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## MECHANISMS FOR IMPLEMENTING HUMAN RESOURCE MANAGEMENT PRACTICES AT A REGIONAL UNIVERSITY

### Abstract

Human resource management practices are critical in determining the effectiveness, organizational culture and productivity of organizations and universities in particular. Because of the need to improve the competitiveness of higher education organizations, to meet the rapid growth of technology and the new emerging needs of faculty and staff, it is important to focus on effective human resource management practices. The purpose of this study is to identify and analyse the processes by which human resource management practices are implemented at a regional university. In this way, the study is able to determine the current state of the human resource management practices, problems and conditions that can improve or limit the process of human resource management strategies in the university context. A qualitative research method was used to conduct an in-depth analysis of HR management practices at the university. A total of 11 interviews were conducted with participants selected for their roles and procedures for implementing human resource management practices. The collected qualitative data were analyzed using NVivo software with the help of the thematic analysis, whereby the data were coded to identify themes and patterns. The results confirm the importance of effective HR management practices at the university, especially their impact on increasing job satisfaction, reducing employee turnover and improving the organization image. The qualitative results indicate the positive results of implementing HR management practices to improve positive organizational performance. This study is important because it fills a research gap that has not been effectively explored in the literature on human resource management at the universities.

**Key words:** HR resource management practices, human resource management, implementation mechanisms, university, recruitment, selection, performance management.

### Introduction

Human Resource Management (HRM) practices are central to determining the efficiency, culture, and performance of organizations, including universities. Since higher education institutions are under pressure to increase their competitiveness, to cope with the fast-growing technological environment, and to satisfy new and growing needs of students and academics, the role of proper HRM practices is

crucial. The nature of operations of universities presents a number of challenges and opportunities to HRM due to the fact that universities are a convergence of academic and administrative departments. Knowledge of how these practices is being put into practice in universities may be useful in enhancing the operational efficiency of the universities and attaining strategic objectives.

HR management is a strategic corporate function which is highly important in the context of organizations like regional universities. Thus, the application of the best practices of HRM in such environments is critical to the realization of institutional objectives, staff productivity, and effective learning environment. Regional universities are other institutions that experience some challenges in recruiting and retaining competent human resources given the regional characteristics and financial constraints. HRM practices aid in the process of talent acquisition and management, which in turn is crucial for the sustenance of high academic standards and organizational efficiency [1].

Professional growth is essential for the faculty and staff to be acquainted with the modern approaches to teaching and research, and the latest innovations in the field of administration. HRM practices support the development of human resources by promoting the design and delivery of professional development initiatives relevant to the university's workforce. Appropriate performance standards and feedback systems facilitate the achievement of the university's strategic goals in relation to the performance of faculties and staffs. Effective HRM practices help in establishing and implementing good performance appraisal systems that reward high performers and help in identifying areas of poor performance. HRM practices are very central when it comes to the formulation of a working environment that will enhance the welfare of the employees and their satisfaction with their jobs. This in turn increases efficiency and decreases turnover rates thus leading to the stability of the university and in turn growth [2].

There is a growth in the complexity of HRM in universities because of the complexity of organizational structures, the need for competitiveness, and changing educational needs. Current research calls for the increased importance of HRM practices in enhancing academic achievement, faculty contentment, and organizational efficiency [3].

The recruitment and selection strategies practiced in universities have continued to adopt the use of technology and big data in order to improve the processes and coverage. The new sources include e-recruitment platforms, social media, and artificial intelligence for attracting and selecting candidates [4]. These mechanisms do not only make the process of recruitment more efficient but also enhance the candidates' matching with the needs of the organization [5]. The staff development activities in universities aim at the promotion of staff learning and career advancement. Some of the ways through which these practices can be put into practice include the use of online learning platforms, workshops and mentorship programs [6]. The focus on group work and cross-disciplinary experiences for improving professional competencies and developing connections with other scholars is also increasing [7]. The process of performance management has developed into more comprehensive and ongoing procedures. Formal performance management is now moving from the traditional once-a-year performance review combined with feedback, peer review and self-assessment [8]. There is a significant increase in the application of technology in monitoring and assessment of performances and development of plans of action [9]. This is due to the fact that compensation and benefits are structured to be competitive as well as flexible in a bid to attract and maintain quality employees. Some of the ways include market rates, performance bonuses, and other incentives, and benefits structures [10]. Besides, organizations have also started providing more non-pecuniary incentives like flexibility to work from home and corporate wellness programs to improve the quality of work life [11]. Some of the measures of good employee relations practices include the promotion of a healthy work environment. These are the employee engagement surveys, channels of communication, and conflict solving procedures [12].

