RESEARCH ARTICLE

MODEL FOR APPOINTMENT OF STUDENT ASSISTANTS ACCORDING TO THE NEEDS OF UNIVERSITY PROJECTS

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Manuscript Info

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Abstract

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Human Resources administration in the XXI century has become one of the main topics to whom organizations and projects of course must be addressed, since it represents its main resource. Projects are created to satisfy a need; however, reaching its goals is intrinsically connected to the existent human talent. It is for this reason that counting with a human resources model is a key element in any project. From the moment the profiles are defined to the recruiting, selection, induction, and staff development process.It is fundamental to design a model of student assistant that allows programs and projects attract and strength themselves with the best qualified human talent to reach the established goals, must be appropriately established.In order to do this, an interview to the program and projects coordinators must be applied to find out elements such as job position profiles, the recruiting, selection and induction process as well as the training and benefits to student assistants.Finally, a series of recommendations are established to create a model of human talent specifically designed to student assistants.

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Introduction:-

The growth of the economy is closely linked to the production of higher and better quality of goods and services, because resources are scarce compared to needs, which is why their rational use is required.

The administration plays a primary role in channeling resources towards projects that guarantee their recovery to undertake new investments.

The human resources organization is compared to a system that is constantly changing, adapting to the needs of projects, organizations and the market.

The School of Human Movement Sciences and Quality of Life (Ciencias del Movimiento Humano y Calidad de Vida CIEMHCAVI) of the Faculty of Health Sciences of the National University of Costa Rica (UNA), is visualized as:
[…] a leading and advanced academic unit in the training and training of technicians and professionals in the promotion of Physical Education, Sports, Recreation and Physical Activity, with a view to the construction of a new somatic culture (styles of healthy life) (CIEMHCAVI, 2014)

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The unit participates in extension, research and production, for which it has 19 External Linkage Projects and Programs (ELPP) that promote practice and research to both students and teachers, offering services to the national community, all of them in the area of human movement and quality of life.

To offer these services, the UNA has a system called student assistant (SA), which represents a type of scholarship for academic performance that regular UNA students can opt for and for which general guidelines are established on the functions. and responsibilities that each of the students named under this modality must fulfill.

This system allows the External Linkage Programs and Projects to have student assistants for the development of their daily activities, however, there must be an appointment process that makes it possible to select the suitable personnel.

The theory of organizational development represents a substantially qualitative change with respect to the traditional theories developed in previous centuries, this is because it goes from considering organizations as mechanical systems to organic systems whose change is a product of concentration on the organizational structure and culture specific to each organization.

In such a way that this approach describes the organization formed by different subsystems, which interrelate and influence each other and, in turn, is in constant interaction with the environment that surrounds it.

According to Chiavenato (2009), "human knowledge is becoming the main factor of wealth production" (p. 17). Hence the importance of treating people as a source of success, since the improvement of any organization is obtained by having qualified personnel who play an active role in achieving organizational objectives.

The application of a human resources subsystem model is essential for the management of human talent, as it defines the profile; attract, select and include suitable personnel; subsequently carry out their respective performance analysis; forming it and developing succession plans - taking into account the corresponding benefits and remunerations, in both internal and external balance - will guarantee the organization to have the human resources required for the activity to which it is dedicated.

Method:-
The general objective of the research is to design a model for appointing student assistants that adapts to the needs of the External Linkage Programs and Projects of the School of Human Movement Sciences and Quality of Life of the National University.

The research carried out has a mixed approach, as it combines both quantitative and qualitative components in the same study. The study population is made up of the 19 current programs and projects, for which interviews will be conducted with the coordinators.

Results:-
The National University has the Functional Organization Manual of the Vice-Rector's Office for Student Life, which establishes all aspects related to the scholarships offered by this university, as well as aspects linked to the organization and operation of the Student Welfare Department. Said manual defines that:
[the] Scholarship System for students of the National University is a substantive instrument for the fulfillment of the institutional mission, it promotes strategies and actions through which the institution promotes higher-level academic training for students. It offers scholarship opportunities and benefits to students who come from socially disadvantaged sectors, as well as those who stand out for their leadership in the academic, para-academic, artistic and sports fields (UNA, 2015).

Likewise, the manual describes:
[…] the student assistant scholarship is a stimulus awarded to academically outstanding students who have proven aptitudes and skills to collaborate and perform in areas of institutional interest. It consists of total exemption from payment of credits, with or without financial contribution (UNA, 2015).

While the student assistant is classified as "academically outstanding students who collaborate in activities, projects or institutional programs, as well as students who have proven aptitudes and skills to perform in the para-academic area" (UNA, 2015).

Currently, the School of Human Movement Sciences and Quality of Life has 21 active programs/projects (ELPP), of which 16 use the figure of student assistant for the development of research, teaching, extension and production activities and tasks.

In the Manual for the Organization of Functions of the Vice-Rector for Student Life, in chapter VII of "Types of scholarships and benefits for academic performance", point 61 "On the requirements of the assistant student scholarship" stipulates the following:
1. Submit the request to the corresponding authorities within the established periods.
2. Enroll a minimum of 9 cycle modality credits.
3. Academic and paraacademic assistant students must have a minimum weighted average academic performance of 7.5 at the undergraduate level and 8 at the graduate level.
4. Not be an official of the National University.
5. Comply with the assigned hours and with the presentation of the control.

