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**MASTER
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**Unveiling the Role of Human Resources Management in Educational
Settings**

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English

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Abstract

Human resources are, without doubt, the most valuable resource in every educational sector. The success or failure of a school can primarily depend on the effective management of its personnel. For this reason, human resources management has become more important within the educational sector over the last few decades. The purpose of this study is to examine the case for implementing a Human Resources Management (henceforth HRM) unit in every school to obtain the best results. To achieve this purpose, I undertook an investigative study that attempted to highlight the importance of this unit in our schools. An important consideration was to ascertain if school principals and teachers recognized the role of this unit. To collect data, I gave a questionnaire to 20 secondary and primary school teachers in Bordj-Bounaama, Tissemsilt. I also conducted an interview with the principals of three different schools: primary, middle, and secondary.

I found that both principals and teachers were fully aware of the important role played by the HRM unit in schools. I also found that the majority of the teachers agreed that HRM plays a central role in the teaching and learning process, and in their own professional development. Likewise, the principals agreed that HRM plays a significant role in enhancing HR relations and the effectiveness of schools. I was, therefore, able to conclude that the existence of a Human Resources Unit in every educational setting is extremely important and, indeed, necessary as it enables schools to operate effectively and deliver the best possible education to their students.

Keywords: Human resources management, efficient human resources, HR relations, education, school's success, school's effectiveness.

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List of Abbreviations

HR: Human Resources

HRM: Human Resource Management

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General introduction

In every organization, the management of human, material, and financial resources plays a fundamental role in achieving the goals and aspirations of an organization, with the process of Human Resource Management (HRM) being the most important and potentially problematic.

Human resource management within an organization is the process of ensuring the effective and efficient use of human talent, knowledge and aptitude to achieve organizational goals and to overcome particular challenges that may occur in the workplace, such as globalization, technology, and management changes. To achieve these objectives, the leadership must concentrate their efforts on procurement or recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation, relationships, compensation or rewards, transfer, and discipline.

Human resource management in schools refers to teaching and administrative staff and their relationship with the student body, as the success of any educational institution depends on the effective utilization of skilled workers and efficient management.

In this research, a major issue to be tackled is the absence of an HRM unit in our schools. I will try to investigate why there are no HRM units in primary, middle, and secondary schools. In fact, to answer this question, I will hypothesize that there is an urgent necessity to implement an HRM unit in every school in order for it to reach its full potential. To aid me in this research, I selected 20 teachers and three principals from primary, middle and secondary levels. A questionnaire was distributed to these teachers and an interview was conducted with three principals.

This research study comprises three chapters; in Chapter One, I will discuss the theoretical background of HRM in terms of meaning, definition, objectives, functions, policies, and various challenges of human resource management. I will also address the different areas of schools' effectiveness and their role in enhancing the teaching and learning process.

In Chapter Two, I will deliver the investigation's methodology and the way the data was collected, by describing both the questionnaire and interviews, in order to confirm or disprove the theoretical study.

In Chapter Three, I will reveal the analysis of the results in order to extract the findings and to determine the HRM mission in any given school and how it contributes to achieving success.

In conclusion, I will seek to prove that an effective HRM unit is a necessity in every school, as it has a vital role to play in motivating and developing staff, providing them with a safe and comfortable workplace where they feel fully respected and valued and, ultimately, in ensuring the success of the school as a whole.

Introduction

The success of any organization undoubtedly depends on the effective recruitment and management of both human and material resources. With the rapid changes that have been seen over recent years in the educational sector, the Human Resources Management Unit has become vital in enabling any organization to successfully face and overcome various challenges, in ensuring the best use and professional development of staff, and in achieving the goals of the institution. Additionally, human resource management must take into consideration a wealth of HRM functions, procedures and policies in order to accomplish these objectives.

The success of a school, on the other hand, refers to the role of both effective principals and teachers in enhancing the learning and teaching process, as well as in building strong and effective relationships amongst the members of the school.

Section One: An Overview of Human Resource Management

1. Meaning and definition

1.1 Meaning of Human Resources

Most researchers agree that human resources are groups of individuals that make up a particular institution at a specific time, these individuals differing from each other in terms of their composition, experience, skills, knowledge, behaviour, attitudes, and ambitions. They also exhibit variations in their roles, administrative levels and career trajectories. According to Leon C. Megginson, the term ‘human resources’ can be thought of as:

“The total knowledge, skills, creative abilities, talents and aptitudes of an organization’s workforce, as well as the values, attitudes and beliefs of the individuals’ involved”ⁱ.