Culture plays a major role in the application of HRM practices in universities. The environment that supports teamwork, creativity, and diversity can help to implement the modern approach to HRM [13]. On the other hand, if the organization has a hierarchical or fragmented culture, then it may pose a challenge to the efforts mentioned above [14]. The legal systems which include national labor laws and policies affecting higher education affect the implementation of the HRM practice. Employment standards, equal opportunity legislation as well as the accreditation standards must be met by universities [15]. The legal factors may make universities change their HRM practices to meet the legal requirements and satisfy the market demands [16]. Some of the difficulties that

universities encounter when implementing HRM practices include the resistance to change, lack of adequate finances, and how to manage a diverse employees' population [17]. Strategizing on change management, fundraising for HR development programs, and increasing diversity are essential in addressing these challenges [18]. The application of HRM practices has been associated with enhanced faculty and staff productivity, satisfaction, and organizational performance [19]. Farhan & Hatem mentioned that when HRM practices are effectively implemented, then employees are more engaged, organizations experience lower turnover and the institutional reputation is boosted [20].

These literatures point to the significance of HRM practices within organizations and the methods that can be used in the application of these practices. Institutional culture and regulatory environment are seen to have a strong bearing on the success of these implementations. However, to promote a healthy and efficient academic climate, the implementation of efficient HRM practices is vital.

Linking the university's strategic objectives to the HRM practices guarantees that the HR initiatives are in tandem with the overall strategic plan of the university. This entails the identification of the university's strategic workforce requirements, talent acquisition, and development, and the identification of appropriate talent to fill the vacancies. Applying the best practices of HRM in a regional university is a complex task that depends on the successful integration of the university's strategy, the existence of appropriate policies, top management support, and the ongoing HRM development. The knowledge of the main concepts and mechanisms of HRM will help regional universities improve the organizational performance, increase the employees' satisfaction, and meet the goals of educational activities.

The goal of this study is to find out and analyze the mechanisms by which HRM practices are adopted in regional university. Therefore, through exploring these mechanisms, the study is able to determine the existing HR practices, the existing problems, and the factors that may facilitate or hinder the implementation of HRM strategies in the context of the academia.

To achieve this goal, the research is guided by the following key questions:

1. What HRM practices are frequently used in the university?
2. What are the primary mechanisms through which HRM practices are implemented and sustained in the university?
3. How do contextual factors such as institutional culture and regulations affect the implementation of HRM practices in the university?
4. What challenges does university meet in the implementation of HRM practices?
5. What are the expected benefits in implementing HRM practices regarding the faculty and staff in performance, job satisfaction, and organizational efficiency?

This study is important since it fills a research gap that has not been effectively explored in the literature regarding HRM in higher education. Through the examination of the processes of the HRM practice application, the present study offers a detailed insight into how the discussed practices can be implemented in universities. It is believed that the results should provide some useful recommendations to the university management and HR practitioners that would help improve the existing HRM practices in order to improve organizational performance and create a positive workplace culture for academics and other employees in the university.

## **Materials and methods**

### **Research Design**

This research work adopted a qualitative method research design with a view to offer an extensive, in-depth analysis of the mechanisms of the HRM practice in regional university [21]. This design makes it possible to increase the validity and richness of the outcomes.

### **Data Collection**

Some of the respondents were administered with semi-structured interviews comprising of the HR managers, faculty members, and the administrative staff. These interviews aimed to gather in-depth insights into:

- ◆ The types of HRM practices that were put in place;
- ◆ The ways in which HRM practices are carried out in the university;
- ◆ Challenges in the process of implementation;

- ♦ The impact of institutional culture and regulatory environment;
- ♦ The perceived effectiveness and the results of these practices.

#### Sample

Eleven interviews were conducted with participants chosen according to their positions and the processes of implementing HRM strategies.

#### Data Analysis

The collected qualitative data were analyzed using thematic analysis which entails coding the data and determining the themes and patterns [22]. The qualitative data were analyzed with the help of NVivo software for data categorization.

This approach, backed up by sound empirical data collection and analysis procedures, seeks to offer an account of the processes of HRM practice institutionalization in the university. The choice of the qualitative research method approach enables the investigation of a wide range of the HRM practices of the university and provides a significant contribution to the knowledge of the field of higher education management.

