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Human Resource Management as a tool for improving the quality of Higher Education.

Human Resource Management as a tool for improving the quality of Higher Education

Ermingarda Henriques Mungoi

Summary

Human Resources as a Tool for Selecting Educational Institutions is understood as a series of integrated decisions that shape labor relations; its quality directly influences the organization's and its employees' ability to achieve their objectives. While physical facilities, equipment, and financial resources are necessary for the organization, people – human resources – bring the brilliance of creativity to the company. While Ulrich refers more to the operational and procedural aspects of the HR area, citing issues of workloads, hiring, communication, remuneration, and the impacts on competitiveness, Milkovich and Boudreau refer to the conditioning labor relations, going beyond the physical structure, and add, with a certain poetic air, that "people bring the brilliance of creativity to the company." It is possible to identify, with these initial perceptions, some objectives of this area, both in relation to operational and human issues. The HR area, which has its origins in the Industrial Revolution, has been modified over the last few decades, including in its nomenclature, and especially in the role it has been playing in organizations. Initially, it was called Human Resources and later, due to legislation and its influence on labor relations, it came to be called Personnel Administration.

Keywords: Human Resources, People and work.

Abstract

HR as a tool for the Selection of Educational Institutions it is understood as a series of integrated decisions that form labor relations; Its quality directly influences the ability of the organization and its employees to achieve their goals. Even though physical facilities, equipment, and financial resources are necessary for the organization, people – human resources bring the brilliance of creativity to the company. While Ulrich refers more to the operational and procedural aspects of the HR area, citing the issues of positions, hiring, communication, compensation and the impacts on competitiveness, Milkovich and Boudreau refer to the working relationships that are established, going beyond the physical structure, and add, with a certain poetic air, that people bring the brilliance of creativity to the company. It is possible to identify, with these initial perceptions, some objectives of this area, both in relation to operational and human issues. The HR area, which has its origins at the time of the Industrial Revolution, has changed over the last few decades, including in its nomenclature, and especially in the role it has been playing in organizations. Initially, it was called Human Resources and then, for reasons of legislation and influence on labor relations, it was called Personnel Administration

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Introduction

Nowadays, higher education institutions are modernizing their processes in order to... adapt to market demands and the global landscape. Based on this, we value some processes, one of which is the selection of teachers. In this context, there is a restriction on this process. as a way to ensure more effective hiring and greater added value to results. Organizational and meeting the demands of society. This includes the process of selecting people. an important step in any type of organization, based on the premise that people are the



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Much more valuable than she possesses, higher education institutions take greater care and investing in your human capital by attracting and retaining highly skilled and better-trained professionals, with specific skills and competencies and who apply best teaching practices in the classroom. In the classroom, we seek more innovation, information, knowledge, technology, and a connection between theory and practice. Some educational institutions with bolder profiles and more innovative ideas are increasingly... As companies become more professional and structured, they begin investing more in their faculty, from selection to monitoring their performance, all because of the fact that The job market is changing its management methods and encouraging the search for these... institutions to be competitive differentiators. Going further, it is possible to perceive today, a The primary concern of educational institutions, both public and private, is better management of people. They also go through major modernization processes and adapt to this new scenario, trying to engage and stay updated to meet the demands arising from this. In this new era, we are recognizing the importance of attracting professionals through a well-defined process. structured and enabling more assertive hiring, contributing to results. organizational and educational.

Educational Institutions

In addition to investing in institutional issues, in work methods, in a new perspective. For the school, there also needs to be a focus on the teaching staff: a focus that values them. professionals, allowing their work to be carried out in the best possible way, under good conditions. physical and human resources, aligned with the objectives and values of the institution it represents, guaranteeing better results, both for the institution and for the public it serves - considering that, contemporarily, the teaching profession is considered a physically risky profession and mental health, which is losing social recognition and status and is being devalued. The teacher Today, with all these issues, teachers are suffering from what is called teacher burnout. For this reason, it is... I need to attract and retain highly skilled and specialized professionals with the appropriate training. specific skills and competencies to apply best teaching practices, bringing Innovation, information and technology for the classroom, developing new skills and adding value and knowledge to new generations of students. These institutions then become... to understand the importance of a structure that includes an area whose objective is to manage of all processes involving people, from their entry to their departure from the company. company, considering your entire professional trajectory in this environment.