“HR is primarily concerned with how people are managed within organizations, focusing on policies and systems”. (Collings & Wood, 2009).ⁱⁱ

From this, we can conclude that the term, ‘Human Resources,’ refers to the unit that deals with the workforce of a company or organization, as well as the personnel that constitute its workforce. This unit obviously has to focus on recruitment, skill deployment, knowledge, experience, the development of creative abilities, and endeavour to foster a positive attitude amongst employees.

1.2 Meaning of Human Resource Management

“Human resource management is a strategic and coherent approach to the management of an organization’s most valued assets – the people working there whom individually and collectively contribute to the achievement of its objectives”.

- *Michael Armstrong*ⁱⁱⁱ

According to Flippo, “Human Resource Management is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished”^{iv}.

- *Edwin Flippo*

“HRM is the policies and practices involved in carrying out the “people” or human resources aspects of a management position, including recruitment, screening, training and appraising”.

- *Gary Dessler*^v

“Human Resource Management comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work”.

- *Guest D.E*^{vi}

ⁱ Megginson L.C, Human Resources, Cases & Concepts, Harcourt Brace, New York, 1967.

ⁱⁱ David G. Collings, Geoffrey T. Wood, Human Resource Management: A Critical Approach, Routledge, London, 2009.

ⁱⁱⁱ Michael Armstrong, a Handbook of Human Resource Management, Kogan Page, 1988.

^{iv} Edwin B. Flippo, Principles of Personnel Management, Mcgraw Hill Publications, 1976.

^v Gary Dessler, Human Resource Management 11th Eleventh, Prentice Hall 2007 Hardcover.

^{vi} Guest D.E., Human Resource Management & Industrial Relations, Journal of Management Studies, 1987.

It can be seen from the above definitions that HRM is both the efficient and effective management of personnel, and the system that is concerned with the development of the individual workers and the organization. Human resources management, therefore, is necessary not only for recruiting and developing the abilities and skills of the workforce, but also in implementing programs and policies that ensure an enhanced level communication and mutual respect between

employers and their staff, in order to maximise the development of the organization and to achieve its ultimate goals and ambitions.

1.3 Remit of Human Resource Management

HRM encompasses a wide variety of tasks and functions. The HRM Unit is, almost universally, considered vital for obtaining excellent results through the effective use of the skills, knowledge and talents of its personnel. HRM, then, is involved in employing the right people in the right place, managing them in the most effective way, providing them with training to motivate them and aid their professional and personal development, which ultimately serves to enhance the relationship between employer and employee.

The remit of the HRM unit can be summarised in the areas below:

- Human Resource Planning
- Objectives of HRM
- Recruitment
- Training and Development
- Human Resource Development
- Organizational Development
- Compensation and Benefits
- Employee Assistance
- Health and Safety
- Labour Relations
- Maintenance
- Motivation

1.4 Objectives of Human Resource Management

Human Resources Management personnel are recruited by companies or other organizations to efficiently manage their workforce in order to motivate them and make best use of their skills and talents, not only to achieve the objectives of the organization, but also to provide the employee with greater job satisfaction. The main aim of any organization is to put the right person with the right skills in the right place.

The objectives of human resource management can be summarised as follows:

- To help the organization achieve its goals
- To ensure the effective utilization of employees
- To assist the employee with his/her professional development
- To ensure mutual respect between employees
- To employ well-trained and well-motivated individual workers
- To increase employees' job satisfaction to the fullest
- To enhance employees' performance at work
- To develop and preserve a good quality of life in the workplace
- To be responsive to the needs of society and individual workers
- To create facilities and opportunities for individual workers
- To support employees in achieving their personal ambitions and goals

1.5 Function Of Human Resource Management

In order to achieve the objectives mentioned above, human resource management then must take into consideration the following functions, which may be classed as either (a) Managerial or (b) Operative Functions.

- a) Managerial Functions encompass planning, organizing, staffing, directing and controlling the activities of employees in an organization, as itemised below:
 - Planning is the process of determining the organization's objectives and planning how to accomplish them
 - Organizing is the process of structuring resources and activities to accomplish the institution's goals efficiently and effectively
 - Staffing refers to recruiting and training the right employees to achieve both organizational and individual goals
 - Directing means to supervise and motivate the performance of individual workers to accomplish organizational objectives
 - Controlling is the process of evaluating and correcting the performance of individual workers to make sure that the organizational goals are accomplished.