## Results

Analysis of the collected data showed that the following practices were identified by universities to be in place in HRM: recruitment and selection, performance management, training and development, compensation and benefits, and employee relations.

Some of the technological applications that have been helpful in improving recruitment include e-recruitment systems, learning management systems, and engagement surveys. It was proven according to the responses of HR managers and professionals of the university as follows: “e-recruitment platforms have helped to cut down the time to hire as well as increasing the quality of the applicants we get to the university”, “With the help of social media platforms, our university has reached out to better talents”, “We use engagement surveys and we have gained useful feedback to improve our recruitment process and the satisfaction of the candidates”.

Here, the two main principles of performance management, namely, continuous feedback and peer evaluations were highly recommended. One faculty member commented, “The feedback has been on regular basis and due to this I was able to understand where I stand with regard to the university’s objectives and the necessary adjustments that have to be made”. A senior lecturer said, “Peer assessments have offered various angles of the work I do and this has enhanced my professional practice and productivity to the department”.

As for the key components of professional development, online learning platforms and mentorship programs were noted as crucial. An administrative staff member said, “I found that through online learning I have received high quality training and development that are flexible with my schedule”. A lecturer mentioned, “I believe that programs such as mentorship have helped me greatly in my career”. A staff development coordinator responded, “The use of both online and face-to-face classes has been very fruitful since the online classes can be taken at one’s own convenience while the face-to-face sessions provide a sense of interaction”.

New hires also needed to be motivated and this could only be achieved through market-based salary adjustments and flexible benefits. HR professional responded, “Competitive salaries and comprehensive benefits have allowed us to recruit and retain the best faculty”. An administrative staff said, “The flexible benefits packages have been quite popular and appreciated because they allow for the choice of options that would be most appropriate for the needs of the employees”. A faculty member mentioned, “The improvements in the financial benefits have helped me to sleep better at night and to feel more secure in terms of my financial future”.

The open communication system and surveys used in the workplace were helpful in improving the organizational culture. One lecturer said, “The employment has been made happy through the usual surveys and open forums”. A staff member commented that, “The open communication has given me a sense of belonging to the leadership and knowledge of the institutions’ changes”. An administrative employee said, “I have realized that the online feedback platform has proven useful in that it guarantees that our grievances are dealt with as soon as possible”.

The results of qualitative data focus on the analysis of the specific practices of HRM in universities, and the outcomes of their application to the problems of recruitment and selection, performance management, training and development, compensation and benefits, and employee relations. As illustrated by the examples, the HRM practices are critical for improving the organizational performance and establishing a healthy workplace.

#### Contextual Factors Influencing HRM Practices

The findings of the study outlined several contextual factors that have a huge impact on the ability of universities to implement HRM practices. Some of these include, institutional culture and the regulatory environment. All of these factors are important in understanding how and why HRM practices are implemented and managed in higher education institutions.

Another indicator revealed was institutional culture that was found to play a significant role in the effectiveness of the HRM practices. The study revealed that university with a collaborative and inclusive culture will likely to adopt innovative HRM practices optimally. The positive institutional culture ensures that the faculty and staff are appreciated, thus they will be willing to participate in any activities. Interviewees also stressed that the openness and cooperation with other departments promote communication and contribute to the implementation of new HRM practices. Another respondent was of the view that, “Our culture facilitates increased tolerance and easier implementation of new initiatives”.

It was also ascertained that the degree of compliance with regulatory standards was an important determinant of the application of HRM practices. Sticking to the national labor laws and the policies of higher education increases the compliance and the reputation of the university. Some of the participants mentioned that regulation is crucial to sustaining the university’s trust and credibility. An administrative staff said, “Meeting all the regulatory requirements not only places the HRM in a good standing but also gives confidence to the public”. These results imply that the context should be taken into account when it comes to the application of HRM practices in universities. A positive institutional climate for cooperation, the proper organizational and legal balance of power, and compliance with the requirements of legislation are critical for the implementation and application of HRM practices.

#### Challenges and Solutions in Implementing HRM Practices

This paper revealed the following as the major issues that university’s experience in the process of implementing HRM practices and the strategies used to deal with these issues.

Some of the issues that are often realized when implementing change in organization relate to resistance to change in organizations. There is however resistance that was discovered to hinder the adoption of the change management strategies that were considered effective in overcoming the resistance.

