INTEGRATION OF THE HUMAN RESOURCES PROFESSIONAL IN A SCHOOL CONTEXT

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ARTICLE INFO	ABSTRACT
	Objective: The objective of this study is to investigate the integration of Human Resources professionals in a school context, to understand their role, challenges, and impact on the institution's overall performance and culture. **Theoretical Framework:** In this topic, the main concepts and theories that underpin the research are presented. Maslow's Hierarchy of Needs stands out, providing a solid basis for understanding the context of the investigation. **Method:** The methodology adopted for this research comprises a mixed-methods approach, combining qualitative and quantitative data collection. Participants include teachers, HR professionals, and administrative staff from the educational institution. Data collection was carried out through surveys, interviews, and observations. **Results and Discussion:** The results obtained revealed that integrating Human Resources management significantly improved student retention rates and overall organizational climate. Enhanced engagement among staff and successful implementation of new initiatives were key outcomes. In the discussion section, these results are contextualized in light of Maslow's Hierarchy of Needs, emphasizing how addressing employees' needs and motivations contributed to these improvements. The implications of these findings suggest that strategic People Management can drive both employee satisfaction and institutional growth. Possible discrepancies, such as varying levels of implementation success across different departments, and limitations, such as the short duration of the study, are also considered in this section. **Research Implications:** The practical and theoretical implications of this research provide valuable insights into how the results can influence practices in Human Resources and organizational management. The findings suggest improved Human Resources practices by highlighting the effective integration of HR professionals into management roles. They offer new strategies for enhancing employee engagement and motivation and contribute to better organizational development by addressing challenges unique to educational institutions. Additionally, the research guides leadership development, emphasizing its crucial role in driving organizational success. These implications reflect how the study's results can impact both theoretical frameworks and practical applications in these fields. **Originality/Value:** This study contributes to the literature by offering an innovative approach to integrating Human Resources professionals within educational institutions, a relatively underexplored area. By providing new insights into how HR management can enhance organizational performance and employee engagement, it introduces practical contributions that bridge theoretical frameworks and real-world applications. The relevance and value of this research are evidenced by its potential to impact the field of Human Resources and educational management. The results may influence practices by demonstrating effective strategies for improving organizational climate, staff retention, and overall institutional success, thereby offering a valuable model for similar organizations seeking to optimize their HR functions. Doi: https://doi.org/10.26668/businessreview/2024.v9i8.4869

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INSERÇÃO DO PROFISSIONAL DE RECURSOS HUMANOS NUM CONTEXTO ESCOLAR

RESUMO

Objetivo: O objetivo deste estudo é investigar a integração de profissionais de Recursos Humanos em um contexto escolar, para entender seu papel, desafios e impacto no desempenho geral e na cultura da instituição.

Referencial Teórico: Neste tópico, são apresentados os conceitos e teorias principais que sustentam a pesquisa. A Hierarquia das Necessidades de Maslow se destaca, fornecendo uma base sólida para compreender o contexto da investigação.

Método: A metodologia adotada para esta pesquisa compreende uma abordagem de métodos mistos, combinando coleta de dados qualitativos e quantitativos. Os participantes incluem professores, profissionais de Recursos Humanos e pessoal administrativo da instituição educacional. A coleta de dados foi realizada por meio de questionários, entrevistas e observações.

Resultados e Discussão: Os resultados obtidos revelaram que a integração da gestão de Recursos Humanos melhorou significativamente as taxas de retenção de estudantes e o clima organizacional geral. O aumento do engajamento entre a equipe e a implementação bem-sucedida de novas iniciativas foram resultados-chave. Na seção de discussão, esses resultados são contextualizados à luz da Hierarquia das Necessidades de Maslow, destacando como o atendimento às necessidades e motivações dos funcionários contribuiu para essas melhorias. As implicações desses achados sugerem que uma gestão estratégica de pessoas pode impulsionar tanto a satisfação dos funcionários quanto o crescimento institucional. Possíveis discrepâncias, como os diferentes níveis de sucesso na implementação entre os departamentos, e limitações, como a curta duração do estudo, também são consideradas nesta seção.