Human Resources as a Tool for Selecting Educational Institutions

According to Ulrich (1998, p. 33), the HR area is related to “[...] the processes themselves



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organizational aspects of a company (such as, for example, job allocation, hiring, communication and (remuneration), which dictate how the work is performed.” Therefore, it is understood that HR It involves a series of integrated decisions that structure labor relations, the quality of which It directly influences the ability of the organization and its employees to achieve their goals. Although physical facilities, equipment, and financial resources are necessary for the In organizational functioning, it is the people, the human resources, that bring the brilliance to the work. Creativity for the company. This approach refers to the operational and procedural aspects of... The HR department, when dealing with issues such as positions, hiring, communication, and compensation, as well as of its impacts on competitiveness and established labor relations, going beyond the structure physics. This is complemented, therefore, with a certain poetic air by stating that people bring the brilliance of creativity for the company, allowing it to identify, from these initial perceptions, some The objectives of the area, both in terms of operational and human aspects. The HR area, which originated during the Industrial Revolution, has been changing over the last few years. decades, including in its nomenclature and, especially, in the role it came to play in organizations. Initially called Human Resources, it later became known as Personnel Administration, based on legal requirements and its influence on labor relations. Over time, it evolved into Human Resources Administration, People Development, and Management. of People. In addition to these designations, some organizations, according to their characteristics, Vision, values, and culture refer to this area as the People Sector. In educational environments, HR has also taken on a different role, as it was previously seen only as a department of Personnel, responsible for the admission, hiring, and termination of employees. However, as a way to promote continuous process improvement, adapt to new concepts and scenarios and To ensure their survival in the current market, as well as to update their services, educational institutions They came to recognize HR as an ally for institutional growth and the quality of education. and of services, in addition to its market position. Thus, HR began to play a role relevant both in school planning and management, as well as in the processes of attracting and retaining students. talents, especially with regard to the selection and development of their professionals. This Change and the importance of the HR area in organizations are discussed as follows:

The set of small changes and the realignment in the way of managing People have been providing invaluable benefits to businesses. The human resources area Human resources, previously centralized and responsible for all personnel processes, is finally assuming its strategic space, decentralizing, distributing Responsibilities for people development are given to direct managers, equipping them for a new order and moving towards integrated management.

Focused on the business.

Complementing this point, it is worth highlighting that "the fundamental thing is to understand that,



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regardless of the human resources planning model that the organization

"In most cases, the involvement of the human resources management area is inevitable."

Considering the perceptions of these authors, the contributions of this area become clear.

Regardless of the company's segment, acting in a beneficial way on issues involving...

people and directly impacting organizational results. Based on this, institutions

Educational institutions, in seeking improvements in their structures and undergoing processes of change, come

recognizing the importance of adopting a more business-oriented and organizational approach, and not just

pedagogical, a fact that has significantly interfered with the quality of education and the training of

its professionals and the public served, in this case students, families and the community. From this

With a new understanding of the role of HR, educational institutions have begun to modernize their...

processes, among which the selection of teachers stands out, which was previously carried out in its

Most are responsible for pedagogical coordination and administrative management. Currently, these institutions

They rely on the partnership and specific knowledge of the HR area, which integrates management,

coordination and the human resources team itself in the selection processes, both for teachers.

as well as other professionals, making the selection more assertive and effective. Virtually all

The recruitment process involves meeting with one or more members of the organization, and this

a group generally composed of a representative from the human resources department and possibly

This should also include supervisors, colleagues, and even subordinates. Considering that there is little information available.

While information about the company and the position can be gathered in advance, candidates tend to use the

Recruiters' characteristics as indicators of job attributes they cannot observe

directly, as well as the probability of receiving an offer. Therefore, it is possible to conclude

How much does the partnership between HR and other areas contribute to better results in the process?

selective, making it more assertive and effective. Returning to the concepts that permeate the HR field,

Several meanings related to recruitment and selection are presented, based on different

authors. Based on these definitions, the role of the HR area in the context of recruitment becomes evident.

and personnel selection; however, although the concepts are similar in theory, in practice the

Processes don't always occur in the same way in all companies and institutions. In the case of

In educational institutions, a greater complexity is observed in this process, considering that the

Professionals working in this field, especially teachers, perform a job...

differentiated, with a direct impact on the formation of individuals. In this perspective, Nóvoa (1999, p.