- b) Operative Functions encompass procuring, training, hiring, developing, compensating, maintaining and integrating an efficient workforce for achieving organizational goals.
- Procurement involves selecting and employing the right people in the right place to perform various jobs. It deals with job analysis, human resource planning, selection, and promotion.
 - Development is the process of nurturing and improving the skills, knowledge, and aptitude of individual workers to increase performance and efficiency and to increase confidence and morale amongst staff. It also deals with performance appraisal
 - Compensation is concerned with inspiring and motivating employees to give their best to the organization. It includes wages and salary, job evaluation, insurances, bonuses and incentives
 - Maintenance deals with the protection and preservation of the physical and psychological health of employees. It includes health, safety, and social security
 - Integration is the process of aligning the goals of an organization with an employee's job satisfaction, and aims to enhance interaction and communication among employees. It includes motivation, grievance procedures, job satisfaction, and discipline

1.6 Human resource management policies

Human Resource Management policies are general guidelines on employee management, adopted by employers to help to standardize and set out clearly the rules of conduct expected of their employees and managers.

These policies are required for a wide range of human resource issues to ensure equality and consistency of treatment of workers in an organization, whilst also helping the company move towards its goals and aspirations. The following are policies which it is prudent for any organization to adopt:

1. Attendance Policies: these can include guidelines on punctuality, holiday leave, maternity leave, and overtime.
2. Code of Conduct: this will include guidance and rules for personnel on what is considered acceptable or unacceptable conduct in the workplace, and the consequences for contravening these rules.

3. **Discrimination and Harassment Policies:** these involve making the workplace a safe and comfortable work environment for employees, by banning such behaviours as:
 - Bullying
 - Verbal and physical harassment
 - Inequality in matters such as salary or benefits
 - Employment discrimination on the grounds of race, gender or religion
4. **Health & Safety Policy:** this is the most important requisite in any organization because workers are the major asset in any employment scenario. It lays down procedures and systems to ensure the health and safety of employees within the workplace, and seeks to protect them from any risks or injuries whilst at work.
5. **Promotion and transfer policies:** this either involves the change from one job to another one with the resultant increase in salary, responsibility, and compensation or the lateral movement of the employee from their existing job to a new one with no change in responsibilities or salary.
6. **Computer, email, and internet usage policy:** this provides employees with rules and guidelines about the responsible use of company material, equipment, network, and internet access. These policies may include the following guidelines:
 - Employees are expected to use the Internet and computer responsibly and productively
 - Internet access is limited to work-related activities
 - Emails sent via company systems should not contain any vulgar or discriminatory language and images, or any other material that could be considered as harassment against another employee or group of people
 - Employees may not use their organization's internet or e-mail for illegal purposes
7. **Employee Relations Policy:** this ensures that employees will be treated with transparency and fairness by their employer, and that any job-related or behavioural issues will be treated fairly and equally.

This policy may include the following practices:

- Fairness and transparency in communication
 - Rewards and recognition for good work
 - Expressions of appreciation and gratitude
8. **Compensation Policy:** this involves the rules and guidelines for compensation in the form of salary, insurances, bonuses or other incentives. This policy is used by HR units to motivate the workforce and raise staff morale. This particular policy is often used to:
- Recruit and retain qualified workers
 - Enhance and maintain staff morale and job satisfaction
 - Achieve internal and external equality
 - Compensate and encourage excellent performance
 - Encourage staff loyalty to the organization

Examples of compensation include:

- Salary and wages
- Bonuses
- Health insurance
- Life and disability insurance
- Benefits, including vacation, sick leave, maternity/paternity leave, and promotion

1.7 The challenges of Human Resource Management

In today's world, Human Resources Management has become a difficult function to perform within any organization because of the continuous changes and developments in socio-economy, technology, globalization, and employment law.

The main challenges of human resource management are as follows:

- Technology
- Globalization
- Management changes
- Lack of skill
- Workforce diversity
- Job insecurity

- Compliance with laws and regulations
- Productivity

Section Two: Human Resource Management in Education

Whilst the previous section dealt with a theoretical overview of human resource management, this section will attempt to address the process of human resource management in educational institutions and the contribution of efficient human resources in enhancing the effectiveness of a school and the professional development of its staff.

1. School Effectiveness

Effective schools almost always possess a high standard of administrative leadership, highly qualified teachers, engaged parents, and ambitious and hardworking students who all work together to achieve the goals of the school.

1.1 Effective administrative leadership

Effective administrative leadership should possess a high degree of strategic and social and skills to arrive at effective solutions to problems and challenges in order to meet the goals of the organisation.

An effective administrative leader will:

- Listen to the issues and concerns of teachers and pupils
- Have the ability to create a strong community amongst their staff
- Display a passion for academic excellence
- Articulate a vision that motivates the school
- Seek to enhance the teaching and learning process
- Seek to enhance the qualities and performance of their staff
- Have the ability to recruit effective teachers

1.2 Effective teachers

Effective teachers should have the ability to structure engaging learning opportunities, the flexibility to monitor and adapt to different student needs, and to constantly evaluate the learning process.