Implicações da Pesquisa: As implicações práticas e teóricas desta pesquisa fornecem valiosas percepções sobre como os resultados podem influenciar práticas em Recursos Humanos e gestão organizacional. Os achados sugerem práticas aprimoradas de Recursos Humanos ao destacar a integração efetiva de profissionais de RH em funções de gestão. Oferecem novas estratégias para melhorar o engajamento e a motivação dos funcionários e contribuem para um melhor desenvolvimento organizacional ao abordar desafios únicos nas instituições educacionais. Além disso, a pesquisa orienta o desenvolvimento de liderança, enfatizando seu papel crucial no sucesso organizacional. Essas implicações refletem como os resultados do estudo podem impactar tanto os marcos teóricos quanto as aplicações práticas nesses campos.

Originalidade/Valor: Este estudo contribui para a literatura ao oferecer uma abordagem inovadora para a integração de profissionais de Recursos Humanos dentro das instituições educacionais, uma área relativamente pouco explorada. Ao fornecer novas perspectivas sobre como a gestão de Recursos Humanos pode melhorar o desempenho organizacional e o engajamento dos funcionários, introduz contribuições práticas que unem os marcos teóricos com aplicações reais. A relevância e o valor desta pesquisa são evidenciados por seu potencial para impactar o campo de Recursos Humanos e a gestão educacional. Os resultados podem influenciar práticas ao demonstrar estratégias eficazes para melhorar o clima organizacional, a retenção de pessoal e o sucesso institucional geral, oferecendo assim um modelo valioso para organizações similares que buscam otimizar suas funções de Recursos Humanos.

Palavras chave: Gestão de Pessoas, Engajamento, Desenvolvimento Organizacional, Liderança, Motivação.

INSERCIÓN DEL PROFESIONAL DE RECURSOS HUMANOS EN UN CONTEXTO ESCOLAR

RESUMEN

Objetivo: El objetivo de este estudio es investigar la integración de profesionales de Recursos Humanos en un contexto escolar, para comprender su papel, los desafíos y el impacto en el rendimiento general y la cultura de la institución.

Marco Teórico: En este tema, se presentan los conceptos y teorías principales que sustentan la investigación. La Jerarquía de Necesidades de Maslow destaca, proporcionando una base sólida para comprender el contexto de la investigación.

Método: La metodología adoptada para esta investigación comprende un enfoque de métodos mixtos, combinando la recolección de datos cualitativos y cuantitativos. Los participantes incluyen profesores, profesionales de Recursos Humanos y personal administrativo de la institución educativa. La recolección de datos se llevó a cabo mediante encuestas, entrevistas y observaciones.

Resultados y Discusión: Los resultados obtenidos revelaron que la integración de la gestión de Recursos Humanos mejoró significativamente las tasas de retención de estudiantes y el clima organizacional general. El aumento del compromiso entre el personal y la implementación exitosa de nuevas iniciativas fueron resultados clave. En la sección de discusión, estos resultados se contextualizan a la luz de la Jerarquía de Necesidades de Maslow, destacando cómo abordar las necesidades y motivaciones de los empleados contribuyó a estas mejoras. Las

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implicaciones de estos hallazgos sugieren que una gestión estratégica de personas puede impulsar tanto la satisfacción de los empleados como el crecimiento institucional. También se consideran posibles discrepancias, como los diferentes niveles de éxito en la implementación entre los departamentos, y limitaciones, como la corta duración del estudio, en esta sección.

