

A Study on the Plan of Human Resource Organization and Management in the Ministry of Education in Iran

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Abstract

Providing the plan for human resource organization and management is one of the acts done over the recent years in order to improve human resource condition in the ministry of education. In this research, the assessment of organization plan in different aspects and regarding its main performers' opinions- the general managers of the provinces and the heads of educational regions- has been done. The statistical sample of the plan includes 31 general managers of the education of the provinces, and 330 heads of educational regions consisting of developed regions, semi-developed regions, and underdeveloped regions. The descriptive and inferential indices have been applied as the statistical indices for analyzing the research data. The instrument used is the questionnaire. The research indicates that the general managers and heads of educational regions of the provinces are useful for the organization plan. 22.9% of the managers did not have any problem for performing the plan, however, only 20.8 of them found the assessment valuable. Determining managerial policies for allocating human resource and integrated performance of it for all the regions has been one of the most important strengths of the plan regarding the educational regions heads' opinions. The general managers of the education department of provinces believed that not paying enough attention to the regional differences are considered as the most important weakness of the plan for human resource organization and management. Then, lack of coordination with provinces for providing the manual of style is considered as the second weakness of the research. They believe that the most important weaknesses of the plan include instability of the plan and weak observation of its performance, not defining the tasks for the human resources, inflexibility of the plan context, reduction of educational quality resulted from high density of classes, low authority of educational regions, and ignoring the needs for human needs.

Keywords: organization, human resource management, strengths, weaknesses

Introduction

The basic change in the social structure, public attitude and national institutions, and accelerating the economic growth, the improvement of indices, and the decrease of inequalities are necessary for developing a multi-dimensional process (Todaro, 2008). Therefore, making a comprehensive plan and investigating the indices related to development are inevitable. Currently, the issue related to the educational authorities' confrontation at micro and macro levels refers to duality and lack of fair distribution of efficient human resources and the facilities among provinces at the level of educational regions and organizations. Now, the most difficult problem of the education refers to the human resource planning that determines the number and the types of expertise needed by an organization for a specific time and for the future. Such tasks have turned

purposes and benefits of public education of country into the need for human resources. Annually, the required plans for meeting the needs are suggested. Tasks such as the present and future human resources for the education, how to provide the internal and external resources needed for the organization, the way for replacement, leaving job, retirement, death and illness, human resource disability, and the plan for development and progress over 30 years of service need the long-term strategic organizing and planning. Moreover, determining the present condition of each educational region regarding facilities, abilities, and human resources inabilities for reaching the future vision are the most important issues that should be planned and represented to the senior managers and planners of education in order to influence short-term or midterm organization plans of education at the level of region or country.

Statement of problem

The ministry of education has to issue instructions related to organizing the current condition of human resource or the way to apply new resources in order to get rid of lack of budget for providing the required human resources for schools. In the summer of 2000, the instruction of “organizing and managing human resources in the education departments” was announced to the provinces in order to be operated via the organizations related to education. In this directive, there are different ways for providing the needed human resources in the educational regions and it considers applying extra hours of the employed resources in the schools to the purchase of educational services and applying free resources-people who work regardless of the available rules at school-. However, shortages such as lack of research affairs training hours, and shortages related to the specialized courses and the way to monitor the optimal performance of the instructions have led to problems that increase the concerns for students, parents, and professionals of education. Since the teachers are the key element of education, they should have general and moral qualifications, managerial ability, and scientific and professional qualifications.

As a result, it leads to the concern for authorities of education realm, representatives of Islamic consultative assembly and the students’ families. Moreover, many of the families registered their children at non-governmental schools so that they would not confront educational problems. Over the years 2005 and 2000, Islamic consultative assembly put emphasis on the prohibition of employing informal human resources for education. The present paper studies the assessment of organizing plan at different aspects and regarding its main performers’ opinions- general managers of all provinces and heads of educational regions- in order to share the findings.

