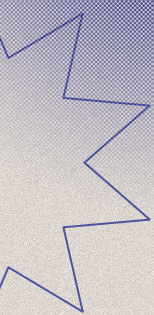# HR in Higher Education Post COVID-19
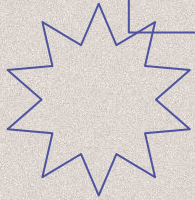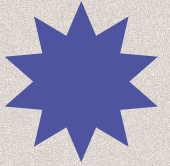
MSL0685: Leading Learning Communities
Winter 2023 - Nova Southeastern University
Ashley Andersen & Emily K[Redacted to Maintain Privacy]

The Learning Community of Higher Education Administrators

Most people associate the idea of learning with school, but in fact, the people who run the school are also still continuously learning…
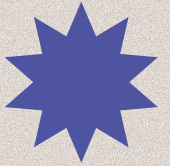
Main Points

Performance

Innovation

Self-Development

Job Satisfaction

Perception

Management

Performance

- Kim, et. al. introduce the idea of "High Performance Work Systems": a tactic utilized by HR departments to motivate employees, while also fine-tuning their skills and opportunities, and therefore, encouraging and shaping a higher level of performance
- Shaheen, et. al. implies a correlation between the satisfaction of the overall HR personnel performance, and the performance of the employees
- Saeed, et. al. reference the idea of Workplace Spirituality as a solution to combating fatigue and overworking
  - The term spirituality has a connotation related to religion, but that is not the case in this scenario
  - Essentially, this just means "openness, care, interaction, respect, humility, compassion, transcendence from the organization's perspective" translating to treating people as humans and creating a comfortable and caring work environment for them

Self-Development

- The "lockdown era" of COVID-19 allowed for many people to get to know themselves a lot better
- Thani, et. al. mentions the concept of HR pushing self-development by offering training both in and out of work - allows for development of recently discovered habits and qualities
- Sharma mentions that there is a strong correlation between the state of employee's mental health today and the effects of COVID-19, calling for an increased HR presence, providing resources for employees
- Beres and Janes mention that the virtual Communities of Practice that occurred due to the COVID-19 pandemic made way for an increase in networking opportunities along with increased access to professional development opportunities - workshops and conferences were being held online

Perception

- Bednall, et. al. analyze the implementation of both mediation and moderation from the HR department in an effort to strengthen positive perception from employees
    - The results of this study were found inconclusive, leading to the idea that the implementation of policies like this are unlikely to create an impactful influence on their employees' perception of their department
- Kim, et. al. also mention that employees' perceptions of how well an HR department "fits" into the organizational structure also affects the overall workplace performance
- Ultimately, an employee's perception of their workplace and those that manage it can affect their performance

Innovation

- COVID-19 introduced distance learning along with distance working
- Vlachopoulos and Makri introduce a framework for online teaching/learning
  - Pedagogical design, technology use, communication and interaction, social presence and support - this can be utilized from the workplace perspective too
- Li et. al. provide three elements that create the opportunity for more growth in online learning/working: shared goals, collaborative inquiry, and support
- An interesting perspective is that of Jackson, provided prior to the pandemic, yet still covering the importance of digital transformation in educational environments - and therefore, on the workplaces that administer these environments
- Shaheen, et. al. raise the valuable point of innovation and technology affecting the higher education workplace by introducing more revolutionary thinking

Job Satisfaction

- One of the most difficult issues for an HR department to combat is high turnover rate, as it requires a thorough analysis of the positions with the high rate, and various characteristics of this position
- Almanie mentions the basic components of Human Resources listed below all play a vital role in retention rate:
  - Compensation and rewards, working conditions, training and development, performance appraisal, and employee empowerment
  - These factors all essentially affect job satisfaction, then affect the retention/turnover rate depending on if it is a negative or positive association
- Shaheen, et. al. provide a deep dive into the relationship between the satisfaction of professionals with their working environment and their performance at work
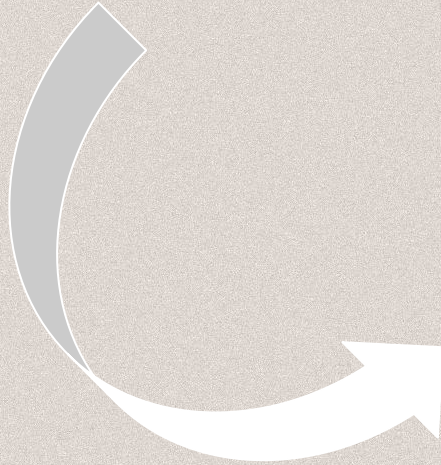
Management

