

Faculty Performance Improvement through Effective Human Resource Management Practices

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Abstract

Most of the universities do not have separate human resource management departments like corporates. Many higher educational institutes follow the discretions of the Chief Executive Officer (CEO). The faculties' outstanding contributions are not reviewed and rewarded. They do not provide needed initial funds for undertaking consultancy projects and supporting staff. Most of them shift the project leaders to underqualified faculty who are their coteries. Due to this the key performing faculty teams lose the motivation and struggle to contribute to the growth of knowledge-based human capital. Hence, it is planned to review the best human resource management practices of award-winning companies identified and added in Fortune 500 list, the best performing universities and identify the best practices in facilitating the faculty members and managing life-balance. This will help the universities to remodel their faculty management practices and accelerate their contribution to human and knowledge capital.

Keywords: Best human resource management practices of outstanding corporates and universities, Desired improvements in human resource management, Lessons to be learned and Initiatives in life-balance practices, Outcomes based on the HRM in the colleges.

Introduction

In almost all educational institutes there is NO department for human resource management. The existing administrative office handles all issues regarding the "people (faculty) management" without any deep concern for the growth of human resources (scientists, researchers, leaders or innovators). A few high performing universities started getting the feedback from their faculty members to correct the wrong policies.

In many developing countries, most of the CEOs of higher education do not nominate the faculty for undergoing training or internship offered by various organizations like United Nations Education and Scientific Council (UNESCO), United Nations Development Program (UNDP), World Bank and ongoing projects of foreign universities under bilateral agreements. They even do not permit the outstanding

faculty to present papers in the international conferences even if the faculty gets invitation and funding. They tactically send the nominations after the completion of the last date for receiving the applications. Some will forward the application but later they deny relieving the faculty to join the programs. There is no proper human resource management. Also, many CEOs do not even consider the need for life balance. Due this the institute loses opportunities to get the faculty updated and serve the institute based on their improved competencies. Many CEOs do not reward the faculty for their outstanding accomplishments.

Such practices not only full down the key performing faculty members but also substantially lowers the competitiveness of the region. In the knowledge based global economy, the performance of the engineering colleges is to be improved through appropriate human management strategies. This research work centers around the investigation, identification, validation and suggestion of best methods to improve the outcomes of the graduates through faculties.

Objectives

To review the best practices of award-winning companies and best performing universities/institutions in implementing outstanding human resource management initiatives and the impact of the business/ academic success.

To identify needed human resource practices to accelerate the performance and improve the knowledge capital and human capitals.

To suggest the best practices to incorporate human resource development initiatives similar to the best performing universities/institutions.

Review of Human Resource Practices of Award-Winning Companies

The outstanding companies have allowed their employees to undergo training programs. The companies also conduct required training to continuously improve the skills and competencies. The following study has been undertaken to identify the practices of 30 companies which were recognized for human resources efforts and practices. The companies brought many innovations in human resource development. They emphasized on quality and diversity within the workplace. They further provided employee incentives and, onsite perks and rewards for high performance. Their recruitment efforts, regular evaluation, transparency and employee engagement will provide guidelines for educational administrators. 30 well recognized companies are considered for this study. Most of them were earned Glassdoor Employee’s Choice Award as One of the Best Places to Work, Fortune’s 500 Best Companies to work for, Sunday Times recognition etc. The findings are presented in Table-1. Based on this, a set of lessons to be learned are derived. If these lessons are practiced by the

higher education institutes, the faculty members can contribute to the growth of knowledge capital.

Vision and Initiatives of Selected Outstanding Universities

In today’s fast-paced world, maintaining a healthy balance between a successful career and a fulfilling personal life can be a challenge. Increasing demands on the faculty time- both in the workplace and at home- can create significant stress. The faculty members are pulled in a dozen directions. Classes, committees, research work, sponsored projects, research guidance, bid document preparation, and more can threaten to drown even the most resilient of the faculty. They need more guidance, assistance, and resources to manage their problems. The high performing universities have taken efforts to help their faculty and staff to manage their work life balance. Some of the outstanding decisions and their implementation are presented in the following section.