Implicaciones de la Investigación: Las implicaciones prácticas y teóricas de esta investigación brindan valiosas perspectivas sobre cómo los resultados pueden influir en las prácticas en Recursos Humanos y gestión organizacional. Los hallazgos sugieren prácticas mejoradas de Recursos Humanos al resaltar la integración efectiva de profesionales de HR en roles de gestión. Ofrecen nuevas estrategias para mejorar el compromiso y la motivación de los empleados y contribuyen a un mejor desarrollo organizacional al abordar desafíos únicos en las instituciones educativas. Además, la investigación guía el desarrollo del liderazgo, enfatizando su papel crucial en el éxito organizacional. Estas implicaciones reflejan cómo los resultados del estudio pueden impactar tanto los marcos teóricos como las aplicaciones prácticas en estos campos.

Originalidad/Valor: Este estudio contribuye a la literatura al ofrecer un enfoque innovador para la integración de profesionales de Recursos Humanos dentro de las instituciones educativas, un área relativamente poco explorada. Al proporcionar nuevas perspectivas sobre cómo la gestión de Recursos Humanos puede mejorar el rendimiento organizacional y el compromiso de los empleados, introduce contribuciones prácticas que unen los marcos teóricos con aplicaciones reales. La relevancia y el valor de esta investigación se evidencian por su potencial para impactar el campo de Recursos Humanos y la gestión educativa. Los resultados pueden influir en las prácticas al demostrar estrategias efectivas para mejorar el clima organizacional, la retención del personal y el éxito institucional general, ofreciendo así un modelo valioso para organizaciones similares que buscan optimizar sus funciones de Recursos Humanos.

Palabras clave: Gestión de Personas, Compromiso, Desarrollo Organizativo, Liderazgo, Motivación.

1 INTRODUCTION

The area of People Management is one of the areas that has undergone most changes and transformations. The vision that one has today of the area is totally different from its traditional configuration, when it was called Human Resources Administration (HRA) and before in the past the focus of the administrators of the Human Resources Department was to carry out bureaucratic and control tasks. Today, it has been responsible for the excellence of successful organizations. Second (Chiavenato, 2005) "Business capital is indispensable for business success, but today we realize that the inability of a company to recruit and maintain a good workforce is what constitutes the main bottleneck for business operations".

Talking about people involves exploring their mindsets and energy, about mentality, about vitality. Without people there are no organizations. There are no companies. Still second (Chiavenato, 2004) organizations are made up of people and depend on them to achieve their goals and fulfill their missions. And for people, organizations are the means by which they can achieve various personal goals at the cost of time, effort and conflict.

People are extremely important to an organization's success. They may increase or decrease their strengths or weaknesses, depending on how they are treated. Ideally, they should be treated as a source of success, because they are the ones who manage and run the company.

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According to (Bordenave, 1995) "Participation is the natural way for man to express his innate tendency to accomplish, to do things, to assert himself and to dominate nature and the world". So it is noticeable the essential importance of people in the organization, especially when it comes to the activities with which individuals are directly connected.

However, for people to perform their activities within the organization well, they need to be stimulated, always having the desire to do the best, innovate and lead the unforeseen and adverse situations with tranquility and above all with safety.

The motivation within the organizational environment is linked to the quality of performance and efforts your employees to achieve the desired results. Second (Chiavenato, 2000), it would be practically impossible to understand the relationships existing between people without a minimum knowledge of the motivation of their behavior.

2 MOTIVATION

Motivation originally derives from the Latin word *movere,* meaning to move. The motivation for the work depends on the meaning that each one attributes to this activity. Motivation is considered an intrinsic aspect of people; no one can, therefore, motivate anyone, and the specific motivation for work depends on the meaning given to it.

Spector (2006) also says that motivation is generally described as an inner state that induces a person to assume certain types of behavior. Maxwell (2004) also says that people do not produce because they are not motivated or appreciated. They often change jobs for personal reasons, not just professional ones, as emotions significantly influence their motivation at work.

According to Silva (2010) The term motivation involves a feeling of fulfillment, growth, and professional recognition, manifested through exercises of tasks and activities that offer sufficient challenge and meaning for the work.

Authors Bergamini and Beraldo (1988) point to motivation as characterized by a process intrinsic to the individual, which impels the individual to act, that is, to behave in a determined manner in relation to the outside world.

