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**AN INVESTIGATION INTO HUMAN RESOURCE
MANAGEMENT IN TEN SELECTED INTERNATIONAL
SCHOOLS IN THE COLOMBO DISTRICT.**

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ABSTRACT

The problem of the study was to investigate human resource management in international schools. This study was limited to ten international schools in the Colombo District. Descriptive research approach was used in this study.

The objectives of the study were,

1. To identify the human resources in international schools and to highlight the significance of Human Resource Management.
2. To study the present situation of the Human Resource Management (HRM) in international schools.
3. To examine the extent of contribution the management of human resource has towards the achievement of school effectiveness.
4. To examine the ways and means of developing Human Resource Management in schools.

The study had been conducted on a purposive sample of ten international schools in the Colombo District. The sample included ten school principals, fifty teachers, fifty students and fifty parents of students in international schools.

Data were collected through questionnaires and interviews. The school principals were administered a questionnaire and interviewed. The teachers, students and parents were given questionnaires and the questionnaires given to parents and students included an attitude scale.

The data collected were subjected to analysis according descriptive research approach, in terms of percentages, graphs, tables and criteria used in evaluating school effectiveness.

According to the findings of the research, the human resources of international schools, identified were board of directors, school principals, sectional heads, teachers, non-academic staff, supportive staff, students and parents. Community members and well-wishers of the school as school stakeholders and as human resource of the schools had not been identified. The importance of human resources, in efficient functioning of the school and in achieving school objectives had been identified by the majority of school principals. But, the contribution from parents as a human resource was not sufficiently sought by the school managements. The need of Human Resource Management had been identified for efficient and effective school management by the school principals.

The present situation of Human Resource Management of the international schools was studied under the functions of acquisition, development, motivation and maintenance of human resources. According to the data analyzed, it was seen that HRM in international schools was satisfactory to a certain extent. However, weaknesses were identified in acquisition of teachers to these schools as unqualified and teachers without the necessary professional training had been recruited. Opportunities available for professional development and motivation provided for work were at satisfactory level. The maintenance of the human resources was not given due attention. Principals of the schools were highly satisfied with their jobs while the teachers were not satisfied with their jobs to a considerable extent. The teachers of the schools were not satisfied mainly with the leave they were entitled to. The welfare facilities available in the schools too were not at a satisfactory level. The attitudes of parents and students were positive towards the Human Resource Management of the schools.

The schools studied had strong and professional principals, but the availability of the professionally qualified and experienced teachers was not satisfactory. Most of the schools did not have a clear and positive philosophy in practice. There was no proper student welfare system. The support for parent and community participation in school activities was also not satisfactory.

Among the ways and means of developing Human Resource Management of the schools recommended, the establishment of an effective and open communication

system, improvement of working conditions, provision of professional development opportunities after a need analysis, recruitment of qualified staff for teaching and school administration, improvement of supervision of the teaching learning process, use of suitable motivational strategies, establishment of welfare system, minimizing disparities in salaries and maximum utilization of the available human resources available through improvement of job satisfaction were significant.