An effective teacher will possess:

- The ability to motivate students to learn
- The ability to maintain discipline within expected boundaries.
- The ability to develop effective relationships with their students
- The ability to increase the confidence of their students
- The ability to feel the weight of responsibility entrusted to them
- The ability to be flexible and to adopt suitable tools and techniques where necessary.
- The ability to inspire students.

Conclusion

Human Resources Management has become increasingly important over recent years and is now vital to the success of every educational institution. It can play a significant role in recruiting, managing, developing and motivating employees to accomplish their own personal goals, as well as those of the organization, and in effectively addressing any challenges that may arise in order to maintain staff satisfaction and, ultimately, staff retention.

In brief, the success of any educational institution depends on the efficient management of its human resources, and in the effective deployment of its functions and policies to motivate its staff, enhance their performance, help them advance in their chosen career and, ultimately, achieve the goals of the organization.

Introduction

In this chapter, I will demonstrate the research methodology and data collected from teachers and school principals to investigate the role that HRM plays in educational settings and what contributions it brings to the daily working life of teachers. I will investigate also whether the teachers and principals are fully aware of the roles and responsibilities of their HRM unit.

2.1 Research methodology

This work focuses on HRM effectiveness in schools and explores the need to implement an HRM unit in every educational institution in order to improve the success of a school. I also studied the relationship between teachers and their HRM unit and the regard in which they hold it.

The three major questions I wanted to address in this work were:

- Do teachers know the existence and the role of HR?
- What is the role of the HRM unit?
- How does it contribute towards achieving better outcomes?

A series of multiple-choice questions were provided for our participants to answer.

2.2 Survey participants

20 teachers from Chadli Secondary School in Bordj-Bounaama took part in this study.

2.3 Research instruments

I used a survey to collect data for this study; the survey consisted of a series of multiple-choice questions, which are outlined below.

2.4 The Survey

I chose multiple-choice questions designed to help demonstrate the importance of HRM in any educational institution. The aim was to collect key facts and get insights into the influence of HRM in the day-to-day work of teachers.

As with any other survey, the first two sections were concerned with building a profile of the participants, according to their age bracket and gender.

The third part consisted of 10 multiple-choice questions that were predictable and, therefore, easier for the participants to share their opinions.

2.4.1 Teachers' Questionnaire

1. Are you aware of the existence of the HRM unit in your school?
 - Yes
 - No

2. My wellbeing is the top priority of the HRM.
 - Disagree
 - Neither agree or disagree
 - Agree

3. How often do you approach HR to speak about your wellbeing?
 - Regularly
 - Sometimes
 - Never

4. How effective do you consider HRM to be in helping you to achieve your desired level of professional development?
 - Not very effective
 - Moderately Effective
 - Very effective
 - Unsure

5. How effective do you consider HRM to be in helping you to deliver good results and achieve personal job satisfaction?
 - Not very effective
 - Moderately Effective
 - Very effective
 - Unsure

6. If you wish to make a suggestion on how something could be improved in your school, who would you approach?
 - Head teacher
 - HRM unit

7. Do you think HRM have a duty of care towards you and should make regular checks on you, should you be absent?
 - Disagree
 - Neither agree or disagree
 - Agree
 - Strongly agree

8. What do you think of the following statement? “In any organisation, effective internal procedures and excellent resources lead to excellent results.”
 - Disagree
 - Neither agree or disagree
 - Agree
 - Strongly agree

9. How do you feel about the following statement? “HRM listens to my concerns?”
 - Disagree
 - Neither Disagree or agree
 - Agree

10. Do you think that an HRM unit should be implemented in every educational setting?
 - Yes
 - No

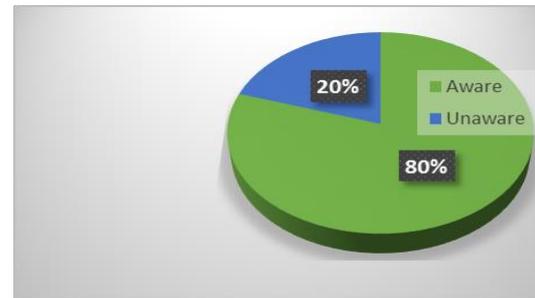
2.4.1 Analysis of Teachers' Questionnaire

In this section, the results which I obtained are collated in the charts below.

Question 1: Are you aware of the existence of the HRM unit in your school?