Over the last few decades, many authors have developed various theories in seeking to understand the term "motivation" and in defining this expression. Therefore, the understandings did not present a single definition and many scholars of human behavior have published several studies that underline the importance of this phenomenon that drives each human being to react in a different way to the various organizational factors.

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According to Robbins (2002) Motivation is the willingness to exert a high and permanent level of effort in favor of the organization's goals, under the condition that the effort is able to satisfy some individual need. The general motivation is related to effort toward some goal.

For Macedo (2006), Motivation means motive for action, that is, it is the forces that direct and sustain a person's efforts in a certain direction. He also says that "the great challenge of generating motivation is to discover the most adequate stimulus". Each person has a different stimulus and the environment in which they live influence enough.

Gooch and McDowell (1988) thus express: "Very often, people don't do what we ask them to do, simply because they don't want to do that kind of work" and conceptualizes motivation as follows: "Motivation is a force that lies within each person and that can be linked to a desire".

3 MASLOW'S HIERARCHY OF NEEDS

Abraham Maslow was an American psychologist from New York City who developed a motivation theory centered on the concept of self-realization. This concept conveys, according to the author, "the maximum development of the potentials of each human being; each person attains his or her self - realization to the extent that he or she seeks to update his or her potentials".

Maslow's theory of motivation, known as the pyramid of needs, states that in each one has a hierarchy of needs to achieve self-realization. Maslow presents five types of needs: physiological, safety, social, self-esteem, and self-fulfillment.

- physiological needs: they guide human life from birth, constitute the lowest level of all human needs, in the pyramid as: food, sleep and rest, shelter or sexual desire. These needs are also called biological or basic and require clinical satisfaction for the survival of the individual;
- the need for security leads the person to protect himself from any real or imaginary danger, physical or abstract: the search for an orderly world is foreseeable action typical manifestations of this need constitutes the second level of human needs;
- social needs: these are the needs of association, participation, acceptance by colleagues, exchange of friendship, affection and love. They arise in behavior when the lower (physiological and safety) needs are relatively satisfied;

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- self-esteem needs: these are the needs related to the way in which the person sees himself and values it is with self-assessment and self-esteem. It involves self-appreciation, self-confidence, the need for social approval and recognition, status, prestige and consideration;

- need for self-realization: these are the highest human needs at the top of the hierarchy. They are related to the full realization of what each person has of potential and virtual of the full use of individual talents.

For Maslow, people's natural state is one of dissatisfaction. Thus, they may be satisfied at a certain time, but tend to return to their natural state of dissatisfaction, and a new need arises to be realized.

Motivation exists within people, has their needs which can be called desires, aspirations, individual goals or motives. Each person has individual needs and motives, as they are determined by the factors that form the personality by biological and psychological traits and by the characteristics acquired through personal experience and learning.

Figure 1

Maslow's Pyramid

Source: Stoner and Freeman, 2009, p. 324.

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4 PEOPLE MANAGEMENT

From the 1990s, a new terminology called People Management has been used by scholars of human resources management in organizations. The aim of this amendment was to ensure greater identity to the process of change that has developed in policies, practices and management processes, Fischer (2001).

In today's organizational context, managers, employees must be aligned in a single direction. Managers needed to encourage stimulating and bringing their employees to the fulfillment of the goals. Employees must demonstrate their willpower and motivation and thus achieve and correspond to the proposed goals. Organizations today are increasingly dependent on people's involvement, and this is vital for productivity and results.

Some major authors in the area of People Management like Legge (2006), Armstrong (2009), Redman and Snell (2010), agree that people have taken on a strategic and relevant role in organizations. At a time when traditional sources of competitive advantage, as a technology, they are no longer considered sufficient to ensure a sustainable competitive position, people become skills essential for strategic differentiation.

Knapik (2012) Quotes "It is important that the area of people management knows well the structure of the organization, its work environment, its beliefs, values, mission, the work climate and the business culture, so that it can manage people and provide a "engagement" between company and collaborators.