Significance of the study

The current structure of education of provinces and its human resource management indicate the organizational weakness and it could lead to problems related to the educational process. Moreover, there are other regulations that affect the structure of education and make it impossible to make decisions related to organizational positions in the provinces. Regarding the human resources condition, the process of selecting human resources in the ministry of education depends on the concentrated structure of educational organizations. The horizontal distinction at the level of dependent central organizations and ministries is high and at the level of administrations is approximately high (Ali Rezaeian, Ali Akbar Farhangi et al., 1994).

The mean of education of the education department employees equals 13.24 and regarding the statistics related to the previous years, it has had a progress. However, the informal statistics received from the experts of statistics office of the ministry of education, there is a shortage of 130000 human resources for both the official and educational parts. Furthermore, not being allowed to employ new informal human resources (the empower who is paid regarding his working hours) and the rush of under-30 year old resources for getting retired with the hope of receiving the service

reward have added to the difficulties. Therefore, the authorities of ministry of education have to apply” the plan of human resource organization and management”. However, the way of applying the plan for different educational regions has ambiguities. For instance, the needs of human resources in the region are ignored, the plan does not result in the optimal use of human resources, the cultural and research affairs are not strong, the human resource education is ignored, the specialized human resources are not employed, there is a human resource shortage in the basic fields, consulting teachers and workshops have been omitted,. Moreover, in the instructions of the “ plans for organizing and managing human resources “ of the year 2009 it has been recommended that the inexperienced and inefficient human resources should be applied through service companies as the informal resources. Therefore, all of these as mentioned as the threats led to inability of the authorities to solve the problems.

The allowance of employing informal and cooperative human resources in different educational regions is issued, while guardian council has announced it against constitution for a 5-year period. As a result, the informal human resources got more worried. According to the act of parliament, it has been mentioned to recruit a thousand of kindergarten coaches and preschool teachers; however, the ministry of education did not do it for technical and financial reasons. Now, 53 to 54 thousands of informal teachers and 57 thousands of teaching assistants of literacy movement that have the recruitment conditions are waiting for their future of recruitment.

On the other hand, 13500 academic and teacher training centers graduates are not yet recruited in the education departments and they wait for the coming years. The mentioned statistics does not include the graduates of teacher training centers that have been recruited from the very beginning of being student and have taken the place of the retired human resources. It should be mentioned that in the organizing plans only the informal resources are not considered, the instruction also pays attention to the way of applying the available resources, taking advantage of extra working hours of the resources, announcing for the resources obliged to work in other governmental organizations, and aggregating some of the official authorities and so forth.

Objective of the study

The research intends to have a total assessment of all general managers and heads of education regions of the country; therefore, it applies the plan of organizing and managing human resources during the academic year 2010-2011. Moreover, the other purposes of the research include: finding strengths and weaknesses of the plan, the way it affects the optimal use of human resources, schools employees’ satisfaction with the organizing and managing plan, its effect on reduction of costs and organization authorities, and the effect of plan for organization and management of human resources on school activities and schools of underdeveloped and rural areas.

Research questions

The research intends to answer the following questions:

1. What is the result of assessing general managers of all provinces and heads of educational regions of the country related to the plan of organizing and managing human resources in the ministry of education during the academic year 2010-2011?
2. What are the most important strengths of the plan of organizing and managing human resource related to the ministry of education in the academic year 2010-2011 regarding the point of view of the general managers and heads of educational regions?
3. Is the plan of organizing and managing human resource related to the ministry of education affect the optimal use of human resources?
4. How far are the educational regions satisfied with the plan of organizing and managing the human resources?

5. Does the plan of organizing and managing human resources affect the reduction of costs?
6. How far does the plan of organizing and managing human resources affect the authorities of the organizations, schools, and regions related to education?
7. How is the effect of the plan of organizing and managing human resource on the activities of schools located in the developed urban schools and underdeveloped rural schools?

Methodology

It is a survey study and it is done based on the study of opinions presented by the experts, general managers of the provinces, and heads of the educational regions of the country. Different methods such as documentary method, interview, and questionnaire are applied for the research study.

Collecting data method

In order to collect data, the library method, interview, and questionnaire are applied and the data are collected regarding the data obtained from the library study and opinions received through interviewing the experts.