Answer	Number of respondents
Aware	18
Unaware	2

Table 01



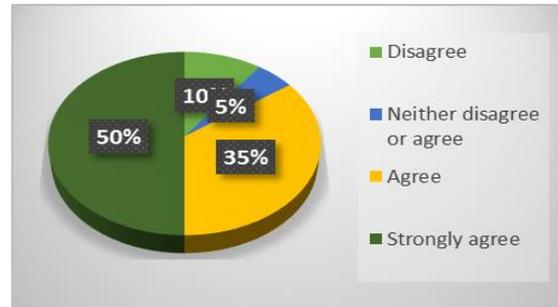
Graph 01

These results show that 80% of the respondents know that they have HRM in their school

Question 2: My wellbeing is the top priority of the HRM.

Answer	Number of Respondents
Disagree	2
Neither disagree or agree	1
Agree	7
Strongly agree	10

Table 02



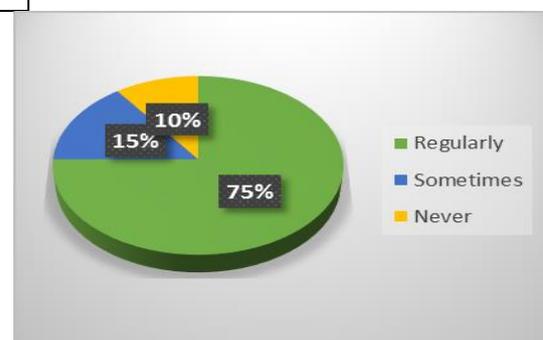
Graph 02

These results show that 85% of the respondents agree that their wellbeing should be the top priority of the HRM

Question 3: How often do you approach HR to speak about your wellbeing?

Answer	Number of Respondents
Regularly	15
Sometimes	3
Never	2

Table 03



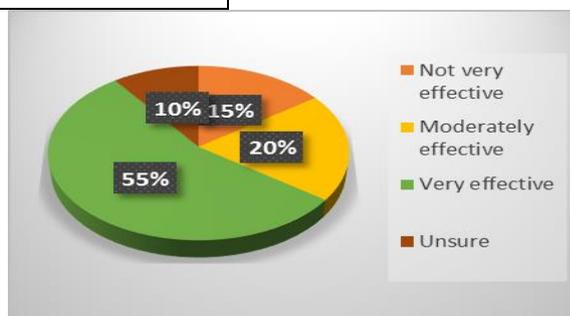
Graph 03

75% of the respondents consult the HR regularly about their daily problems and wellbeing in general. Taking into consideration our conservative society, 75% is impressive.

Question 4: To what extent do you think HRM helps you deliver good results and achieve satisfaction?

Answer	Number of Respondents
Not very effective	3
Moderately effective	4
Very effective	11
Unsure	2

Table 04



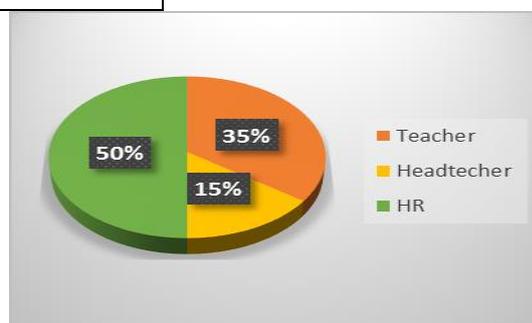
Graph 04

55% of the respondents believe that HRM plays a very effective role in learning new skills and achieve satisfaction.

Question 5: If you have a suggestion to improve in your school, whom do you approach?

Answer	Number of Respondents
Headteacher	7
HR	10
Neither	3

Table 05



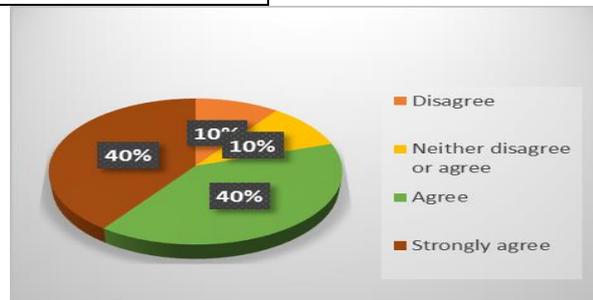
Graph 05

This is an interesting result as half of the participant think they would rather approach the teacher first, or they think that the head Teacher is part of HRM, which is correct in a way.

Question 6: HRM have of duty of care towards you and must make regular checks during your absence, what do you think?

