has been recognised globally as serving three objectives: to teach, to study and to serve the community (society) in the broadest sense.

In order to achieve these goals, the role of the teaching staff has been established to perform this mission, which has been formed and expanded as time passes.

## ***2.2. Human Resources Management***

" Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations.

The term HRM has largely taken over from that of personnel management, which took over from previous terminology, including labor or welfare management. In the 1980s against a backdrop of economic recession and increased pressures on firms because of globalization and the accelerated pace of change brought about by technological development, a number of academics began to think about people in organizations from a different perspective. A combination of this thinking evolved into what became known as human resource management". (Riordan, 2017, p. 07)

### ***2.2.1. Goals of Human Resources Management:***

"Drawing on the original theory, Armstrong and Taylor identify the goals of HRM as to:

- Support the organization in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy.
- Contribute to the development of a high –performance culture.
- Ensure that the organization has the talented, skilled and engaged people it needs.

- Create positive employment relationship between management and employees and a climate of mutual trust.

Encourage the application of an ethical approach to people management." . (Riordan, 2017, p 9)

"Human Resources, also called HR, derived from what was formerly known as the personnel department. The former personal department worked independently from the other departments in the organization and was primarily responsible for handling the administrative duties for the company. In essence, personnel handled the recruiting and interviewing of job candidates and the exit interviews for the employees who terminated employment with the company.

Personnel were also responsible for keeping track of employees' attendance records, employment law, administering benefits, and were pretty much reactive in supporting the needs of the organization. This was the extent of the duties that were performed by the personnel department.

Nowadays, HR is *proactive* in the strategic planning process and the development of an organization. HR plays an integral role in the success of the organization overall –by recruiting and selecting the best candidates to fill job vacancies. Furthermore, HR continues to work closely with management teams within the company to ensure workforce efficiency. There are several facets of Human Resources today. The major functions of Human Resources are: strategic management, workforce planning and employment, human resource development, policy formulation, total rewards, labor relations, and risk management. So should take a look at the functions of HR and how each impacts an organization:

### ***2.2.2.Strategic Management***

Human Resource professionals are proactive in planning for the future by meeting the continuous short-term and long-term strategic objectives of the organization.

### *2.2.3. Workforce Planning and Employment (recruitment and selection)*

Workforce planning involves recruitment, selection, orientation, and exit process. Department managers collaborate with Human Resources to determine staffing needs and to fill job vacancies in a timely manner whenever the need(s) arise. The HR recruitment team strategically recruits and selects only the best candidates for the company and ensures workforce efficiency thereafter in an effort to help the organization accomplish its goals and objectives.

### *2.2.4. Human Resource Development (training & development)*

HR is responsible for ensuring that employees receive the appropriate training (whether in-house or off-site) to adequately perform their jobs. Thus, employees will be equipped to help achieve desired departmental and company goals and objectives. Encouraging employees to take advantage of the tuition reimbursement benefit will give employees an incentive to further their education and use their acquired skills and knowledge for the betterment of the company in general. **HR Specialist** also assists with change management and performance management needs of the organization.

### *2.2.5. Total Rewards (compensation & benefits)*

The HR benefits team is responsible for acquiring and administering an attractive compensation and benefits package for new hires. This might include: a competitive salary range, medical and dental insurance, choice of life insurance, tuition reimbursement, 401k, flexible spending account, and more. The HR recruiter should promote and offer an attractive rewards package to those candidates who meet the selection criteria at some point during the interview process. A competitive reward package will attract top talent and hopefully retain them once hired.

Most organizations use a computerized system, Human Resource Information System (**HRIS**) to input and keep track of employee data. **HR, compensation analyst** and payroll specialist oversee the salary administrations of new hires, process payroll, employee benefits,

attendance, vacation days, and maintain employee files. **Payroll specialist** also responds to employee inquiries regarding their salaries and other benefits.

### ***2.2.6. Policy Formulation***

Human Resources keeps new hires and current employees abreast of the policies and procedures of the organization. This might include (but not limited to) the distribution of employee handbooks, code of conduct manual, and performance appraisal guidelines.

### ***2.2.7. Employee and Labor Relations***

The employee relations team seeks to align the employees' needs and rights with the needs of the organization. Things such as: union and non-union issues, discrimination issues, and sexual harassment claims are matters that should be handled by the labor relations department. Employers must stay in compliance with the law in making sure that every employee is treated fairly. Employees are encouraged to contact employee relations should they ever feel that they were treated unfairly or to resolve other workplace problems.