- Overall, each of the previously mentioned aspects plays into the idea of management
- The main role of a Human Resources department is the capability to understand employee's situations and frames of mind and provide resources to combat any negativity, while also maintaining reasons to be positive in regard to the workplace
- To summarize, management is understanding the aspects that play into employee performance, self-development, perception, innovation, and job satisfaction, and what leaders can do to increase and improve each of these factors
- Kool and Abdali mention an Education Quality Audit - this has the potential to improve upon HR processed within a higher education institution by highlighting exactly what should be improved upon and/or increased
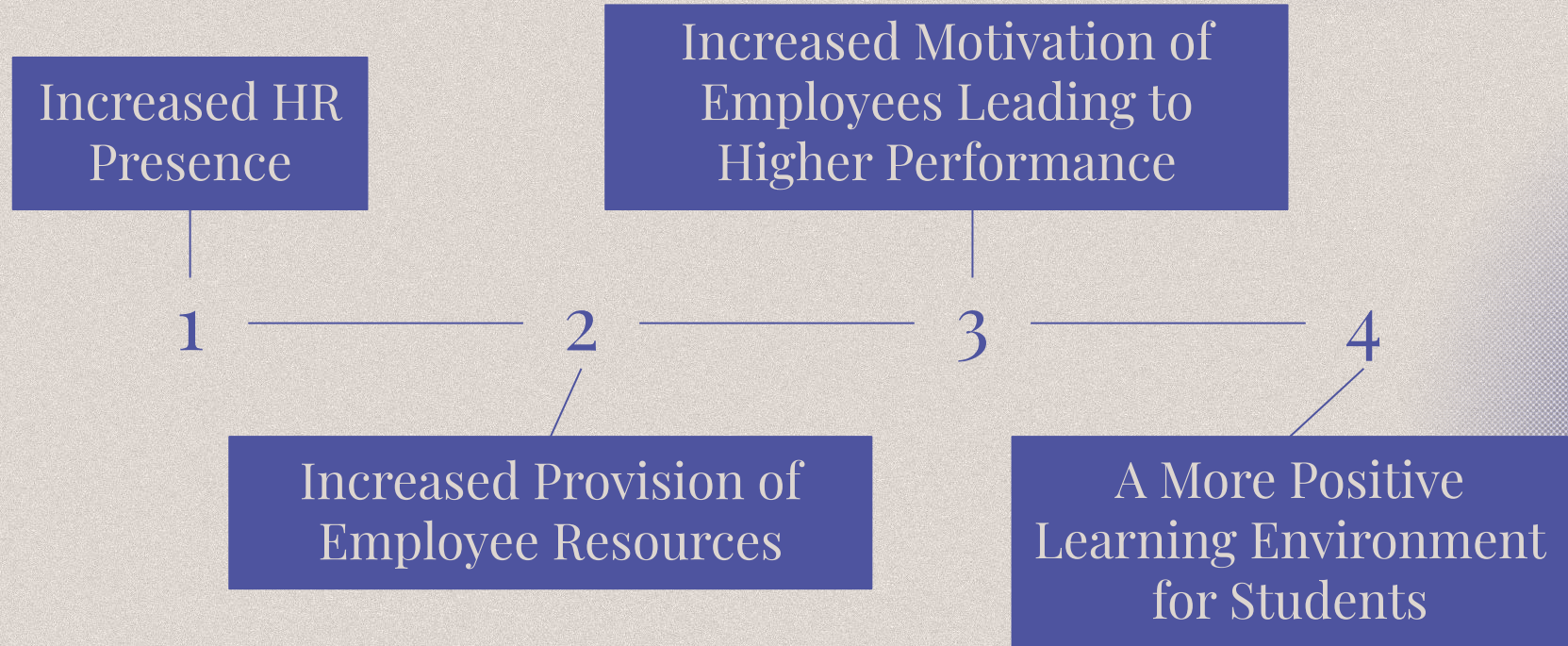
Action Plan

By increasing HR presence within a higher education organization….

Employees will experience a higher motivation in performance and in turn, create a more positive and effective learning atmosphere for the students they serve

Action Plan

1

Increased HR Presence

2

Increased Provision of Employee Resources

3

Increased Motivation of Employees Leading to Higher Performance

4

A More Positive Learning Environment for Students

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