Answer	Number of Respondents
Disagree	2
Neither disagree or agree	2
Agree	8
Strongly agree	8

Table 06

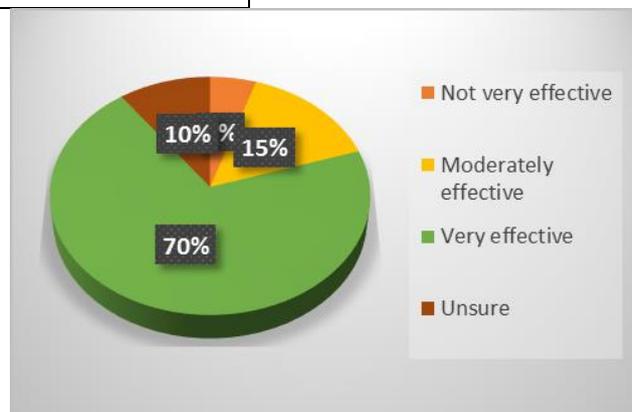


Graph 06

Question 07: To what extent do you think good attendance contributes towards achieving excellent results?

Answers	Number of Respondents
Not very effective	1
Moderately effective	3
Very effective	14
Unsure	2

Table 07

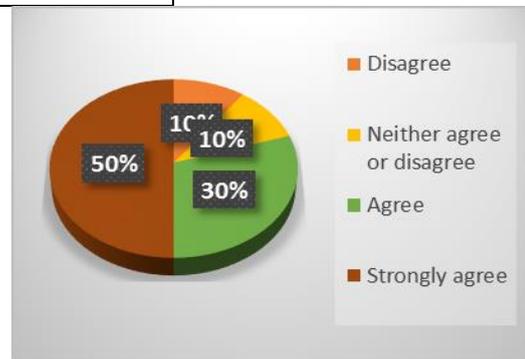


Graph 07

Question 8: What do you think of the following statement: in any organisation, effective internal procedure and excellent resources lead to excellent results?

Answer	Number of respondents
Disagree	2
Neither agree or disagree	2
Agree	6
Strongly agree	10

Table 08

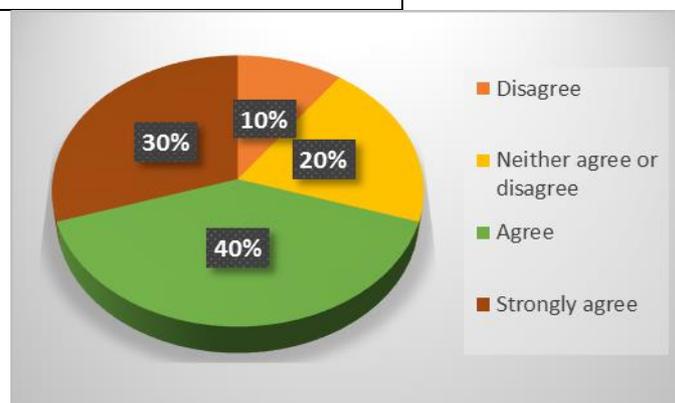


Graph 08

Question 9: How do you feel about the following statement: HRM listens to my concerns?

Answer	Number of Respondents
Disagree	2
Neither agree or disagree	4
Agree	8
Strongly agree	6

Table 09

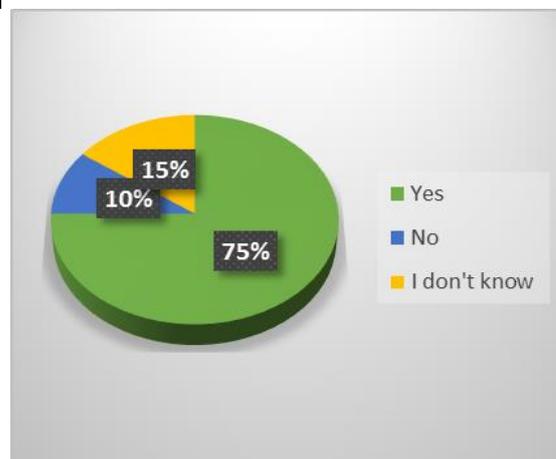


Graph 09

Question 10: Do you think that HRM should be implemented in every educational institution?

Answer	Number of Respondents
Yes	15
No	2
I don't know	3

Table 10



Graph10

2.5 Principals' Interview

2.5.1 Describing Principals' Interview

I have designed various questions for the school's principals (primary school, middle school, and secondary school) to examine the contribution of HRM in the educational institution.

The interview questions were as follows:

1. In your experience, what does human resource management mean?
2. What are the main functions of human resources?
3. What is the significant role of human resource management in educational institutions?
4. How does HRM contribute to school success?
5. What are the different challenges faced by the school head and the HR unit?
6. Describe your management style.
7. What kind of character should a successful principal have?
8. What are the essential management tasks for the principal?