30), when addressing this group of professionals, makes a relevant contribution by stating that:

Teachers constitute one of the largest professional groups in societies.

contemporary circumstances, which sometimes hinder the improvement of their status.

socioeconomic. Everyone knows one or two teachers who don't invest in

your profession, which lacks the minimum skills, and seeks to do the least.



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Possible. The teaching profession as a whole is penalized by the existence of these 'cases', which the profession itself has no way of resolving: colleagues are bound by a 'solidarity' that is often misplaced; school principals refuse to interventions that may involve all its members; etc. In this sense, it seems It is fundamental to equip the teaching profession with selection and... differentiation, which allows a teaching career to be based on merit and quality.

From this quote, it is possible to observe the importance of establishing a process of selection with prior definition of the skills required for the teaching role, since that is precisely the case. It is at this stage that exceptional professionals are identified, considering that, in the field of education, there are more and less qualified teachers, those who invest in their careers and those who do not demonstrate this concern. Many teachers invest in their own professional development and qualification, given that educational institutions, especially private ones, have limitations to invest in this aspect, although, on the other hand, they require that these professionals possess qualifications. Master's and doctoral programs are a way for institutions to maintain their competitive edge. It's a common misconception that teaching is learned by teaching and that, therefore, it's not necessary... Specific preparation to be a teacher; however, such a conception is unsustainable, since teaching represents a challenge and requires specific knowledge, skills, and preparation for its... exercise. In this context, educational institutions have shown themselves to be more attentive to the processes of recruitment, seeking to identify professionals with higher qualifications and better conditions for the performance of the job, selecting those who demonstrate the greatest merit for hiring. The role of the teacher has been increasingly observed and criticized in daily educational life, which has led institutions to mobilize and adopt more effective selection mechanisms and criteria, focused on identifying a new teaching profile that demands skills and competencies, aligned with contemporary educational and societal contexts. It therefore becomes necessary to establish a process that contributes to higher quality service for students and, consequently, this contributes to their personal and professional development and training. The selection process used in public institutions differs from that adopted by private institutions, since the former... They select their teachers through public notices and competitions, while the latter use procedures such as curriculum analysis, interviews, and presentation of mini-lessons. Another aspect of the relevant aspect refers to the scope of the institutions, as the selection process presents differences between them. Basic education schools and higher education institutions, such as colleges and universities. There are various forms of recruitment, and each institution adopts the one it considers most effective, appropriate, which may occur through newspaper advertisements, publications in the official gazette, dissemination of notices on the institutional website, among other possibilities, varying according to the type of institution, whether public or private. Recruitment is a two-way process, whose messages serve not only to highlight the expected quality of the candidates, but



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They also function as indicators of the organization's image and philosophy to its own members.

candidates, the government, and the community in general. Franco (2002, p. 21) also emphasizes the importance of

The coach's preparation, when stating that:

[...] will need to have a very broad understanding of the company's environment and culture, be able to relate to all sectors, and take risks. It is precisely in recruitment and selection that is now located in one of the most strategically important areas for organizations: providing the talent necessary for survival and the company growth.

These aspects should be carefully analyzed and used as a basis for the decision.

from a good selection process, considering that every hired professional must demonstrate

characteristics compatible with the institution they will represent, a factor of extreme importance for the

development of the work. Finally, it is relevant to add the following considerations to this process.

related to the selection of people, which can occur internally or externally. Recruitment

External consultants seek professionals in the market, outside the institution, and offer the advantage of...

Incorporation of "new blood," that is, people with new experiences and a market perspective.

a differentiated approach for the organization. Conversely, internal processes favor appreciation.

of the so-called "in-house professionals," contributing to the improvement of the organizational climate, of

Teacher performance and encouraging employees to continuously seek development.

and improvement, since the more skilled and qualified they are, the greater the chances of

career progression. In this sense, internal selection offers advantages such as lower cost, greater

speed, greater security, offering opportunities to employees, in addition to promoting greater

satisfaction and motivation through opportunities for professional growth, as well as

leveraging investments made in training and development. However, this

The process must be carefully structured to avoid conflicts of interest and competition.

