# Science of Educational Administration and Finance (Yr. 2005)

Jan. 10, 2006

## Administration and Management of School:

Reform and Theory (5)

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# Context of Lecture

8. Human Resources Management (HRM) in School

- 8－1. Background of Human Resources Management in School
- 8－2. Two Patterns of Human Resources Management
- 8－3. Rational Model of Human Resources Management
- 8－4. Efficacious Model of Human Resources Management
- 8－5. Theories of Motivation

9. Teacher's Work Status

- 9－1. Teacher's Work Status/Busyness
- 9－2. Teacher's Work Status/Mental Health

# 8－1. Background of Human Resources Management in School

- Decentralization and School Characterization

- New Public-Administrative Management (NPM)
  In the rapidly changing world, as a response to challenges to enhancing international competitiveness, the new scheme constitutes aspiration/policy/measures to achieve higher-level and measurable effectiveness and efficiency, by introducing philosophy and method of business management into a public administrative domain.
  cf. Managerialism

# 8－2. Two Patterns of Human Resources Management

- "Hard" human resources management

  efficient achievement of tasks and organization's strategic objectives

  organization's structure, policy

  management by objective, performance-based salary, line management

- "Soft" human resources management

  staffs' human/professional feeling of efficacy and growth

  organization's human relationship and culture

  reflective practice, collective decision-making/execution, job enrichment, mentoring

# 8－3. Rational Model of Human Resources Management

- **Staffing** ←
rules, selection and acceptance of job content
　　↓

- **Performance management**
trial, performance review, inspection, incentive and remuneration
　　↓

- **Development**
individual development plan, team development, advancement

# 8－4. Efficacious Model of Human Resources Management

● Personal feeling of efficacy ←

affirmation/confidence by colleagues, feeling of

self-affirmation

↓

● Feeling of professional efficacy (individual)

motivation/morale, job satisfaction

↓

● Feeling of professional efficacy (organization/group)

organizational culture/leaning, collaborative work

# 8－5. Theories of Motivation

- Content theories of motivation

  Hierarchy of needs theory (Marslow)

  Motivators and hygiene factors (Herzberg)

  X-theory and Y-theory (McGregor)

- Process theories of motivation

  Expectancy theory

  Equity theory

  Goal setting theory

# 9－1. Teacher's Work Status/Busyness

Survey on "the complete 5-day school week system"
(conducted in Jan., 2004)

"Education Reform Reserch Group" (Representative Takehiko Kariya)

- Working hour: about 60% to clocking out after 7 o'clock
- Week-end work : about 1 out of 3 teachers of junior high schools coming
  to work on almost every Saturday
- "The 5-day school week system is depriving teachers' work of leeway.":
  Agreed + rather agreed by majority of teachers
- "Too busy to take enough time to prepare for classes":
  Agreed + rather agreed by nearly 80% of teachers

Discussion: Why is the leeway being denied?

# 9－2. Teacher's Work Status/Mental Health

Public school teachers taken sick leave due to mental problems:
3194 persons (yr. 2003) = 2.7 times ← 1188 persons (yr. 1994)

"Sanraku Hospital" of Mutual Aid Society for the Tokyo Metropolitan faculty members received 353 new patients in 2003, which was an increase of 90 persons from 263 in 1998. Many of them were in their 50s of the experienced echelon, who noticeably claimed that they "could not go along with changes at the work site". The first problem on their mind was "problems on guidance to pupils", which was followed by a "human relationship in workplace". (morning edition of Asahi Shimbun dated Dec. 11, 2004)

Discussion: Why is it increasing?

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