Table-1 Implementation of best practices work-life balances

University	Vision and Faculty Needs	Implementation
University of Pittsburgh, USA	The university is committed to helping their most important resources- their faculty and staff. The faculty influences policies and programs through participation.	To help balance work achievement and life activities, university offers a variety of programs, services to help employees attain a healthy balanced lifestyle.
Iowa State University (ISU), USA	The ISU Advance program recognizes the importance of work-life issues to recruitment and retention of excellent faculty.	In partnership with the Office of the Senior Vice President, the ISU Advance program has developed resources and initiatives to improve the work-life at ISU.
Boise State University, USA	This university is committed to helping its faculty members balance the responsibilities of their	The university resources will provide them with information they need to ensure a healthy

	professional and balance lives.	work/life balance. Adult and Elder care. Center for Study of Aging; Powerful Tools for Caregivers.
University of Pennsylvania, USA	Work-Life Resources Penn is committed to supporting their faculty and staff as they balance the competing demands of work and personal life.	The university offers a wide variety of programs and resources to help them care for health, their family and their work-life balance.
University College, Dublin, Ireland	The university aims to promote work life balance for all staff members.	The university has range of flexible working and leaf options available for to staff.
University of Pittsburgh, USA	Life Solutions: University Family and Staff Assistance Program.	It provides a broad range of services to assist the university employees and their household members to balance work and the stresses

		of daily life. Life solutions offer personalized care services, 24-hour support.
The Rutgers University, USA	The university's Faculty and Staff and Staff Assistance Program (FSAP) provides comprehensive counseling and referral service to the university community.	The Crime Victim Assistance Program offers a range of services to assist the persons with aftermath of victimization. Work/life Balance Resources are available for employees and retirees.
Bridgewater State University, USA	The university established the Faculty Advocacy Network (FAN).	FAN provides one to one collaborative and group support to Bridgewater University faculty at all phases of their careers. Through networking partnerships, FAN offers guidance and practical assistance with short-term and long-term goal setting and balancing.
College of Engineering, Guindy, Anna University, Chennai, India	Implements various faculty development programs. Nominates the faculty for international programs and provides funding.	Recognizes the outstanding achievement in internal revenue generation and rewards the faculty. Supports the consultancy works, and research projects.
Indian Institute of Technology-	The Institute wanted to reach excellence in	The Institute selected the best students

Madras, Chennai, India	teaching, research, entrepreneurship, student placement, and consultancy. The Institute reached the highest level in academic performance in the country by following best practices in faculty management.	through national entrance examination selected the best faculty, constructed excellent quarters, schools, shopping center, bus transport and water supply. This Institute awarded pension to all the faculty and staff who opted for the same very late.
Agriculture College and Research Institute, Madurai, Tamil Nadu, India	The university wanted to undertake outstanding research work in crop production and extend the technology in that climate. The faculty will be performing all class work, research and extension work.	The university provided excellent quarters, water supply, electricity, bus transport for the faculty and the staff, an extension center of a bank, an outpatient ward and a doctor. The College is selling paddy, vegetables, fruits and chicken to the residents at cost price.
Bhaktavatchalam Polytechnic College, Kanchipuram, Tamil Nadu, India	The management wanted to improve the skills of the students and 100% employment through a team of dedicated faculty members who have been trained. They also award the best performed student of the state.	The management recognized the outstanding achievement of the departments as follows: Prizes were distributed to the faculty when they produce 100% pass in the Board examination. If all the students obtain the job

		within three months, the faculty of the department was awarded silver medal. If a student received the highest state rank, the department will be awarded a shield.
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		opportunities. FedEx Corporation provides an efficient way to address problems in order to keep the community balanced.	
29	AMEX American Express, USA www.american.express.com Employees: 59000	Focuses service on world-class customer. Training is critical. Conscientious hiring practices and layoff procedures. Communication is taught among staff and accomplished by the implementation of an open-space work area for employees. Management and leadership teams practice open-door policies and welcome the voice of even	Implement open space work area for the faculty and students. Encourage faculty to work in the labs and workshops during holidays and after office hours. Open the library for 24x7. Implement open door-policy. Get the new proposals for development.

Table-2 Innovations implemented by 30 companies and the lessons to learn

No.	Company, Web site, Employees.	Innovations Implemented	Lessons to learn
30	FedEx Corporation, Multinational Courier Services, Tennessee, USA https://www.about.fedex.com/our-story/company-structure/corporate-fact-sheet/ Employees: 42500	Vision: "People-Service-Profit" Excellent care of employees breeds excellent service. To track employee relations, FedEx offers an annual survey and feedback action program. Employees provide valuable feedback and management meets to discuss results. The program allows problem assessment and resolution	"Faculty-Service-Human & Knowledge Capitals". Conduct an annual survey and feedback action program. Resolve the problems amicably. Encourage advanced and Interdisciplinary Research. Programs.