There was a change of the performance management system where the faculty members resisted change since they preferred the previous system. Based on the case analysis, the following organizational change management was applied by the HR department: Kotter’s 8-Step Process for Leading Change, such as establishing the urgency, building the change coalition, and communicating the change vision. These steps proved useful in gradually easing the resistance and hence the transition process. An HR manager said, “With the help of early engagement and constant communication, we managed to gain the key stakeholders’ trust and minimize the level of resistance”.

An issue that encountered was the resistance towards an e-recruitment platform. The Human Resources department arranged more detailed training and offered help to each employee in the process of familiarization with the new system. They also gather feedbacks and modified it from time to time according to the feedbacks that the users have given. One of the faculty members said, “I found the hands on training session and the follow-up to be very helpful in preparing for the transition to the new e-recruitment platform than I had expected”.

Performance management shifted to the continuous feedback system, and it was not received positively at first. Therefore, the HR department used change management strategies such as pilot, peer coaching, and feedback to showcase the effectiveness of the new system. A department head said, “The pilot programs enabled us to live with the new system and realize its benefits which contributed to increasing its acceptance”.

Diversity management in the context of the university workforce is not an easy feat that can be solved by the provision of universal solutions and interventions. University provided diversity

training to all the staff and faculty of the university. This program comprised of workshops, seminars and on-line courses for the purpose of creating awareness and for the enhancement of skills to handle diversity at the workplace. One of the respondents said, “The diversity training program has been enlightening and has offered tangible ways of creating a diverse workplace”. University implemented work flexibility and implemented strategies for the recruitment of employees in the organization. Such measures were flexible working hours and working from home possibilities. An HR specialist said, “This university has increased flexibility in working conditions and focused on the recruitment of employees, which has led to an increase in diversity”.

These results have also brought out the significance of strategic initiatives in handling the issues relating to HRM practice in university. Thus, it can be stated that, if universities implement proper change management and support diversity in the universities, they can improve their HRM processes and get better organizational results.

#### Perceived Outcomes

The qualitative data from this study showed that when the HRM practices were effectively implemented, then the level of job satisfaction was high, the turnover was low and the institutional reputation was also good. Such positive outcomes were confirmed in several universities and proved the effectiveness of the implementation of strategic HRM.

#### Higher Job Satisfaction

Specifically, on the professional development and performance management dimensions of HRM, it was discovered that they positively impacted on faculty and staff job satisfaction. Professional development including staff training sessions, training and supportive supervisors, and opportunities for higher education received positive responses from staff. A faculty member mentioned, “The aspect of professional development and performance management system has made this university to be among the best place to work as I feel supported in my career path”.

University initiated a new Performance Management System that focused on regular feedback and individual performance improvement objectives. This system substituted the conventional performance evaluation tradition of the annual appraisal system, which was more efficient in providing timely feedback. An employee said, “The feedback system has been an excellent innovation as I get feedback on my performance consistently and this make me to feel more valued in the organization”.

University was able to implement flexible work arrangements and wellness programs that was welcomed by the staff, and this improved the work-life balance of staff. One staff said, “The policies regarding the working hours and the health programs have enhanced my job satisfaction and health status at the workplace.”

#### Reduced Turnover

The overall effectiveness of the practices of HRM also help in lowering down the turnover rates since employees who are capable and receive ample support from the institution are likely to stay.

The authorities ensured the new employees were given proper orientation and support with the right professional development programs. It was also beneficial in assimilation of new employees into the institution hence they felt they were part of the university right from the start. One of the new hires remarked, “The onboarding program and subsequent support provided has made me to feel so welcome and wanted at this university hence the desire to continue working here”.

University especially emphasized on the aspect of employee incentive through systematic reward management. This program consisted of monetary rewards and social reward such as fun fairs. One of the employees said, “Through the rewards program, I have been motivated to be recognized by the university hence developing a loyalty towards the same”.

#### Improved Institutional Reputation

The effectiveness of the applied HRM practices was also associated with the improvement of the institutional reputation, which made current and prospective employees see these universities as organizations worth working for. University’s commitment to the advancement of professional training and career mobility improved the institution’s image as an employer among university employees. An academic staff noted, “Through provision of professional development support to the faculty, the university has not only enhanced our job satisfaction but it has also enhanced the image of the university as an employer of choice”. University’s adoption of a clear and fair system of performance management led to the enhancement of trust and morale among employees thereby boosting the image

of the university. A senior lecturer said: “The increased openness and fairness of the performance management system has made our workplace environment and the University as a fair employer even better”.