Statistical population and sample

The statistical population of the study consists of all the general managers of the ministry of education in the provinces of the country (31 people), all of the heads of over 700 educational region of the country, and all of the authorities of the plan of organizing and managing the human resources of the staff field (approximately 20 people). The statistical sample of the research also consists of 31 general managers of the education of the provinces and it equals to the number of the statistical population, and 330 heads of the educational regions are elected based on Morgan table and cluster sampling technique randomly and through the managers of the underdeveloped, semi-developed, and developed areas. Moreover, 20 staff experts are elected and it could be mentioned that it consists of all those who are involved in the plan.

Data analysis

The data of the research is analysed via SPSS. The descriptive and inferential statistics are used as the indices related to the type of data and research questions for analysing the research data. Through applying statistical methods, the mean, and standard deviation of portions are calculated. The descriptive indices which are applied consist of arithmetic mean and weighted average. Moreover, the table of frequency distribution is applied in order to calculate the percentages. The inferential statistics also consist of the chi-square test for determining the significance of relations among the frequencies, t-statistics test, and analysis of variance.

Results and discussion

Totally, the general managers of the provinces found the plan of organizing effective. 22.9 percent of the managers had no problem for performing the plan; however, only 20.8 percent of them evaluated the plan valuable. Moreover, the general managers of the provinces mentioned the following issues as the shortages of the plan:

- a. Not paying attention to making policies and managing human resources provincially in plan development
- b. Not paying attention to the long-term planning in the form of the perspective's 20-year objectives and a 5-year development plan.
- c. Not sufficient matching between the content of the plan of organizing the human resource and the system of Bekfa
- d. Late sending of the plan and requesting for its performance up to the end of 10th of September.

According to the findings of the research, the total assessment of the plan of organizing human resources is mentioned as follows:

1. Organizing plan is totally a purposeful plan. However, it is better to simultaneously make it in accordance with the purposes of the perspective's 20-year objectives purposes (60 percent).
2. The manual of style should be revised (32 percent).
3. The plan of organizing human resource should not be developed at the level of country; it should be developed at the level of provinces (12 percent).

A study on the opinions of the heads of the educational regions related to the plan of organizing and managing human resources at the academic year of 2010-2011 shows that the total assessment toward the plan has been positive.

They believe that during the mentioned year, the most important strength of the plan of organizing and managing human resource of the ministry of education refers to determining the managerial policies related to allocating the resources and integrated performing of the manual of style in all of the regions. The most important opinions are classified into four groups:

1. *Human resource management*: it includes coordination and integration, organization, unity of process, inevitability of the plan, governance, true planning of the human resources and issues such as making the needs more real, paying attention to all of the staff, and integrating official posts.
2. *Systematic plan*: it is possible via the Bekfa virtual network, applicability of directives, updating information, on time payment of demands, monitoring and so forth.
3. *Educational justice*: it is possible by paying more attention to the rural areas and making academic complexes.
4. *Innovation and creativity*: establishing new training complexes is one of the samples.

The general managers of the education departments of the provinces believe that paying little attention to the regional differences is considered as one of the most important weaknesses of the plan of organizing and managing human resources. Then, lack of coordination among the provinces for developing the manual of style is considered as the second weakness. A study on the findings achieved through the statistical sample related to the heads of educational regions of the country indicate the most important weaknesses of organizing and managing human resources of the ministry of education during the academic year 2010-2011 regarding the heads' points of views:

1. Instability of the plan: through sending various amendments during the academic year it has consequences such as lack of paying attention to the obligations of the regions toward human resources, lack of coordination between the organization and educational areas for developing and performing the content of the plan, lack of true planning, and not applying human resources in the proper posts.
2. Inappropriate time for applying new human resources at the academic year,
3. unclear validity condition of the educational complexes,
4. Weak monitoring of the performance of the plan whose consequences refers to representing unrealistic statistics by some of the educational regions.
5. Lack of a clear definition of duties for the human resources
6. Lack of flexibility of the content related to the plan of organization such as centralization, having a common look at all of the educational regions, lack of paying attention to the geographical situation of the educational region, lack of replacing the human resource at the time of sick leave of one of the teachers, lack of coordination between the sex of the teacher and the students, and not recruiting the local human resources.
7. Decrease of educational quality as a result of high density of classes.
8. Lack of coordination and flexibility in the system of Bekfa.