		<p>entry-level trainees. As a proactive effort to maintain employee relations during layoffs, AMX offers transparent severance packages that are both generous and helpful in relocating those affected by the change.</p>	
28	<p>Oxfam (Oxford Committee for Famine Relief), International NGO, UK www.oxfam.org.uk</p>	<p>Oxfam dominates when it comes to management, leadership, development and training people. They see people development as a critical component to staying afloat. They value the training of people as an important retention tool among a sector that typically</p>	<p>Faculty development is essential. Establish in-house faculty development programs. Encourage participation in MOOCs (online programs) of Coursera, EdX, WBI, Swayam or NITTTRs.</p>

		<p>struggles to compete on salaries with business. They train their people to regard the same beliefs, and as a result, are making an impact and difference in the HR arena.</p>	
27	<p>Prudential (Financial Institution), USA www.prudential.com Employees: 49705</p>	<p>They attribute their human resource success to their transparency and ability to share their story. The company's history is shared with its entire staff, discussing the highs and lows, challenges and successes, with every person. The company keeps an open mind in HR processes and</p>	<p>Be transparent and share the perspective plan and involve the faculty in the strategic planning. Circulate the letters on preparing projects.</p>

		welcomes change and innovation when needed. Their open mind is keeping them ahead of the rest.	
26	Eastman Chemical Company Tennessee, USA www.eastman.com/company/ About-Eastman/ Employees: 14500	Company values the input and voice of its employees. Believes that when their people love their work and enjoy working with one another, remarkable things happen. The award received by it was based on their employee rate of satisfaction with the company, as well as critical workplace factors like compensation, benefits, advancement opportunity, work-life balance, career	Encourages the faculty to plan courses and programs. Listen to the views of the faculty association. Promote the faculty based on their world class contributions.

		culture, and access to senior management.	
25	Wegmans Food Markets, Inc. (American Supermarket Chain), NY, USA www.wegmans.com Employees: 49000	The emphasis it puts on taking care of both its employees and customers.	Take care of the faculty and students by accident insurance when they undertake outstation trips for consultancy projects.
24	Alliance Boots GmbH (Pharmaceuticals Company), Switzerland www.bloomberg.com/profile/company/360963iz:SW Employees: >120000	Excels in staffing supportive managers, improving colleague relations, promoting a stress-free work environment, and promoting philanthropy through outreach activities. Offers vocational training for its entry-level employees, offering room to move upward over time. Offers formal accreditation for	Improve interpersonal relations. Encourage faculty get-together, picnics, retreats, and field trips. Promote stress free work environment. Contribute to philanthropy. Encourage best performers by promotion.

		work within the community.	
2 3	Bain and Company (Business and Health Products), USA www.bain.com Employees: 10500	Work culture: Hard-working people who love what they do. Bain is a magnet for top talent and employees who stay the course. The team culture allows all members to fully contribute ideas, support each other, and provide inspiration as a community. Company focuses on the complete-employee ; combining training, mentoring, and flexibility among work schedules .	Hard working faculty love what they do. Encourage bidding for global consultancy projects and planning industry specific programs. Support high performing team culture. Provide mentoring.
2 2	Eileen Fisher Inc. (Entrepreneur & Fashion Designer) NY, USA www.eileenfisher.com Employees: 800+	Focuses on the provision of high-end customer service. Rewards	Reward the faculty for their best performances. Share the project gains.

		its employees' bonuses for their hard work and dedication up to four weeks of earnings. Remunerates for personal education and health and wellness efforts. Sets the standard for creating happy employees, as a result, employee loyalty is at an all-time high.	Reimburse the cost of undergoing faculty development programs.
2 1	Quicken Loans Inc. (Mortgage, Lending) Michigan, USA www.quickenloans.com Employees: 17000	The company expresses an active appreciation for creative culture and encourages employees to innovate without a fear of failure. Even trainees are empowered to innovate and create on a regular	Eliminate fear of failure. Encourage creativity. Guide to undertake sponsored research. Guide to bid for projects under MNCs and IDAs.