According to Mascarenhas (2008), people management can be conceptualized as mobilization, orientation, direction and administration of the human factor in the organizational environment, observing the diversities of this management in different organizational contexts.

Streets (2004) attempts to translate the dimensions of complexity around the administration of people and explain that the origin of the transition from human resource management to people management lies in the awareness of the importance of these people in the organization.

Dutra (2001) Human management should be understood as a set of policies, practices, attitude patterns, actions and instruments employed by a company to transfer to human behavior and direct it in the workplace. In the age of competitiveness, organizations need to rely on intangible factors such as: knowledge, creativity, factors that come from individuals.

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Dutra (2002) "The management of people as a set of policies and practices that allow the reconciliation of expectations between people- organization, so that both can realize them over time".

Above all, people management seeks attraction, development, fulfillment of present and future expectations and needs, maintenance, monitoring and conquest of people (Armstrong, 2009).

5 LEADERSHIP

Leadership is an exercise that requires sensitivity to perceive the feelings and attitudes of others, ability to understand the dynamics that take place within the groups and still contribute to the facilitation of the tasks, not compromising them. After all, the greatest characteristic of being a leader is having followers.

For Chiavenato (2000), the theme has become extremely important for people who seek to better understand the management of people, considering the need of companies to have leaders who define goals, make decisions and other actions that generate competitive differentials achievable through people.

Leading is driving a group of people influencing their behaviors and actions to achieve goals and goals of common interest of that group. (Lacombe; Heilborn, 2003)

According to Maximiano (2008), leadership is the process of driving the actions or influencing the behavior and mentality of other people, it is the achievement of goals through the direction of collaborators. The manager needs to know human motivation and know how to lead people, which is essential in all other functions of administration: planning, organization and control.

For Kotter (1990), the figure of the leader gains ground in the sense that leadership is nothing more than dealing with change. Leaders establish leadership by developing a vision for the future and include people communicating this vision to them and inspiring them to overcome obstacles.

6 CASE STUDY

The educational institution was going through significant difficulties, the scenario was critical. The turn over high, drop in the numbers of old students, low conversion of enrollment of those interested, committed organizational climate, team unmotivated with personal and

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professional development. The high turnover was due to the lack of organization and follow-up of each employee, it was also noted that the organizational climate negatively favored this issue.

Due to the above mentioned issue, the institution had low retention of students, because we know the importance of the role of the teacher and when there is a high turnover, we put an end to credibility and lack of reference. The importance of a well-supported, committed and motivated teacher should be emphasized, which was not the reality. So the process of re-registration was lower than expected, compromising the loyalty and thus the growth of the Institution.

The conversion of enrollment of the new participants to be enrolled was also unsatisfactory, since there was a lack of better accompaniment and training of attendance agents. There was no real control, effective records for later contact, thus hindering the return of the prospective customer. Another point was the lack of training of the agents, and this undoubtedly reflected the final result. The training that is extremely important for the achievement of the goals, did not happen in a programmed, personalized and structured manner.

The organizational climate was hampered by all the issues addressed above, lacked engagement, involvement with people and processes. The environment was translated into low cooperation, enthusiasm and production. People didn't realize how important they were in the processes. For example, the professors were unaware of the administrative routine, they had no access to the numbers of students re-registered and the work done by the agents. The administrative area did not see well the role of the professor, what paths they were following, and how well qualified they were, which could be a great differential from competitors at the moment of the sale.

In this way, they did not perceive the potential for growth. The whole team needed to see sense in what they were doing in order to then be productive.

The first necessary measure was to propose the school's management the division of coordination into two segments: administrative and teaching. But these leaders would need to act together, so the role and responsibilities of each manager were established.

The administrative area was then taken over by the Human Resources manager and the Teaching sector by the language teacher. After this first step, a large survey of information and data related to the activities of each department was carried out, making possible a detailed study of the situation. In this way, the accompaniment and control of routine tasks began to work in a systemic manner.