9. Do you treat the employees based on respect and appreciation?
10. Do you agree that a positive relationship between school leadership and employees is related to school effectiveness?
11. Does negligence in coordination and motivation lead to an employee's weak performance?
12. What are the major responsibilities of the school head?
13. Do you agree that a student's success results from the effectiveness of their principals and teachers?
14. Do you agree that it is necessary to select qualified teachers who have sufficient skills and experience to face different challenges?
15. How can teachers and students benefit from human resource management?

2.5.2 Analysis of Principals' Interview

The three principals answered as follows:

1. **In your experience, what does human resource management mean?**
The management of the workforce on behalf of an organization that specializes in attracting, selecting, evaluating, and rewarding employees.
2. **What are the main functions of human resources?**
 - Job analysis and recruitment
 - Human resources planning
 - Polarization and selection
 - Human resources training and development
 - Performance appraisal
 - Wages, incentives, transfer, and promotion
 - Designing and implementing human maintenance programs
3. **What is the significant role of human resource management in educational institutions?**
 - Supporting creativity and innovation as well as motivating personnel to create a competitive atmosphere
 - The continuous monitoring of workers and providing the means whereby they may develop their professional competencies
 - Control of the proper conduct of all educational activities

4. **How does HRM contribute to school success?**
 - By focusing on discovering and guiding people with experience and abilities
 - By putting the right person in the right place
 - By attracting good employees, maintaining their current staff and managing them effectively
 - By seeing to ensure a good fit between the employee management and overall strategic direction

5. **What are the different challenges faced by the school head and the HR unit?**
 - Lack of training and human resources qualifications
 - Lack of human resources
 - Recruiting human resources in the wrong jurisdiction
 - Globalization
 - Diverse technological impacts

6. **Describe your management style**
 - Accreditation over participative management
 - The management style depends on being an administrative leader

7. **What kind of character should a successful principal have?**
 - Principals should be efficient in management and accounting.
 - Managers should be skilled in planning, monitoring, and surveillance
 - Principals should be strategic thinkers
 - Principals should possess excellent communication skills

8. **What are the essential management tasks for the principal?**
 - Supervising all day-to-day activities and operations within the institution
 - Cooperation with all organization's employees
 - Gathering information and solving problems
 - Making the right decisions
 - Training new staff and helping them to progress

9. **Do you treat the employees based on respect and appreciation?**
If a staff member follows instructions and does his/her job faithfully and well, then he will be treated with full respect and appreciation.
10. **Do you agree that a positive relationship between school leadership and employees is related to school effectiveness?**
Yes, whenever there is a positive relationship between manager and staff, it will then reflect positively on the effectiveness of the institution.
11. **Does negligence in coordination and motivation lead to employee's weak performance?**
Yes, every failure in coordination between the principal and the subordinate leads to an inevitable failure at work.
12. **What are the major responsibilities of the school head?**
- Overseeing all academic, strategic and administrative activities
 - Providing a safe atmosphere that will create a cohesive group that will be able to overcome difficulties and guarding against potential conflicts
13. **Do you agree that a student's success results from the effectiveness of their principals and teachers?**
Yes. Also, if there is compatibility between the administrative staff and the educational staff, students will be more successful.
14. **Do you agree that it is necessary to select qualified teachers who have sufficient skills and experience to face different challenges?**
Yes, it requires the selection of highly qualified professors with professional and scientific experience to improve the level of students.
15. **How can teachers and students benefit from human resource management?**
Teachers and students benefit from human resources management by the provision of a suitable working atmosphere in which teachers can work, and by the most efficient deployment of workers and managers according to their function.

The teachers: Stability, harmony, and computability among teachers.

The students: perseverance, discipline, and achieving good results.

Conclusion

Chapter 2 delivered the investigation's methodology and the way the data was collected to complete this work. It began by describing and outlining the research process.

It then presented the survey participants who took part in this study. The next part of the chapter showed the survey instruments that enabled me to collect the data, namely the multiple-choice questions that were provided to secondary school teachers in Bordj-Bounaama, Tissemsilt.

The final part of the chapter involved an interview that was arranged with three school principals in Bordj-Bounaama, Tissemsilt at primary, middle and secondary school levels.

The results of the survey responses were illustrated in graphs and tables. Responses to the interviews were given in the form of direct answers.

The initial analysis of the responses reveals that the majority of the students and teachers agree that HRM plays a pivotal role in their learning journeys and their daily academic life.

Similarly, the principals agreed that HRM plays a significant role in enhancing HR relations and the school's effectiveness.

The data collected and discussed will be further analyzed in the next chapter.

Introduction

In this chapter, I look at the results and analyze them statistically in order to determine the HRM mission in any given school and how it contributes to achieving success. The data analyzed is based on the teacher's personal experience. The chapter will try to answer the big question "Why is there a need for HRM?"