		basis. The company believes that when people are free to create, they do remarkable things. Combining passion with creativity causes groundwork for success.	
20	Hay MSL (Real Estate), USA www.hays.com	MSL pioneered a systematic way of hiring the best and brightest. It implemented panel-based interviews and psychometric assessment.	Recruit best and the brightest faculty. Do not eliminate their achievements in the comparative statements for recruitment.
19	Mayo Clinic (Medical Research Group, Rochester, Minnesota), USA www.mayoclinic.org Employees: 63000	Reputed for employing the brightest minds to offer most passionate service. Promoted team dynamics. 60000 employees link arms with one another to provide support and care	Encourage supportive culture. Provide on the job training.

		for patients and families. They provide extensive on-the-job training. The employees receive recognitions for their efforts.	
18	Sainsbury's (Online Shopping) UK www.sainsburys.co.uk	Company takes the lead in HR practices for its ability to innovate human resource practices. Its people strategy is the focus for success. Opened its first worker academy is the first focus for success.	Develop in-house "Faculty Academy" and link it with Faculty Development Institutes.
17	Hilcorp Energy Co. (Exploration & Production) Houston, USA www.hilcorp.com Employees: 1381	Its focus is a belief in mentorship. Takes focused interest in new employees by offering mentorship to improve the rate of success. New team members	Establish "Mentorship Programs". Pay advance increments based on the excellence like earning Ph.D. degrees, prior teaching experiences and Services

		are valued and well-trained for advancement. Pays a lucrative wage. At the end of the internship, job offers are made. It believes in paying it forward when it comes to employee charitable contributions.	under IDAs
16	Brigham and Women's Hospital (Boston, MA), USA www.brighamandwomens.org	Takes efforts to bring a work and life balance to the community. It encourages employees to balance their work and personal life. HR focuses on childcare for working mothers and fathers. Subsidized tuition is offered for employees who earn below a certain	Do not stop paying the registration fees, & travel grants for presenting papers in the international conferences. Provide nomination to take up internships in foreign universities.

		level. Back-up childcare services are also offered in the event of emergencies. Nursing home placement, home health services, and support groups are part of the innovative ways the HR team which helps its employees eliminate stress.	
15	Diageo Plc. (MNC Beverages Co) UK www.diageo.com Employees: 29917	Highest level of integrity and innovation even during times of change. Possess long heritage of systematic leadership building.	Do not stop nominating for global training programs under bilateral schemes.
14	BT Group (Telecommunications Holding Company, MNC) London, UK www.btplc.com Employees: 106400	During credit crunch BT retained, retrained and redeployed existing staff instead of	Provide interdisciplinary training programs for the faculty members. Provide advanced training in

		laying off. BT allowed their staff to be retained in different areas, gaining valuable experience. Apprenticeship programs offering flexible work schedules are available to employees who are looking for areas of movement and advancement within the company.	leadership development and student personnel development.
1 3	Cambridge Consultants (Product Development, Technology) Cambridge, UK www.cambridgeconsultants.com Employees: 800	Company provides free lunches. It offers unconventional ways of retaining top talent. It offers staff high degree of autonomy and control over their career trajectory. Project-led structure helps employees gain	Retain the top talent in engineering education. Develop multidisciplinary programs for diverse global faculty members.

		training and experience while staying relevant to the challenges at task.	
1 2	Marks & Spencer Plc. (MNC-Retail) London, UK www.markandspencer.com Employees: 80787	Employee engagement puts Marks and Spencer at the top of the rung of the business ladder. It prioritized communication builds the backbone of the success model. The company has a strong reputation in employee relations, winning awards and honors for how employees are treated up and down the supply chain. At Marks and Spencer there is no such thing as too much communication. From	Develop e-communication, technical journals and plan round table meeting on the global trends in engineering education. Plan national conferences and workshops for strategic planning and institutional development.

		regular conference calls to management to daily huddles among staff Communication is key to the success of Marks and Spencer.	
11	USAA (Insurance, Financial Co), Texas, USA. www.usaa.com Employees: 32896	The company is recognized for its retention efforts and success. It offers annual luncheons honor ten percent of the employees who have been with the company over 25 years. The retention efforts include extensive training budgets, bonuses, and intensive-based pay increase. Less than 4 % of IT employees turnover and 17% of the employee	Plan outreach global programs and innovate in MSME consultancy programs. Plan community development through knowledge capital and plan programs under various international networking. Organize MOOCs. Plan MMLPs for educational leadership.

