

# The Effectiveness of Principal in Managing Human Resource in Private Secondary Schools in Phnom Penh, Cambodia.

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**Abstract-** Human resource management plays a significant role in maintaining and promoting quality education in private secondary schools. The active participation of principals in managing human resource is to ensure ensuring effective teaching and learning. The functions of human resource management in the school includes recruitment and selection, training and development, compensation and benefits, and performance management. Without effective personnel management and well-motivated workforce operating within a sound human resource management, productivity, and the performance have not happened. Since the roles of principals in managing human resource is a key component in the performance of staff and their ability to function effectively towards the realization of success in school management. That's why this paper has been reviewed over the period of six months from July to December 2018 on Effectiveness of Principal in Managing Human Resource in Private Secondary Schools in Phnom Penh, Cambodia to address the effectiveness of principals' roles in managing human resource, determine the challenges faced by the principal in the management of human resource, and propose some strategies that could be used by principal for effectiveness of human resource management. The paper also recommended to future comprehensive study should conduct human resource management strategies on improving employee performance. This review would be an important academic source for principals, and HR professionals to improve upon human resource framework for the effectiveness of managing human resource at school levels. It also benefits for secondary schools both public and private, and educational institutions over Cambodia and global perspective.

**Index Terms-**Principal, Effectiveness, Managing Human Resource, Private Secondary Schools,

## INTRODUCTION

Human resource management is vital in improving employee productivity and school performance that can be attributed to effective educational management. Furthermore, the roles of the principal in managing human resource is a key component in promoting an employee's ability to perform the job more effectively towards employee performance for the success of school management. When the principals have implemented the human resource management functions as the strategic approaches more professionally to staff management, the human resources can be a competitive advantage and a great source of competitive strength for the schools. Armstrong (2012) addressed that human resource management as strategic and coherent approaches to the management of an organization's most valued assets. Currently, the private secondary schools in Phnom Penh, Cambodia, recognized that human resource is the most important and unique asset that the school has. Thus, the importance of managing this valuable asset is being challenging tasks for successful principals. It is, therefore, the effectiveness of human resource management policy can contribute to quality education and employee productivity, employee performance, and effectiveness of school management (MoEYS, 2012). Despite the role of the principal in managing human resource is needed to ensure well-personnel management, but there are still lack of adequate recruitment and selection process, shortage of compensation and benefits framework, staff training and development, and low of staff performance management systems. To respond to human resource management practices situations above, this paper will review the effectiveness of the principal in managing human resource in private secondary schools in Phnom Penh, Cambodia.

## THEORETICAL FRAMEWORK

### Human Resource Management Practices

According to Matthis and Jackson (2010) human resource management as the strategic and operational management of activities in an organization. From the statement above; the human resource management is seen in terms of two principal functions, namely; the operational and strategic forms which the former focus refers to the personnel activities which include controlling attendance, ensuring employee health and safety, administering rules and regulations to comply with the labor laws. The strategic focus involves human resource planning, forecasting, recruiting more people, employing people with new skills and competencies. This researcher stipulated that human resource management has moved from the traditional role of personnel management into strategic management where all employees, especially, the principals should be involved in problem-solving, corporate culture promoting and leadership styles management. Moreover, the human resource policies aimed at supporting the mission and objective of the schools and making it a competitive environment in the context of education sectors. The appropriate use of human resource management practices positively impacts the level of employer and employee commitment and performance (Purcell, 2004). Practically, human resource management functions are well managed by principals such as hiring new people, employee training and development, competitive compensation, and performance appraisal can encourage the employees to work better in increasing productivity and performance. More essentially, human resource management in education is the methods of maintaining and retaining both teaching and non-teaching staff so that the school can achieve consequently achieve the goals of schools optimally.

## RESULT AND DISCUSSIONS

### The Roles of the School Principal in Human Resource Management

Human resources management is found as a strategic approach to improve the commitment of individuals and team who in turn contribute to school growth. According to Armstrong (2010). the purpose of human resource management is to ensure that the organization is able to achieve success through people. It is, therefore, the principle of human resource management requires the principal to manage the teaching staff and non-teaching staff in the school, to ensure the right person in the right job, to oversee staff motivation, staff capacity development, staff performance evaluation based on proper of personnel policies. However, the principal plays important functions in human resource management as following:

**Recruitment and Selection-**It are the fundamental roles of the human resource department that the principal is in charge to ensures the school obtains the most skillful and competent person from a pool of applicant. The techniques and procedures of recruitment and selection are successful if it fits with organizational performance (Milikic, 2009). Although, the principal evaluates the ability and competency of the potential employees in relation to the needs of the school. The principal also takes responsibility in the recruitment process to identify and attract potential candidates from within and outside the school to select them for future employment. It is believed that the success of the educational program is mainly dependent upon the selection of qualified both teaching and non-teaching staff to perform the right jobs.