### ***2.2.8. Risk Management***

The HR risk management team along with the department manager-should be proactive in detecting risk items that could pose a possible threat to the company: such as the removal of hazardous waste material from a work area within the organization. Health care institutions in particular, should take extra precautions in providing a safe work environment for its workers as well as its clients and customers. HR should provide safety training and issue handbooks to its employees to educate them on risk management issues. Employers face a legal obligation to provide a safe and hazard free work environment. Employers must also comply with OSHA (occupational safety and health administration) in keeping accurate records for all work related injuries. (Functions of Human Resource) From:

<https://hiringpayroll.knoji.com/identifying-seven-major-functions-of-human-resources/>



### ***3. The importance of human resources management in university: (results)***

"Organization significance HRM is of vital importance to the individual organization as a means for achieving their objectives.

It contributes to the achievement of organizational objectives in the following ways:

- Good human resource practice can help in attracting and retaining the best people in the organization.
- Developing the necessary skills and right attitudes among the employees through training, development and performance appraisal.
- Securing the willing cooperation of employees through motivation, participation, and grievance handling pets.
- Effective utilization of available human resources.
- Ensuring that enterprise will have in future a team of competent and dedicated employees.

#### ***3.1. Social significance:***

social significance of HRM lies in the need satisfaction of personnel in the organization. Since these personnel are drawn from the society, their effectiveness contributes to the welfare of the society. Society as a whole is the major beneficiary of good human resource practice.

- Employment opportunities multiply.
- Eliminating waste of human resources through conservation of physical and mental health.
- Scare talents are put to best use. Companies that pay and treat people well always race ahead of others and deliver excellent results.

#### ***3.2. Professional Significance:***

professional Significance of HRM lies in developing people and providing a healthy environment for effective utilization of their capabilities. This can be done by:

- Developing people on a continuous basis to meet the challenge of their job.
- Promoting team-work and team-spirit among employees.
- Offering excellent growth opportunities to people who have the potential to rise.
- Providing environment and incentives for developing and utilizing creativity." (Wari & Yugandhar, 2015, p. 61)

We can consider the importance of HRM through its functions in any organization. So, is the university as an educational institution.

In our time " organization, experts and researchers have investigated the roles and sets of practices that the human resources department should undertake in higher education institutions. In this regard, The College and University professional Association for Human Resource (CUPA-HR) have presented some guidelines for human resource practices in higher education, including major functions that the human resources department should consider in higher education institutions. According to Jones and Walters (1994) those functions include:

- Employee Benefits - Takes into account the benefits associated with health, dental, prescription medications, workers compensation and other benefits related to the wellbeing of employees.
- Diversity and Respectful Workplace - includes policies, programs and activities that promote a harmonious environment in the workplace, and show respect for individuals and their roles at the institution regardless of their distinguishing characteristics.
- Global Human Resources - Complying with the rules and laws of the US immigration and customs enforcement agency, as well as those in any country where an ex-patriot may reside.
- Human Resource Management - Includes practice policies and processes on applicant selection and recruitment, development and training, employee relations, general management and records retention and legal factors.

- Performance Metrics - Include a comprehensive range of metrics in the main human resource program areas where data should be collected and analyzed to explore trends and performance measure.
- Recruitment / Selection / Termination - Includes procedures for acquiring, interviewing and recruiting of quality employee, in addition to assuring minority recruiting. Moreover, procedures and policies for terminating the dismissal of employees.
- Risk Management, Safety and Health - includes providing pieces of advices in occupational health, environment protection, the ear as of safety and risk management.
- Wage and Salary Administration - Includes developing and adopting criteria for regulating compensation in a reasonable equitable manner.
- Employee Compliance - Legal Matters - Includes assuring the compliance with all corresponding laws regulating the recruitment, management and termination of employees.
- Employee Relation - Labor Issues - Includes handling legal concerns of employees contracts and negotiations, along with the establishing negotiation team and strategies.
- Information System and Technology - Includes providing human resources focused technology to enhance the quality of services when recruiting, while maintaining compliance and empowering professional development and retention.
- Employee Leave and Holiday - Includes non-work activities of employees by allowing paid or unpaid leisure, whether required by policy or designed by the employee.
- Payroll - includes the determination of compensation.
- Retirement - includes providing plans for retirement comprising analysis of plans and implementation procedures.
- Training and Development - Includes providing training and development programs that meet employee needs." (Abu Teir & Zhang, 2016, p p. 70-71)

We may argue that the most important role is educating staff and teaching them to achieve the objectives of the university in the information period, in order to illustrate these roles of human resource management in the university.