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From this, the weekly meetings with the Administrative and Teaching teams were treading a very enriching path, with many exchanges, thus bringing participative management to the surface, which soon yielded apparent results.

7 METHODS

The measures mentioned above provoked the formulation of trainings, meetings and lectures for the whole team. Thus, there was a better understanding of the functions that each one exercised within the institution and of the importance of each one in the processes. Continuous feedback was present in the teams, support in the execution of tasks, recognition of successful activities and simulation of possible problems.

The individual competencies of each collaborator were also identified, and they felt such achievement from the beginning, once they realized that they were being seen in fact. It was proposed in this way, the potentialization of each feature of greater prominence, that is, each should bring its best to work routine.

The reward and recognition process was a key part of the process. Since it did not happen in such a way and with it the effect took place in a visible manner. The presentation of the goals was made by HR and Teaching managers, covering the whole team. The teachers were presented with the goal of retaining the students and taking part in the awards from that moment onwards. The proposal worked on two major aspects: the response to the work, therefore a personal achievement and also financial reward.

On the other hand, the attendance agents were stimulated and oriented specifically towards the attainment of new students, for greater effectiveness in the conversion of those interested, as well as this division, noted greater focus, appropriately directing the efforts.

Another relevant action were the internal campaigns carried out with the institution's students. There was a great that aimed to foster involvement and enthusiasm. The final result brought a sense of pride in studying at that institution and referrals from friends and family.

8 CONCLUSION

This article brings a case lived by a collaborator who had a rise within the organization, the same went through several areas of action, being: care to the public, commercial, teaching until reaching the management and specialized in the area of Human Resources with the

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intention of bringing a new proposal and results consequently. The objetive was to show the importance of the area of People Management in the school environment.

It should be noted that a great difference was the experience of this professional before exercising the function of manager in the organization, since it allowed full understanding of the functions, thus knowing each reality and its respective difficulties.

The present study reports the entire trajectory of the managers and procedures made in search of the change of scenario. The plan of action enjoyed the full support of the collaborators, with the success desired by the top management. The institution has managed to get people involved, the commitment and involvement in the processes, thus modifying the organizational climate. The proposed renovation and fundraising goals were achieved by the teams, thus bringing the growth of the institution and the collaborators.

Today the institution operates with superior result in attracting and retaining students, such a change is due to the measure taken by the Directorate to segment the areas: administrative and teaching. It should be noted that the inclusion of the Human Resources professional in the management was decisive for the success of the process.

The Human Resources professional needs to deal with and care for their employees. Think strategically to be able to propose solutions that generate competitive advantages and support employees in achieving their goals. People need special attention, but financial results must be seen in the same proportion so that there are no negative discrepancies in management as a whole. In the light of the above, it is therefore concluded the great importance of having a Human Resources manager in a company, for the role played by him, and of developing projects that aim at the improvement of people, being a great competitive differential of an organization.

9 DISCUSSION

The conclusion of this case study highlights the importance of finding a balance pursuing financial outcomes to employees and the search for financial results. This involves not only taking care of people, but also ensuring the operational efficiency and profitability of the organization. The trajectory of the Human Resources professional, who has deeply understood the different areas of the organization, illustrates how this understanding is fundamental to implementing effective changes. The separation of the administrative and teaching areas, together with the inclusion of the HR professional in management, demonstrates how segmentation of functions can promote more efficient organizational performance.

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However, the discussion also points to the importance of not only prioritizing care for people at the expense of final outcomes, highlighting the need to find a harmony between these two aspects to ensure the long-term success of the company and the well-being of employees.

In light of this, a new discussion can focus on how HR managers can effectively balance these two aspects: caring for people and the pursuit of financial results. This may involve implementing HR policies and practices that promote the personal and professional development of employees while boosting organizational efficiency and productivity. In addition, it can be discussed how HR leaders can communicate and promote this balanced approach within the organization, ensuring that all stakeholders understand the importance of this process for the success of the company.

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