		s promoted in 2013. It provides coffee shops, cafes, relaxation lounges, fitness centers and childcare facilities. Regular social events create camaraderie among staff members and also promote the work-life balance the company strives to achieve.	
10	Rolls-Royce (British Luxury Automobile Maker, Subsidiary of BMW), UK. www.rolls-royce.com Employees: 50000	Long synonymous with quality training and apprenticeships. Over 30 % of the Rolls-Royce's senior managers started at trainee-level the company. The business model and value chain are incredibly innovative. Rolls-	Plan to conduct appreciative appraisal every year. Plan tracer studies and impact studies. Plan sponsored studies on the performance of graduates.

		Royce showcase transformation and evolution. Over 80% of the apprentices are between 16 to 18. Most of the apprentices remain and work for the company to the life of their career.	
9	Shell (British Dutch Shell Plc.) The Netherlands www.shell.com Employees: 82000	Pioneered international management practices by involving employees to experience in working in global business. It believes in having a strong, cohesive, and open culture that works together as a team no matter what country the team member is from. Having a global mindset is what sets Shell apart	Plan diverse global faculty development center. Plan needed short-term and medium-term programs in human resource development and management.

		from its competitors.	
8	Ford Motor Co. (American MNC) Michigan, USA www.ford.com Employees: 199000	HR innovation through a highly disciplined culture, outstanding training opportunities, and strong and consistent process. It believes data and discipline should come first, before emotion. When the process is adhered to, a healthy work environment succeeds. People management is established in Ford.	Develop leadership development programs. Offer digital technology-based programs.
7	Boston Consulting Group (Global Management Consulting Group), USA www.bcg.com Employees: 18500	Average hours of training per year for full-time employees are 100. Hourly employees receive approximately 40 hours of training per year. It is the training that	Identify in-house faculty development programs. Plan mentorship programs and implement. The younger faculties are to be trained in consultancy works.

		allows employees of BCG to succeed. Many newcomers graduate to leadership positions within a short duration of time. mentorships and open-door communication policies with leadership allows for creative freedom and confidence to share ideas.	
6	<p>LinkedIn. (American Business-Employee Oriented Co) California, USA. www.in.linkedin.com Employees: 15000</p>	<p>The motto is work hard and play hard. The HR team hosts all-company parties, complete with live music to reward staff members for their hard work and dedication to the company. The team dynamic is designed</p>	<p>Invite new proposals for industry relevant and interdisciplinary programs. Review the existing programs and invite alumni to know the needed programs in emerging technology.</p>

		to encourage employees to create systems that break the status quo. Once a month, the company holds an InDay, which is when employees set aside regular new ideas. Employee turnover is less than 8 % and promotions consistently over 17 %.	
5	<p>Twitter (Social Networking Service) California, USA. www.twitter.com Employees: 4600</p>	<p>It promotes work-life balance, causing the employees to admire the company culture. HR focuses a lot of time and attention to training managers to lead, while maintaining a culture of</p>	<p>Creating work-life balance; The institute can appoint a manager for faculty training; create a culture of authenticity, transparency, and accessibility. The heads of departments have to be trained.</p>

		authenticity, transparency, and accessibility. The extensive training offered to those in leadership.	
4	Nissan (Nissan Co Ltd, Japanese MNC), Yokohama, Japan www.nissan.in Employees: 138910	Blended manufacturing techniques of Japanese and British productivity. The key philosophy is Kaizen. It empowers the workforce to continually improve the way the job is done. Recruits best skilled workers and support them to improve their skills. The company has implemented transparent salary scales and autonomy for leaders to recruit and build	Similar to Kaizen the faculty could be trained in managing the faculty for high performance; Institutes can recruit the best faculty based on their accomplishments.