Such findings confirm the high value of effective HRM practices in universities, emphasizing their effect on increasing job satisfaction, decreasing turnover, and increasing the institution’s reputation. Thus, the qualitative findings indicates the effectiveness of the strategic HRM implementation for the enhancement of the positive organizational performance.

The study demonstrates that the HRM practices in university are delivered in a form of several innovative structures which are dependent on contextual factors including institutional culture and regulatory environment. Thus, despite the challenges such as resistance to change and the management of diversity, the best practices of HRM contribute to the improvement of faculty and staff productivity, satisfaction, and institutional performance. This paper’s findings can be used to develop better approaches to HRM in the higher education institutions.

## Discussion

There has been a paradigm shift in university recruitment and selection processes due to the use of e-recruitment platforms and social media. These digital tools are making it possible to increase efficiency in reaching a wider audience during recruitment activities which is consistent with the theory of Resource Based View which calls for strategic management of firm’s resources for advantage over competitors [23]. The results support previous research that has shown how appealing e-recruitment is when attempting to attract a diverse pool of high-quality candidates [4].

Feedback systems have become more dynamic and ongoing rather than through once-a-year formal evaluation or appraisals through peer evaluations. This is, in line with the principles of Change Management Theory particularly referencing Kotter’s 8 Step Process, which emphasizes the continual reinforcement of behaviors to uphold change [24]. The strong performance ratings for performance management techniques suggest that these approaches are well received and have an impact on the performance of faculty and staff.

The focus on training and professional development through educational platforms and mentorship programs underscores the commitment to enhancing staff skills. This strategy aligns with Institutional Theory by adapting to evolving norms and expectations in the education sector [25]. Prioritizing growth not enhances individual capabilities but also nurtures a culture of ongoing improvement.

A supportive and collaborative organizational culture was identified as a facilitator of HRM practices. This discovery is consistent with existing literature, which implies that a nurturing culture encourages innovation and eases the execution of HR initiatives [13]. Departments that value teamwork are better equipped to maximize their resources.

The regulatory landscape, which involves adhering to labor laws and educational policies at the level plays a role in enhancing the implementation of HRM practices by promoting uniformity and compliance, with set norms. The present study provides support to the Institutional Theory in this respect that suggests that the regulatory environment significantly influences the behaviors of organizations [15].

The issues outlined, namely resistance to change and diversity, are all seen as typical issues in the implementation of HRM practice in universities. According to the study, the following solutions were crucial in addressing the challenges such as good change management practices and how to support diversity policies. These solutions are in line with the recommendations of best practices of HR management and organizational change literature.

The benefits of effective HRM practices such as increased job satisfaction, low turnover rate and enhanced institutional image are some of the reasons that make strategic HRM crucial for higher education institutions. Such results correspond with Farhan & Hatem’s studies that have established a relationship between the implementation of HRM practices and improved organizational performance [20].

### Practical implications

The findings of this study have several practical implications for HR managers and university management as follows:

1. Adoption of digital tools: It is crucial to analyze how universities are going to maintain the efficiency of HRM practices through the use of digital tools and platforms, focusing on the recruitment and performance management processes.

2. Continuous feedback systems: Introducing regular feedback processes can improve performance evaluation and organizational development by ensuring the congruency of individual and institutional goals.

3. Professional development: The development of people through online training and coaching is also important to maintain a culture of learning.

4. Diversity culture: Supporting an open culture for employees can help in enhancing the effectiveness of the HRM practices.

5. Compliance and standards: Maintenance of standard regulatory procedures also helps in maintaining the standards and also in building the reputation of the institution.

#### Limitations and further research

This study has some limitations, which should be considered for the next research. Despite the variety of the sample, the conclusions made based on it may not reflect all the specifics of HRM practices in different types of universities.

Further research could be aimed at the research of changes in the nature of the HRM practices and their effects with the help of longitudinal designs. Furthermore, it is recommended to extend the sample to the universities of different regions in order to get a more comprehensive picture of the state of HRM in higher education.

### Conclusion

The purpose of this study was to establish the nature of HRM practices, the steps used in the implementation process, the factors influencing the process, and the results of the implementation process in university. Conducting the research through the qualitative approach, the study offered a rich insight into the ways in which the universities work and the efficiency of their HRM strategies. Hence, this research is useful in explaining the HRM practices in universities, the ways in which these practices are put into practice, the conditions under which they are practiced and the perceived effects of these practices. Thus, the results of the study underscore the role of HRM in enhancing academic performance and organizational efficiency. When the challenges and solutions mentioned above have been understood, universities can improve their HRM practices and gain competitive advantage.

