

## HUMAN RESOURCE MANAGEMENT IN AFFILIATED COLLEGES IN MAHARASHTRA STATE

\* Dr. Shriprabhu G. Chapke

Chinese proverb describes the importance of the education, 'if you want to plan for one year, plant crops, if you want to plan for ten years plant trees and if you want to plan for several years, educate men.' When you Plant crop once, you will reap a single harvest but when you teach people you will reap a hundred harvests. It is good teacher who makes good students, good students make good citizens and good citizens make good nation and good nation maintains peace and Prosperity of mankind in the world.

Institution of higher learning play a vital role in the national development because all the productive sectors of economy get continuous supply of skilled and trained man power from institutions of higher learning. We are aware of the fact that human resources are much more different from physical and financial resources and it is a pivotal variable without which other resources are ineffective. And teachers are playing a great role in making qualitative human resources for national development. As 90 per cent of all undergraduate and 66 per cent of all post-graduate students are studying in the affiliated colleges in India, the quality of human resource is largely dependent on the quality and quantity of teachers working in affiliated colleges. Hence this study is limited to management of teachers in affiliated colleges.

As recruitment policy and service conditions of government colleges differ from other educational institutions, the study is limited to privately managed educational institutions.

### Expansion of Modern Higher Education in India

Year	Universities	Colleges	Total Enrollments
1957-58	3	27	250
2001-02	265	13,150	88,21,095
2005-06	356	18,000	1,10,00,000 (approx.)

(Source: UGC Annual Reports and University News)

Though the number of students seems to be large in absolute terms, the gross enrollment ratio in India is just between 8 to 9 per cent, which is low compared to other countries. It is projected by the Govt. that this

ratio is expected to increase up to 15 per cent by the end 2020. Therefore, the Govt. is permitting to start many institutions in the country. Many foreign universities are also coming up in the country.

### Growth of colleges and Universities in Maharashtra State

Year	Universities	Colleges	Total Enrollments
1997-98	24	1,605	10,52,535
2001-02	28	1,815	12,20,167
2005-06	41	2,352	15,06,703

(Source: UGC Annual Reports)

From the above table, it is found that, there has been an explosion of private institutions in the higher education in Maharashtra also.

**Meaning:** Human Resource Management is concerned with the "People" in management. A scientific human resource management consists of six functions: 1) Acquisition of Human Resources 2) Development of Human Resources 3) Supervision and Direction 4) Motivation 5) Compensation and 6) Performance Appraisal These are the elements of Human Resource Management Systems. Each element affects and gets affected by other elements. The human management system equally applies to teachers in affiliated colleges also. But very little attention is paid to the elements other than recruitment and selection; training and development; personnel resources and performance appraisal in the case of college teachers. There is almost nothing like supervision and direction provided to teachers. It is only at the entry level that the quality of the college teachers can be assessed. So, selection should be based on merit and talented and motivated teachers should be made available. Multinational companies and corporate sector wear away talented persons who would otherwise be absorbed in teaching and research.

### In Maharashtra, there are three types of colleges:

1) On Permanently Non Grants Basis 2) On Partially Grantable Basis and 3) On Cent Percent Grant Basis In permanently non-granted basis colleges, human resources management is a great problem. As they do

not afford to pay salary as per UGC pay scales, they run their institutions by appointing teachers on clock-hour-basis or on fixed pay basis. So, they do not have cent percent permanent staff. After 2000, the state government decided to permit new colleges only on a permanently non-grants basis.

**Problems in Human Resources Management:**

1) **Acquisition of Human Resources:** The Committee set up by UGC, in 1983 for revision of pay scales of teachers in the universities and colleges, under the chairmanship of Prof. R.C. Mehrotra recommended the eligibility for the teacher is 55 per cent marks at master's degree level and NET/SET. But qualified candidates are not available. So in many colleges, the posts are lying vacant. There is a wide gap between demand and supply of teacher. There is a ban of Govt. on recruitment also. Only 50 % vacant posts from open category posts are allowed to be filled in by the State Govt. Selection is also not made on merit basis. Many colleges are being run by appointing teachers on clock –hour-basis.

2) **Training and Development:** Academic Staff Colleges have been supported by U.G.C. to ensure continuous up gradation of teaching skills of the teachers. Participation in Orientation programme and Refresher Course is mandatory for career advancement for teachers in Senior Scale and Selection Grade (if Ph. D. then Reader). There are 57 Academic Staff Colleges in India and out of which only 3 colleges located in Maharashtra. Besides teachers working in affiliated colleges are not much involved in research. In NAAC assessment, weight age given to research in affiliated colleges is much less.

3) **Supervision and Direction:** In affiliated colleges, the work of teachers is not directly supervised. In many colleges, no confidential report is kept and maintained.

4) **Motivation:** No financial incentives are given to teachers in case the result of their class is much better. No perks, like other officials are available to teachers. Poor attendance of students is also responsible to discourage the teachers to update their knowledge.

5) **Compensation:** In the case of death of teacher,

legal heir even though qualified is not absorbed in similar or other available vacancy. Such type of facility is available to other employees.

6) **Performance Appraisal:** The performance of teacher is not assessed in many colleges. Wherever it is assessed, no punishment is awarded in case the performance is poor.

**Suggestions-**1) Selection of teacher should be made on merit basis only. For that purpose a separate commission like UPSC should be constituted for their selection at national level. 2) For training and development of teachers a sufficient number of Academic Staff Colleges should be started and qualitative lectures should be arranged. 3) A ban on recruitment of teachers should be lifted. 4) No institution should be allowed to run their courses without having permanent teachers. 5) All teachers whether working in granted or non-granted colleges should be paid salary as per UGC scales. 6) Those students not attending classes regularly, facility and concession should be freeze. 7) Computer teaching to teachers should be compulsory and he should be aware of recent development and knowledge in his subject. 8) Performance of teachers should be assessed by external agency. A separate academic body headed by Vice-chancellor consisting of academicians representing different universities should be constituted for the assessment of teachers in addition to assessment by students. Their on line assessment be made by this external agency. 9) Compulsory four hours reading in college library and four hours teaching work in the classes should be made compulsory.

**Concluding Remarks-**The word 'teacher' in English and the Sanskrit word for teacher is "Guru". Guru comes from two letters "Gu" and "Ru". 'Gu' indicates darkness and 'Ru' indicates that which removes the darkness. So he / she are the person who removes darkness. So, in order to supply good human resources to build strong nation, much attention is needed to be paid recruitment, placement, development, and motivation of teachers so that talented and dedicated persons are attracted to this noble profession.

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