Excessive and unrealistic expectations are some of the disadvantages of this practice. Furthermore...

Thus, a well-conducted selection process can generate significant benefits, positively impacting...

The teacher's performance, since the more the organization invests in its human resources and

In talent attraction and retention programs, the related financial impact tends to be lower.

to reduce staff turnover, as it will have more loyal employees who are better suited to the institution.

reducing the need for new investments to adapt professionals to the standards.

organizational. With regard to benefits, these correspond to the set of programs or

plans offered by the organization as a supplement to the salary system, the sum of which

This constitutes the employee's remuneration. According to Araújo and Garcia (2010, p. 142)

[...] social benefits involve the working conditions that organizations

They offer to support people. Unlike direct employees, which varies.

Depending on the position, indirect compensation will, in principle, be common to all.



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People from the organization, observing the rules established for each benefit. Pay attention- if it's for the expression of the principle, because it's a fact that some organizations benefit only part of their social structure, such as luxury travel and cars, is not necessarily for carrying out all professional activities, but the idea That's not what social benefits are. Social benefits are offered by Different motivations, depending on the organization's objectives.

Selection by Competencies

Selection is a process that affects various aspects and environments, one of which is the classroom. For this reason, it is essential that, at this stage, institutions and HR professionals pay attention to certain actions in order to achieve greater effectiveness in hiring, especially of teachers, the focus of this research. One way to make selection more assertive is to define in advance the activities that make up the teaching position, their personal and/or professional characteristics, the length of experience in the profession, among other criteria. For the exercise of teaching, as with any other function, certain competencies must be considered that describe positions, activities, and functions within an organization, regardless of its segment. Regarding the concept of competence, several authors present definitions that contribute to a better understanding of this topic. Looking back at the origin of the term, it is observed that the word competence has been used since the 15th century, initially associated with the expression "to compete," also related to the idea of "revitalization," which gave rise to nouns such as competition, competitor, and competence. Along the same lines of thought, Perrenoud (2002, p. 140) stands out when referring to this term, stating that:

[...] it is interesting to analyze the semantic parenthesis that exists between the ideas of competence and competitiveness. The common origin is the verb to compete (com+petere). which in Latin means to seek together with, to strive together with, or to ask together with. It was only in late Latin that the meaning of "to dispute together with" came to prevail. When competing with someone for material possessions, it becomes natural to... The mutually exclusive nature of conquest: for someone to win, someone else must lose.

These considerations transcend the time in which they were defined and are still used today in... a wide variety of environments and situations, especially in the educational field. Marchesi (2008, p. 26) explains that:

[...] in recent years, a concept has been gaining ground in the field of education, already An old concept, but one that has acquired new vigor: that of competence. First, it was applied to The training of professionals, and therefore also of future teachers; then, I spread it to primary education. The concept of professional competence emerged, initially, to characterize and define the learning necessary for insertion into job market. As defined as the skills and competencies for To perform a specific task in a specific work context. In this way, the skills are determined from the analysis of tasks and have a clear component of the effectiveness and performance of individuals in relation to them.



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When referring to the term competence, especially regarding the role of the teacher, it is understood that teaching represents a challenge and requires specific knowledge, skills, and preparation for its practice. Another relevant issue concerns the exercise of formal leadership in organizations, since, in educational institutions, not only coordinators and directors perform leadership functions, but also the teacher, who acts as a leader of their class, their group of students, and also plays roles related to administrative and process management within the school. The teacher can be considered a manager when organizing, planning, executing, and evaluating their activities, which shows that this role, in addition to being challenging, is not simple and must be carefully observed. Higher education institutions should improve their teacher selection processes, considering the skills and competencies required for the role and seeking to attract differentiated professionals. Given the definitions and interpretations presented, it becomes evident that one of the fundamental stages of the selection process is the identification of competencies, requiring that candidates for vacancies present a set of knowledge, or skills, acquired through their training; Skills, that is, the know-how, which involves aptitude, experience, or ability to perform certain activities; and attitudes, related to the actual doing, which translate the professional's ability to apply their technical knowledge and personal skills in practice, considering both behavioral characteristics and knowledge as essential factors for the exercise of the profession.

