

## Human Resource Development in Higher Education: A Case Study of Academic Arrangement (Contractual) Teachers in Jammu And Kashmir State

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**ABSTRACT**

*Human Resource Development is a continuous process. It helps to increase the competencies of people as per the changing requirements in present day world. The development of human resource (teaching Faculty) in higher education department is of utmost importance. The higher education department is responsible for providing skilled and competitive workforce to organizations at global level. Higher education department also contributes towards the economic growth of the country. It can fulfill the workforce need of organizations only when its own workforce is developed and competitive as per present day requirements. Keeping in view the role of higher education in economy, and importance of higher education department at global level, this paper is an attempt to highlight issues / problems faces by college teachers working in different colleges of Jammu and Kashmir State.*

**Key words:** Higher education, Human resource development

**Introduction**

Education is recognized as one of the critical elements of national development effort. It is of vital importance for the nation, as it is a powerful tool to build knowledge based society. The education and skill development sector broadly comprises of school education, higher education and industrial / technical training including vocational training. The emergence of global economy has forced nation states to adopt their system of higher education to the changed global realities. Several countries are reshaping their system of higher education for making them globally competitive. The countries like U.S.A, U.K, and China have major plans for investment in higher education. U.S.A had setup a commission in September 2005, to examine the future of higher education with a mandate to ensure that it remains world's leader in higher education and innovation. The china government has declared education, science and technology to be the strategic driving forces of sustainable economic growth. The U.K has injected new dynamism in the higher education sector through competition and incentives. In India, from the early 20<sup>th</sup> century, several high level commissions have been setup to provide policy orientation to the development of higher education. The creation of central advisory board of education (CABE) on the basis of Sedler Commission report (1917-19), the university education commission prescribed over by Dr. S. Radhakrishnan, the national policy on education are some of the steps taken in this regard. The influence and impact of economic reforms in early 1990's on the development of higher education was ignored. However, in past few years higher education received a lot of attention with the overall purpose of providing skilled and competitive workforce at national as well as international level.

The department of higher education focuses on developing India as a knowledge society. The department has been constantly working on to improve and expand education in all sectors, with improvement in the quality and relevance at all levels. In order to provide quality education, the development of teaching faculty (human resource development) is one of the critical areas to be taken into consideration. The development of human resource is one of the major requirements for successful running of the department.

Human resource development deals with creating conditions that enable people to get the best out of themselves and their lives. It is the process of enabling people to make things happen. Human resource development, not only, deals with the process of competency development in people but also creation of conditions, through public policy, programmes, and other interventions, to help people apply these competencies for their own benefit and for that of others. Harbison and Myers (1964) define HRD as, "the process of increasing knowledge, the skill and the capacities of all the people in a society". McLean and McLean (2001) define it as, "any process or activity that, either initially or over the long run, has the potential to develop adults, work based knowledge, expertise, productivity, and satisfaction, whether for personal or group gain, or for the benefit of an organization, nation, or ultimately, the whole of humanity". HRD is conceptualized as an investment in human resources capability rather than an employment cost. It is concerned with change at all levels both organizational as well as personal. HRD focuses on the management and delivery of training activities

within the organization. Human resource development in higher education department is of utmost importance for every nation.

Keeping in view the changing requirement of human resources in different sectors at national and international level, the competitive, skilled, dynamic and talented teaching faculty is required in institutions to fulfill the market demand globally. HRD helps to develop such faculty by means of different policies and incentives from time to time.

### **Statement of problem**

The higher education department of Jammu and Kashmir is the controlling authority of all the institutions of higher education functional in the state. It performs the functions of planning, implementation, monitoring and evaluation of functioning of all the institutions under its domain. It has numerous government and non-government colleges to look after. The mission of the department, as per its mission statement, is to impart quality education, through dynamic and creative academic environment. The department is keenly interested to tap and nurture talent for the development of professional skills and all round personality. Jammu And Kashmir State has round about 270 governments cum private colleges. There are round about 105 government colleges in the state. Most of the teaching Faculty in these colleges is on permanent basis but a considerable part (round about 40%) of the faculty is working on (contract) academic arrangements basis. The selection process of these contractual takes place in the beginning of every academic session and are being paid a meager amount of money as remuneration. Keeping in view the purpose and objectives of higher education department the present paper is an attempt to highlight the problems faced by government college teachers in general and academic arrangement teachers in particular in the state of Jammu and Kashmir.

### **Objectives of the study**

The objectives of this paper are as follows.

1. To highlight the problems faced by college teachers in general.
2. To highlight the problems and issues confronted by colleges contractual (academic arrangement teachers).
3. To provide valuable suggestions and recommendations to solve the problems related to human resources.

### **Research methodology**

There are round about 2000 academic arrangement teachers in Jammu and Kashmir. These teachers are divided in two categories at the time of appointment in the beginning of every academic year, viz, teachers with seven or more years of experience and teachers with less than seven years of experience. Another classification of these academic arrangement teachers is:

- i. Teaching assistants ( simple Post graduates)
- ii. Lecturers ( Post graduates with NET / SLET / Ph.D / M.Phil

The data for this paper has been collected from the academic arrangement teachers with experience of three years and above. Simple interview method has been used to collect the information after proper analysis of different aspects of the job and the role of these academic arrangement teachers in higher education. The information has been collected from both lecturers as well as teaching assistants working in different colleges of Jammu and Kashmir. The question related to workload, motivation, satisfaction, and working environment etc, were asked. The answers provided by respondents were analysed properly to arrive at dependable conclusions.