**Training and Development-**It is one of core human resource management functions which is to identify the key skills and competence of an employee that need for training and development to improve their skills for better performance. There is a change needed through training and development to improve and grow in competence. This can be done through on-the training, off-the-job training, conference, workshop, and seminars. According to Anderson (2000) training is a process to change the behavior of employees at work through the application of learning principles and necessary skills both hard and soft to build employee abilities for better performance. The principle requires to manage the systematic development of the attitude, knowledge and skill behavior pattern required by an individual in order to perform adequately a given task or job in the school to achieve effective performance, and to develop the abilities of the individual and to satisfy current and future manpower needs of the school.

**Compensation and Benefits-** It is one of the main human resource management functions. One of the researchers, Ahmed, Tabassum, and Hossain (2005) found the pay and advantage practice is profoundly connected with the organization's performance. The principal has to determine the compensation strategy of the management is a crucial human resource function which is must be ensured internal equity as well as labor market competitiveness.

The principal also needs to work out innovative incentive schemes so as to motivate employees that can create and sustain a competitive advantage and performance.

**Staff Performance Management**-It is one of the main pillars of human resource management functions. Kleiman (2000) addressed that the performance appraisal approach is an assessment of employees' job performance levels. A good and effective performance appraisal will help to direct employee behavior towards the goals of the school and it will also help to monitor how good employee performance is. It is significant for the principal to oversee the performance appraisal process of evaluating employee performance by setting performance goals, determine the key performance areas, identifying critical attributes for effective performance. The system is to provide guidance and approach for an employee to perform tasks and what they need to be achieved, and it will help to provide feedback, identify training need, area development, and planning, and to provide inputs for management of pay administration, rewards, and staff promotion. So performance management is the most important function for the principle that needs to be well managed and implemented for employee performance in order to gain quality education and school goals.

### **Concept of Secondary School in Cambodia**

Cambodia has committed to pursuing the Education for All (EFA) goals to reduce poverty and promote the general secondary education to help young people develop the mental and physical with qualities that will enhance their employability. To reach these goals, the Cambodian Ministry of Education Youth and Sports (MoEYS) has developed its strategic plan including human resource strategy to improve school management and quality of education (MoEYS 2014). Currently, the private secondary schools in Cambodia is organized in two levels: lower secondary school and upper secondary school and it is affiliated with MoEYS to overview all aspects of education with the assistance of semi-autonomous to ensure education standard and academic quality. The first one is lower secondary school lasts three years and is the last mandatory cycle. Upon completion of this cycle, pupils sit a national exam to gain access to upper secondary; and the second is upper secondary, lasting three years, and the last level of general education. At the end of this cycle and have specialized in either social sciences or exact sciences, pupils sit the national baccalaureate exam, which entitles them to university admission. Thus, the quality of learning depends on the class of its teachers and principal. They are the spirit of the school that turns out learning results, and its high quality to the school. It is, therefore, this paper is reviewing the effectiveness of the principal in managing human resource in private secondary schools.

### **CONCLUSION**

The paper concludes that private secondary schools remain a veritable means of human resource management in Phnom Penh, Cambodia. Principals as the head of the school are to execute the roles of human resource management. The principal's role is to manage effectively human resource in planning, recruitment and selection, training and development, compensation and benefits and, performance appraisal to ensure employee performance, quality education and effective school management. The paper has shown that the effectiveness of the principal in managing human resource was not fully achieved. The principals were not completely followed the existing rules, regulations and necessary steps of human resource management processes. There were inappropriate recruitment and selection procedures found much attention and implementation, the compensation packages were not well effectively managed, the opportunities for short-term and long-term training were not implemented as planned, and the low rate of usage performance result for feedback the strengths and weaknesses, rewards, promotion to achieve the school goals. However, there were challenges of for principal in managing human resource, since it's difficulty in attracting the potential and qualified candidate to fill in the vacancies, training and development are finances and times due to the tight budgets and schedules, the compensation package is not very competitive and meet staff expects to be paid finance rewards commensurate with the task performed, staff performance appraisal system is not clear and transparent. As a result, there were not timely manpower supply, low of staff abilities and competencies to perform a better job, poor performance in teaching learning process activities and high staff turnover.

## RECOMMENDATION

Considering the importance of strategies proposed towards effective human resource management in private secondary schools, the following are recommended.

1. Recruitment and Selection-the school should develop clear and transparent criteria, guidelines that can handle the recruitment and selection process so as to employ qualified and competent teachers. Therefore, the resource pool for teaching staff should be well managed to fill in timely vacancies.
2. Training and Development-the school should conduct regular workshops and short courses to help principal keep abreast with trends in human resource management. Moreover, the training framework should be developed for effective implementation of both on the job and off the job training in order to equip the employee with the necessary skills and commitment in the area for enhancing performance.
3. Compensation and Benefits-the school should develop precisely compensation and benefit structures to support the principal in managing more effectively and promoting competitive compensation packages to teaching and non-teaching staff in order to motivate them for better productivity and performance.
4. Performance, Appraisal-the school should have better performance appraisal system with clear procedures for effectively implemented by the principal, and some mechanisms should be designed by which teachers are informed about their performance results for further benefit and for purposes of promoting a working environment to attract and retain staff.
5. A future comprehensive study should conduct human resource management strategies on improving employee performance.

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