9. Decrease of authority of human resources such as decreasing teaching hours for special training programs, and not giving authority to the school for electing its human resource

10. Not paying attention to the needs of human resources such as lack of optimal use of the human resources, not paying attention to the training of human resources, not emphasizing the use of specialized human resources for the elementary schools, not paying attention to the lack of human resources for the basic fields, eliminating the assisting teachers and the coaches of workshops, unbalanced use of human resources, decrease of number of deputies at schools, not paying attention to the lack of educational resources at schools with population less than 120 people, and decrease of executive human resources.

11. Not representing educational services to special regions.

12. weakness of the plan in considering the cultural and educational affairs.

According to the findings resulted from the managers' questionnaire, approximately half of the population of the sample size or 24.6 percent of them believe that the plan of organizing and managing human resources is successful for the optimal use of human resources. 10.3 percent of them believe that the mentioned plan has not been performed successfully. The test of comparing means based on the respondents' responses indicate that the plan of organizing and managing human resources of the education leads to the optimal use of human resources and it shows that the heads of the educational regions believe that the plan leads to the increase of employees' satisfaction. According to the findings of the questionnaire, only 8 people or 13.1 percent of them believe that the plan has led to the decrease of costs. While, 3.4 percent of them declare that the plan results in the increase of costs. The test of comparing means based on the educational regions heads' responses show that the plan decreases the costs. According to the findings of the questionnaire related to the general managers of all the provinces, 80 percent of the respondents believe that the plan give more authority to the organizations, regions, and schools related to the educational departments and only 20 percent of them believe that it gives more authority to the province planning committee. The test of comparing means indicates that the heads of the educational regions of the country believe that the plan does not lead to the increase of authority of organizations, regions, and schools related to the education departments, however, it indicates that the plan has a positive effect on the activities of the urban developed schools and rural underdeveloped schools.

Recommendations of the study

According to the findings of the research based on the library; documentary; interview studies; and research questionnaires, the following suggestions could be effective for improving the plan of organizing human resources.

1. The organization plan should be regional and provincial and the regional conditions should be considered for its development.

2. The organization plan should be developed regarding the rules of future such as the vision documents and the 5-year programs of development.

3. For performing the organization plan, paying attention to the required management and the existing opportunity for adapting to the new condition should be considered.

4. According to the results, one of the weaknesses refer to the lack of proper monitoring on the performance of the plan, it is needed to provide proper solutions for more observation on the plan performance.

5. If the plan is conducted annually, it should be conducted in a way that it will not need revision during the academic year.

6. Since frequent changes in the educational management led to various decisions, legal solutions are considered for performing the plan so that it could be a support for the managerial crisis of the next years.

7. Instability of the available statistics and lack of access to the correct statistics are the issues to be considered before correcting the plan and research studies related to it. In fact, each of the issues of the statistical population will make it easier to have access to the resources, moreover, research at the location and via interview will provide deeper studies in this field.

8. If the education organization is managed based on the directive or the manual of style it will reach no good results, the education institution should be made based on the pre-determined and standard policies. Therefore, a comprehensive standard is needed for applying human resources.

Beside the mentioned suggestions, other issues at the macro level will help the improvement of human resources condition at the ministry of education and also development of organization plans. These are mentioned as follows:

1. Changing the organization plan from the concentrated condition to the non-concentrated condition.

2. Revising the budget condition of the education with regard to the non-concentrated structure.

3. Improving teachers' professional qualifications based on the future needs.

4. Improving teachers' living condition in accordance with their professional qualifications in the future.

5. Developing education from the traditional frameworks toward the comprehensive atmosphere of the society, working environment, and life-time education.

6. Fundamental improvements in the educational fields and the process of education based on the changing needs of the future.

7. Amendments in the managerial systems of education toward the participatory methods.

8. Amendments in the educational contents and methods.

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