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## **Өңірлік университетте адам ресурстарын басқару тәжірибелерін іске асыру тетіктері**

### **Андатпа**

Адам ресурстарын басқару тәжірибесі ұйымдардың, соның ішінде университеттердің тиімділігін, ұйымдық мәдениетін және өнімділігін анықтау үшін өте маңызды. Жоғары білім беру ұйымдарының бәсекеге қабілеттілігін арттыру, технологиялардың жылдам өсуін және оқытушылар мен қызметкерлердің жаңа және дамып келе жатқан қажеттіліктерін қанағаттандыру қажеттілігіне байланысты адам ресурстарын басқарудың тиімді тәжірибесіне назар аудару маңызды. Бұл зерттеудің мақсаты өңірлік университетте адам ресурстарын басқару практикасы жүзеге асырылатын процестерді анықтау және талдау болып табылады. Осылайша, зерттеу адам ресурстарын басқару тәжірибесінің қазіргі жағдайын, университеттер контекстіндегі адам ресурстарын басқару стратегиясының процесін жақсартатын немесе шектейтін мәселелер мен жағдайларды анықтайды. Университетте адам ресурстарын басқару тәжірибелеріне терең талдау жүргізу үшін сапалы зерттеу әдісі қолданылды. Өзінің атқаратын рөлі мен адам ресурстарын басқару тәжірибесін іске асыру рәсімдерін ескере отырып іріктелген 11 қатысушымен сұхбат жүргізілді. Қол жеткізген сапалы деректер бағыт пен үлгілерді анықтау үшін деректер кодталған тақырыптық талдауды пайдалана отырып, NVivo бағдарламасы арқылы талданды. Нәтижелер университеттегі адам ресурстарын басқарудың тиімді тәжірибелерінің маңыздылығын, әсіресе олардың жұмысқа қанағаттанушылықты арттыруға, жұмыстан шығып кетуді азайтуға және ұйымның беделін жақсартуға әсерін растады. Осылайша, сапалы зерттеу нәтижелері ұйымның тиімділігін үшін адам ресурстарын басқару тәжірибесін енгізудің оң нәтижелерін көрсетті. Бұл зерттеу университеттердегі адам ресурстарын басқару бойынша әдебиеттерде зерттелмеген олқылықты толтырады.

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## **МЕХАНИЗМЫ РЕАЛИЗАЦИИ ПРАКТИКИ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В РЕГИОНАЛЬНОМ УНИВЕРСИТЕТЕ**

### **Аннотация**

Практика управления человеческими ресурсами имеет решающее значение для определения эффективности, организационной культуры и производительности организаций и университетов в частности. Из-за необходимости повысить конкурентоспособность высших образовательных организаций, удовлетворить быстрый рост технологий и новые возникающие потребности преподавателей и сотрудников важно сосредоточиться на эффективной практике управления человеческими ресурсами. Целью данного исследования является выявление и анализ процессов, посредством которых практики управления человеческими ресурсами реализуются в региональном университете. Таким образом, исследование способно определить текущее состояние практики управления человеческими ресурсами, проблемы и условия, которые могут улучшить или ограничить процесс стратегии управления человеческими ресурсами в контексте университетов. Для проведения углубленного анализа практики HR-управления в университете был использован качественный метод исследования. Всего было проведено 11 интервью с участниками, отобранными с учетом их ролей и процедур реализации практик управления человеческими ресурсами. Собранные качественные данные были проанализированы с помощью программы NVivo с использованием тематического анализа, при котором данные были закодированы для определения тем и закономерностей. Результаты подтверждают важность эффективных практик HR-управления в университете, особенно их влияние на повышение удовлетворенности работой, снижение текучести кадров и улучшение имиджа организации. Качественные результаты свидетельствуют о положительных результатах внедрения практик HR-управления для улучшения положительных результатов работы организации. Это исследование важно, поскольку оно заполняет пробел в исследованиях, который не был эффективно изучен в литературе по управлению человеческими ресурсами в университетах.

**Ключевые слова:** практики HR-управления ресурсами, управление человеческими ресурсами, механизмы реализации, университет, набор, отбор, управление эффективностью.

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