The aim of this data examination is to extract the following objectives:

1. Why do we need the HRM unit in schools?
2. How does HRM contribute to influencing the teacher's performance?
3. Can any educational institution disregard HRM?
4. Define HRM.

3.1 Discussion

In this section, I interpret the data collected from the participant's responses to having an overview of the research.

3.2 Elaboration of the results

In this section, I describe the responses received in order to arrive at my conclusion.

3.2.1 Teachers' contributions

The survey questions were given to secondary teachers. Eleven participants were male and nine were female. They had to answer 10 questions by selecting a multiple choice answer.

3.2.2 Teachers' awareness of the existence of an HRM unit in their school

80% of the total numbers of teachers questioned were aware that they have an HRM unit in their school, which represents 16 out of 20 teachers. 20% declared that they were unaware, which represents 4 out of 20 teachers. That indicates at least more than half of the teachers are aware of the existence of an HRM unit in their school.

3.2.3 HRM contribution towards teachers' achievement of satisfaction

85% of the teachers agreed that their wellbeing should be at the helm of the HRM priorities, which represents a number of 17 teachers out of 20. 2% disagree and 1% responded by neither disagreeing nor agreeing.

75% of the teachers declared that they regularly approach HRM to speak about their wellbeing at school, against 15%, which represents 3 teachers out of 20 who declared that they sometimes do so, and 10% who never speak to the HR at all.

On the following question, 55% of the teachers think that HRM plays a major role in their daily working life, and think its involvement is very effective, 20% think it is moderately effective, against 15% not very effective and 10% unsure.

50%, which represents 10 out of the total participants, declared that they approach the HR unit to make a suggestion for an improvement, against 35% who declared that they approach the headteacher. However, a headteacher can be part of the HR team.

In regard to managing the employees' attendance, 80% of the participants, 16 teachers agree that HRM has a duty of care towards them and must ensure they are regularly checked, whilst 10% disagree, and 10% neither disagree or agree.

On the same topic, 14 teachers (70%) think that good attendance is very effective in achieving excellent results against 5% not effective and 10% unsure.

3.2.4 The objectives of HRM

80% of the teachers, which represent a number of 16, agree that outlining internal procedures and guidance within the school are key to achieving their goals and lead to successful results.

60% of the respondents declared that the HRM unit listens to any concerns and problems they may face in school and, presumably, outside school. This percentage represents 12 out of 20 teachers against 6 who disagree, and 2 who neither disagree or agree. This is a true representation of the participation, as a fraction of teachers declared that HRM does not exist in their school or they do not approach them.

3.3 Findings

The findings of the research show more than 75% agree that HRM should be implemented in every school, as it looks after their wellbeing and ensures a safe

and equipped environment for learning. The majority of the teachers, 80%, declared that HR manages absenteeism closely and helps them catch up with the missed lessons. This finding pushes us to conclude that schools cannot disregard the HRM role and must set up a unit to undertake the above tasks.

Limitation of the research

This research was directed to a limited number of teachers from one types of schools, which is the secondary school and the results cannot be taken as fact unless it is spread out to primary, middle school and further education.

Conclusion

After analyzing the data and extracting the findings, in this section, we interpret the findings bearing in mind our main question, "What is the role of HRM in schools?"

By conducting this survey, we showed that HRM plays a key role in the success of students. The HR tasks are highlighted below:

- i) The teacher's wellbeing
- ii) Managing attendance
- iii) Providing learning resources; such as books, laboratory equipment, sports equipment and suchlike
- iv) Ensuring a safe learning environment
- v) Hiring excellent teachers with a great wealth of knowledge and experience
- vi) Listening to the concerns of teachers and dealing with them appropriately

General conclusion

In every learning process, one needs an environment that can make learning successful. At home, the parents ensure a suitable environment for study by providing resources such as books, equipment, a quiet place to work, emotional support, etc. At school, however, there are other agents that will ensure the learning environment is safe, appropriate, successful, and comfortable. It is the HRM unit that plays the role of a mediator that can help teachers, principals, and school administrators to create this environment.

Throughout this work, I have emphasized the role of the HRM unit. The findings showed that both teachers and principals are aware of the importance of implementing this unit in schools. In their answers, my informants emphasized that the execution of the HRM unit in schools would help them in creating an appropriate and safe environment for the students.

Finally, I can conclude that HR management is essential for any educational system to function correctly and in the correct direction to achieve success. HRM is designed to motivate and co-ordinate the activities and efforts of teachers and students to help them achieve the best possible results, which will ultimately determine the success of the school as a whole.

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Appendices

Teachers' Questionnaire

Principals' Interview