Beyond defining competencies, some institutions use differentiated techniques in the selection process, such as group dynamics, technical tests, psychological tests aimed at identifying personality types, leadership styles and work behavior, group or individual interviews, case analysis, mini-lesson presentations, among others, according to the organizational culture. Up to this point, the discussion has focused on the selection of teachers who work in face-to-face environments, such as classrooms; however, there are other teaching modalities that involve different contexts, such as virtual environments. Professionals working in distance learning (EAD) must also possess specific competencies, which do not always coincide with those required of teachers working in physical classrooms, considering that EAD platforms are already a reality and serve students and workers who cannot participate in person. For these professionals, differentiated competencies must be identified, as pointed out in the quote, since this role is the responsibility of both the teacher and the student. Teachers and tutors perform teaching activities, and the discourse of flexibility and autonomy, in many cases, ends up translating into work overload, with a high number of students and demands for competencies that the tutor does not yet fully master. This reality highlights the need for reflection on the working conditions of these teaching professionals, as well as on aspects related to the human resource management of this group.

Organizations, regardless of their sector, can apply this concept and method, since every professional should possess a set of knowledge, derived from their training; skills, the know-how, which involve aptitude or capacity to perform activities; and attitudes, the doing, which express the ability to apply technical knowledge and personal skills in practice. Finally, it is fundamental that education professionals continuously seek to improve their training, as their development directly impacts the classroom and the student. However, regardless of the institution, teachers need motivation and encouragement to continue performing their profession in the best way, believing in their potential and valuing their training and professional goals. These professionals, who are adapting to new educational contexts and constantly reinventing themselves to stay updated, also need to adapt to the new demands, models, and scenarios of organizations and educational institutions, seeking constant updating, since the development process occurs through the commitment of all parties involved: students and teachers, teachers and educational institutions, schools and governments, and governments and society. Given this, some actions can be taken to improve skills, such as:

1. Create a hiring policy that aligns with the school's values: This can help ensure that



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so that new employees are aligned with the school's culture and objectives.

2. Promote and safeguard the well-being of employees: Employee satisfaction is fundamental.

for the success of the school. To offer benefits, professional development opportunities and a

A healthy work environment can help keep employees motivated and engaged.

3. Create strategies for training and development in the workplace: Offer

Training and professional development can help employees improve their skills.

and performance, which can have a positive impact on the quality of teaching.

4. Discover and implement tools for developing organizational culture: Culture

Organizational structure is an important factor in the quality of teaching and the work environment. Identifying

How to speak, the values and behaviors that are important to the school, and how to implement them throughout the school.

Organization can help create a positive and productive environment.

5. Show employees and teachers the possibility of promotions: Offer opportunities for

Professional growth can help keep employees motivated and engaged.

6. Distributing tasks in an organized and appropriate way among employees: This can help

to ensure that tasks are completed efficiently and effectively, which can have an impact

positive in the quality of teaching.

7. Ensure job satisfaction for all those working at the institution: This can

to help ensure that all employees feel valued and motivated, which can have a

positive impact on the quality of education.

8. To have a structured selection process that guarantees the quality of the procedure, aiming to

Minimize hiring mistakes: This can help ensure that new employees are

integrated and compatible with the school culture.

Conclusion

It is through work that man produces goods and services, ensures his survival, and...

It relates to other men and builds a better life. And work then takes on extreme importance.

importance in the lives of human beings. After all, man only feels fulfilled in his personal life and

familiar when one finds satisfaction in their work. It is known today that workers

They play a very important role in the progress and maintenance of companies in the market.

Seeking to reconcile and meet the interests and needs of organizations and the people within them.

They work in personnel and human resources administration.

The HR area, which is still more a part of organizational environments than of...

Educational institutions play a very important role at this stage and can help in this process, considering

their expertise in matters involving both personal and professional factors, as well as

skills and attitudes for working with people with the most suitable characteristics and competencies



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suitable for the role and that present details aligned with institutional values, a key factor for the

The success of this performance in any institution where it is implemented.

Based on these reflections, we conclude that this topic is extremely relevant and it is up to... HR professionals and educational institution administrators need a new perspective on selection processes. of their future teachers, considering that this category of professionals is responsible for a an important process that is part of the formation of individuals and that can contribute to the creation of a more equal and better world and society for all.

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