

“Human Resource Architecture: A Source of Competitive Advantage in
Private Schools”



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Dedication

Most importantly, I dedicate this project to God Almighty my creator, strong pillar, a great source of inspiration, wisdom, knowledge and understanding. Further, I dedicate my dissertation work to my Professors, family and university fellows. A special feeling of gratitude to my loving parents, whose words of encouragement and wisdom push for tenacity ring in my ears. I also dedicate this dissertation to my friends who have supported and gave me strength throughout the process to complete the whole thesis successfully. In addition, I will like to dedicate this work and give special thanks to my wonderful, loving daughters Zainab Mansoor and Fatimah Mansoor for being there for me always, at my side even when they needed me most. Both of you have been my best cheerleaders.

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Abstract

In Pakistan, there has seen a considerable expansion of education sector especially in private sector schools. Currently, one third of all students attend private schools for better quality education leading to a tremendous shift of Human Resource (teachers) from public sector to private sector education. Hence, this thesis focuses on implementation of Human Resource policies and systems as a key strategic factor to identify the effect of HR Architecture on Organizational Performance.

The study is endeavored to build a conceptual framework where the efficacy of Strategic Human Resource (SHRM) in educational leadership is studied to explore its impact on enhancing teachers' competence and organizational performance. Human Resource policies and procedures if strategically and effectively applied help in developing a collaborative and cooperative culture in schools resulting in enhancement of teachers' efficiency in the areas of knowledge, values, and skills as well as enhancement in school's productivity. It shows how SHRM progressed as a new concept and led to the evolution of HR Architecture. It will help in determining the mediating role of Human Capital and Organizational Culture between HR Architecture and Organizational Performance.

A quantitative analysis, making use of cross-sectional survey was adopted and a questionnaire was used for data collection. For this thesis 200 employee responses were analyzed to identify the effect of HR Architecture on Organizational Performance through the mediating role of Human Capital and Organizational Culture. Correlation statistics and three step regression analysis results revealed a strong and positive relationship between Human Resource Architecture and Organizational Performance. Secondly, it augments the fact that HR Architecture if adopted as a strategic tool will have strong, positive influence on the Human Capital and Organizational Culture of the institute resulting in higher performance.

In fact managing the whole HR Architecture is treated as a core capability that might be difficult to imitate.

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Chapter 1: Introduction

1.1 Introduction:

Private schools are a great source of modern quality education in the current era. Researchers have observed a great transference of population and structure from agriculture industry to manufacturing industry and then from manufacturing industry to services industry in the growth and financial development of a country (Clark, 1941; Kuznets, 1957; and Fuchs, 1980). Within the service sector, Educational institutions play a pivotal role in the development and growth of an economy. Education is not only the building block for the development of the country but also a great source of influence on the youth and acquisition on manpower. Predominantly, education services in Pakistan are considered as public service, which is provided to the citizens as government's prime responsibility without any acumen and affordability. This philosophy / policy lacked the perception of nationalization of all education institutions in 1972 and education provision was severely inhibited by lack of poor governing authority, eminence and efficacy. Amjad (2012), stated that in 1979 after nationalization, Pakistan witnessed and experienced restoration of its poor education system due to an exponential increase in the role of private sector schools and its governing authorities. The private schools started receiving a widespread attention both in academic and policy circles (Nguyen and Raju, 2015). Beginning in the 1990s, there has been a boom in private schools.