### **Issues / Problems faced by teaching faculty**

The general problems faced by the teaching faculty in government colleges are:

1. As per the government order the college teachers are supposed to deliver five lectures per day, that is gross violation of the UGC norms. It overburdens the teachers and makes teaching less effective.
2. Research is one of the best methods to increase the knowledge and abilities in the field of teaching. Lack of research is one of the major issues in higher education department.
3. The class rooms are mostly seen overcrowded which is one of the hurdles for imparting quality education. The student teacher ratio norms of UGC are not taken into consideration.
4. The infrastructure facilities in colleges are not up to the mark. Some colleges are run having rented accommodation. The classrooms in these colleges are not spacious enough to accommodate students in comfortable way. Even in some colleges classrooms have been made by wooden partition that indeed creates mess and leads to ineffective learning.

Academic arrangement teachers, as the name suggests, are appointed by the government for the purpose of fulfilling the academic teaching need year after year. The contract remains for one year or till the post is filled up by way of transfer, appointment or promotion, whichever is earlier. Some of these contractual teachers have been working in the department from more than 15 years. The problems faced by these academic arrangement teachers are:

1. Money is termed as one of the basic motivators for doing a particular job. Contractual college teachers are being paid a meager amount of money as salary, which is hardly sufficient to satisfy the needs of a person in present day world.
2. A contractual teacher is not allowed to do research during contract period, keeping him far behind from developing and emerging ideas in his / her particular field of teaching.
3. Faculty development programmes, refresher courses are meant to increase the knowledge of teachers and make them aware about the new, improved methods of teaching. The academic arrangement teachers are not facilitated to attend such programme which in-turn affect lecture delivering quality and ultimately leads to poor quality education.
4. The academic arrangement teachers are not provided winter vacations. They are supposed to attend the colleges in winters without any purpose. This leads to wastage of time which should have been utilized for some other fruitful purpose.
5. Academic arrangement scheme (Contractual-ism) is a sweet poison. It kills, but kills slowly. It is wastage of human capital and other resources. It does not provide any hope to contractual teachers regarding their future. There is no policy in place to ensure future safety to such academic arrangement teachers even though they serve the department for years together.
6. Academic arrangement scheme is a non-motivational scheme and hence is one of the major and known stressors responsible for high stress in academic arrangement teachers. It affects the morale, satisfaction and abilities of teachers, which in-turn affects the quality of education negatively.

### **Suggestions and Recommendations**

In order to improve the quality of education and achieve the objectives laid down by the department of higher education, the following suggestions and recommendations are made.

1. The department of higher education must implement the UGC norms with regards to workload of teaching faculty and student teacher ratio. Proper student teacher ratio helps to maintain discipline in class rooms hence creates more congenial atmosphere for learning. It will definitely improve the quality of education in colleges.
2. Developed infrastructure is the pre-requisite for imparting quality education. Sanctioning / establishment of colleges without infrastructure are of no use. Proper infrastructure facilities like class room buildings, playground, up to date library facility are necessary, recreation facilities, and other basic amenities are necessary for every college in present day world. Therefore, college infrastructure must be developed as per present day requirements to improve quality of education and compete with other states.
3. Research activity should not be kept confined to university departments only. The permanent faculty in colleges must be encouraged to carry out research in colleges and guide research scholars in their particular field of interest. It will help to increase the potential / abilities of manpower and make colleges the fruitful learning centers.
4. The remuneration of academic arrangement teachers is one of the long pending demands in front of government of Jammu and Kashmir. The academic arrangement teachers are demanding basic pay right which is always denied by one way or the other. The remuneration given to these teachers was Rs 8000 for teaching assistant (now increased to Rs 10,000 for first year and then Rs 12000/= from second year onwards.) and Rs 12000 for Lecturer (now increased to Rs 15,000 for first year and then Rs 18000/= from second year onwards.), which is still not satisfactory. The demand for basic pay must be fulfilled in order to motivate these teachers.
5. The future of these academic arrangement teachers is not secure. The government of Jammu and Kashmir must frame a policy that ensures safe future to these teachers. Some academic arrangement teachers have crossed the required age bar and don't have any other chance to get adjusted in any other department as per norms of recruitment. The government must come up with a policy to adjust them in higher education department after facing proper interview, if having required qualification, or provide them chance to get adjusted in some other department giving special preference.
6. The academic arrangement teachers must be permitted to carryout research on part time basis during the period of contract. It will help them to increase their abilities and make them eligible to apply for the teaching posts in higher education department in future.
7. Faculty development programmes, refresher courses are meant to increase the abilities of personnel and to make them aware about the new developments in their respective fields of interest. Academic arrangement teachers are not to attend such programmes. The department of higher education must arrange special programmes for such teachers to improve quality of education at college level.
8. The contractual college teachers are not provided with winter vacations. They are supposed to attend the college daily, hence leads to wastage of time. Special programmes must be designed for these contractual teachers during these winter breaks. It will help them to increase their abilities, thus providing more competitive teaching faculty for future.
9. Stressed employees are never fruitful for any organization. They lead the organization towards darkness in which there is no ray of hope. Academic arrangement scheme is a stressful scheme leading to dissatisfied teaching faculty. Therefore, the government of Jammu and Kashmir must come up with a satisfactory and motivating policy to improve overall higher education scenario.

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