		their own teams.	
3	SAS (Scandinavian Airlines) Stockholm, Sweden www.sas.com	It offers a university campus feel on its grounds, with greenways that connect buildings to buildings. Recreation and fitness facilities are found on campus, offering time for employees to take part in maintaining the health of the entire person-mind, body, and spirit. It offers a high trust environment and low turnover rate. HR department is addressing day-to-day stresses and concerns that are common in a workplace environment.	Best institutional planning could be undertaken. Recreational and fitness facilities could be established. Faculties are to be guided to maintain healthy mind and spirit.
2	Cadbury (British Confectionery Co) UK	Puts its people first. It maintains	Campus could be designed to

	www.cadbury.co.uk Employees: 71657	d worker village and R&D factories. The village offers its staff and their families a comfortable environment to work and live. Its culture combines positivity and balance, among work and life.	accommodate faculty quarters, playground for kids and school.
1	Google (American MN Tech Cop) California, USA.	California a headquarters offer	There is a need for sports facilities

	www.google.com Employees: 103459	a seven - acre sports complex, three wellness centers, indoor roller hockey rinks, horseshoe pits with the right tools, it can attract the best talent, and develop happier and more productive employees.	and indoor games.
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Discussion

All the well performing companies intensively plan outstanding programs for improving the performance through training, evaluating the outcome and rewarding the workers based on the excellent accomplishment. The best employee development methods could be adopted with necessary changes to suit the higher education. It is presented in the following section.

Synthesis

1. Institutional Development

Institutional development centers around the faculty performance, motivation, delicateness, and support for their academic initiatives.

Table-3 Suggestions for New Initiatives

Best Industrial Practice for Creating Center of Excellence
Introduce Selection Criteria based on Excellent Accomplishment of the faculty
Create a Supportive Center for Innovation through Multidisciplinary Programs and Consultancy Center
Reward faculty for the outstanding performance
Eliminate Fear of Failure
Introduce Appreciative Appraisal
Introduce Multidisciplinary Programs

Introduce Intrepreneurship Culture
Provide 24x7 Access to Department for Faculty Research
Create Industry-Institute- Government-Society-Partnership
Conduct Tracer Study and Impact Studies
Train Faculty Members in the Industry Relevant Advanced Research
Support Development Programs for Diverse Global Faculty Department
Plan Extension Centers in the industrial hubs

2. Faculty Development and Initiatives

Investment in faculty development will provide outstanding returns through their excellence in planning industry specific programs, interdisciplinary graduate and postgraduate programs and undertaking sponsored projects etc.

Table-4 Suggestions for faculty Development Initiatives

Faculty Development Practice
Approve the faculty participation in global faculty development programs through IDAs/ Bilateral Schemes
Approve and reimburse the cost in participating in MOOCs organized by WBI, Coursera, edX, and other IDAs

Plan innovative short-term and medium-term faculty development programs in human resource development
Approve the planning of MSME Consultancy Programs through Industrial Associations
Provide open space for planning, designing and developing prototypes
Provide 24x7 access to labs, workshops, and library
Reimburse the expenditure incurred for paper presentation in the international seminars and conferences as per the norms
Train the new faculty members in engineering education and interdisciplinary and multidisciplinary research projects
Establish inhouse faculty academy
Support industrial exposures and joint research and development projects as per norms
Provide mentors
Provide assistance to organize monthly meetings for advancement of new knowledge through the local chapters of professional associations
Support the editing and publication of professional journals, book chapters, new letters in collaboration with the industry and other institutes without any financial commitment
Provide support to plan open house for the industries and public
Plan and conduct seminars on the disruptions due to Industry-4
Support high performing faculty teams to research excellence when they receive letter of invitation to assist any complex projects of other ministries of global universities without financial commitment
Support planning international seminars, symposia, conferences in the emerging areas like Industry-4
Encourage the faculty to get global visibility

3. Suggestions in Work Life Balance

The faculty need to have very good health and they have to spend time with their kids and other family members. Based on the strength of faculty, the residential institutions provide needed resources.

Table-5 Suggestions in Work life Balance

Taking Care of Work Life Balance
Plan Staff Quarters with Necessary Services like Water Supply, Street Light, Good Roads, Shopping Center, Medical Facilities, Elementary School, Middle School, High School, Transport Facilities, Telephone Connections
Playground
Community Center
Facilities for Indoor Games
Park
Fitness Center
Leave Travel Concessions as per Rules
Community hall for get together.

Conclusion

The best industries have achieved to get excellent returns on the bottom line through recognizing the employee needs. Most of the well performing higher education institutes which are governed by undisputed chairpersons, administrators, and leaders follow these human resource practices, but many poorly governed institutes do not implement various guidelines as per the rules and Acts. They have poor reputation and do not aid to create human and knowledge capital.

One remedial approach is to get periodical feedback from the faculty and discuss with the CEO. Suitable remedial measures should be taken to improve the academic ecosystem.

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