"The importance of creating, distributing and using knowledge challenges more traditional ways of understanding the process of economic development. It also raised new questions about the role of institutions such as firms and universities, as well as the suitability of traditional management methods and public policies given the new reality." (Conceicao & Heitor, 1999, p. 37)

According to Doghain (1991), until recently it was taken for granted that once he or she earned his postgraduate degree, namely a Ph.D. in his field of specialisation, a number of university academic staff were eligible to teach at university level. A degree was therefore considered the qualification or the best permit one required to enter as a lecturer with the academic staff regardless of being familiar with some type of teaching methods or techniques. On the other hand, during their undergraduate programme or afterwards, their peers who joined the teaching staff at a lower academic institution such as high schools or even primary schools were expected to undergo formal courses and training related to teaching methods and techniques

There are many international experiences of the application of Human Resource Management in university, those experiences reflect the importance of application HRM in higher education in the aspect of the development of human capital, whether students or functionaries.

"Smiley and Wenzel (2006) studied the factors that affect the effectiveness of teaching /learning processes at Chicago universities and found that the application of SHRM practices such as staffing, vocational development training, communication, reward and evaluation are some of the significant factors in this regard. Smiley and Wenzel (2006) also found that the application of SHRM practices and evaluation would rise higher education effectiveness. Bahrami et. Al, (2013), looked at the relations between strategic human resource management and intellectual

capital in Iranian universities. Their findings indicated significant multiple correlations between SHRM practices (staffing, training, performance appraisal, compensation and participation) and intellectual capital (human, structural and relational capital). They concluded that effective SHRM can enhance intangible assets of a university."(Ali & Sahni, 2016, p 363)

Applying HRM to universities is very necessary for its advantages and benefits. Multiple and renewed jobs are required to increase the institution's efficiency and gain a competitive edge in the world of work, thus helping them to attain the overall quality of their attention to human capital.

#### **4. Conclusion:**

Human resources management is one of the most important and basic functions at the university because of its fundamental and effective role in the development and planning of human resources of students, professors, employees and workers. The use of HRM in its strategies should be taken seriously by the university. In order to build human resources, the discipline of HRM operations requires hard work and good plans for its implementation. The physical resources are also handled, so the importance of HRM represents its value at the university in two levels: social and professional significance.

#### **5. Suggestions :**

The following suggestions can be made by means of the findings shown in the third aspect of this research:

- Aiming to draw the highest number of eligible human capital possible
- Working to provide a healthy work atmosphere that helps the quality of life of the employee
- Assessment of the efficiency of human resources at universities
- The establishment at university level of plans and strategies for the growth of human capital.

**6. References:**

- Abu Teir, R, A, S, & Zhang, R, Q. (2016). The current Practices of Human Resource Management in Higher Education institutions in Palestine. *Journal of Human Resource Management and Labor Studies*. American Research Institute for Policy Development 4 (1) p p 65-83
- Adewale,O,O & Antbonia. (2013). Impact of Organizational Culture on Human Resource Practices. *Journal of Competitiveness*. 5(4). P p 115-133.
- Allui, Alwiya & Sahni, J. (2016). Strategic Human Resource management in Higher Education Institutions: Empirical Evidence from Saudi. 12th Inter National Strategic Management Conference, Antalya, 28-30 October 2016 Turkey.
- Boulton,G & Lucas,C.(2008). What are universities for?. *League of European Research Universities*.
- Conceicao, P & Heitor, M, V.( 1999). University role: On the role of the university in the knowledge economy, *Science and Public Policy*, England, 26 (1), p p 37-51.
- Definition of university. From: <https://www.merriam-webster.com/dictionary/university> consulted on: 16-10-2019
- Doghaim, M. (1991). The content of Higher Education: teaching, training and research, *The Role of Higher Education in society: Quality and pertinence*, the 2nd UNESCO –Non- Government organizations Collective Consultation on Higher Education, Paris, 8-11 April, France
- Functions of Human Resource From: <https://hiringpayroll.knoji.com/identifying-seven-major-functions-of-human-resources/> consulted on: 16-10-2019
- Mathis, R, L & Jackson, J, H. (2008). *Human Resource Management*. (12th Ed). Thomson Coporation, United States, America.

- Riordan, J, O. (2017). The Practice of Human Resource Management. IPA An Foras Riarachain Institute of Public Administration.
- Wari, N, P & Yugandhar, V.( 2015). The Role of Human Resource Management in Organizations. International Journal of Engineering Technology, Management, and Applied Sciences. 3(7). P p 58-63