Although these requirements are mentioned to be appointed as a student assistant, currently the ELPP do not have a defined student assistant profile in which the activities and responsibilities of the positions are established, as well as the knowledge, skills and aptitudes that they require. are required for the student assistant position.

In the interview carried out with the ELPP coordinators, they all consider that it is of great importance that the School's programs and projects have position profiles for the students who occupy these functions, since this becomes a technical tool that would allow them to attract the human talent most suitable for the functions carried out in the ELPP.

The human talent provision process is made up of the recruitment, selection and induction sub-processes; To date, the ELPP carry out these processes empirically, without using administrative techniques to do so.

The coordinators of the ELPP were asked if they agree with the implementation of a process of attracting and providing human talent, in this case of student assistants, however, they highlight the importance of being part of the creation of this process , since knowing the relevance that human talent implies in the daily activities of the ELPP, they consider that this recruitment, selection and induction process should not become a cumbersome application methodology that ends up hindering or delaying the appointment of these students.

For the purposes of this research, the human talent development process is represented by two major subprocesses: training and benefits.

For this reason, the ELPP coordinators were asked about the type of training that the attending students receive and they responded that they are provided with training in health areas specific to the activities they carry out; However, they agree that areas of great importance are left aside, such as customer service, teamwork, conflict resolution, marketing and promotion, project management, basic finances, among others.

These areas, although they do not belong to the branch of knowledge of these students, could represent a significant complement to their professional training and work experience.

In addition to this, it is mentioned that not all training courses offer certificates of participation or achievement for attending students.

Regarding the issue of benefits (economic and non-economic) that the attending students receive for the functions they perform, the Manual of Organization of Functions of the Vice-Rector's Office for Student Life states that "a total exemption from payment of credits is granted. and a monthly financial contribution, defined according to the criteria approved by the Scholarship Council. It will be recognized and documented in the academic record as a co-curricular activity" (UNA, 2015).

For the coordinators, these benefits are equitable to the functions carried out by the student assistants and, in most cases, they even represent an important economic income for students with disadvantaged social conditions and a great opportunity to acquire work experience in their field of action in exchange for significant financial remuneration.

According to the manual:
[…] the amount of remuneration per academic and paraacademic assistant student hour with a budget from the Scholarship Fund corresponds to 50% of the monthly hour of a high school instructor teacher. In addition, the student will enjoy exemption from paying tuition for the period during which the service is provided.

In the case of projects that use resources of a specific nature as a source of financing for the incorporation of student assistants, the academic and paraacademic assistant student hour may not be less than 50% nor more than 75% of the monthly hour of the high school instructor teacher (UNA, 2015).

For them, it is necessary to carry out the following benefit analysis:
Table of benefits received by a student assistant.

Economicbenefit	Amount	Numberofhours	Appointmentperiod	Totaloftheperiod
Minimum	9 743,00	20	5	974 300,00
Creditpaymentexemption				
Creditvalue	12 512,00			
Number of credits per school semester	18			
Amount payable per school semester	225 216,00			
Total benefit per university semester	1 199 516,00			
Monthly benefit received by the student assistant	**239 903,20**			

Source: Own elaboration, 2023

It can be seen that a student assistant receives at least approximately 239,903.20 colones per month for working part-time, which in comparison with a semi-skilled worker who receives 190,716.56 colones per month working the same day (this according to data from minimum wages of the Ministry of Labor and Social Security of Costa Rica). Additionally, the semi-skilled worker must make the payment corresponding to the credits enrolled in the university degree he or she is pursuing.

Given this situation, it is observed that the economic (and non-economic) benefits are by far equitable with respect to the functions performed by these student assistants.

Regarding the criteria taken into account to make the payment of the attending students, the ELPP coordinators mention that they are generally based on the length of service that the students have collaborating in the ELPP.

Discussion:-
"The industrial revolution gave rise to a series of conflicts that motivated scholars of the time to analyze such contingencies and provide alternative solutions" (Madriz, 2013, p. 40). Madriz (2013) explains how Taylor, in his desire to increase the performance of workers, experiments with using the stopwatch to measure the times used in tasks, proposing the separation between planning and execution.

For his part, Fayol, cited by Madriz (2013), directs his research to the analysis of what a manager should do in his organization and the best steps he should follow to achieve adequate management and organization.

Madriz (2013) points out that Fayol classifies the activities carried out in a company as technical, commercial, financial, security, accounting and administrative. "To clarify what administrative functions are, Fayol defines the act of managing as: planning, organizing, directing, coordinating and controlling" (p. 41).

Da Silva, cited by Madriz (2013), refers to five schools, of which the functional school defines administration as a "clear process that consists of planning, organizing, acting and controlling with the purpose of determining and achieving the objectives of the organization. by employing people and resources for them" (p. 42).

However, the systems school maintains the thesis that:
[…] organizations are organic and open systems that consist of the interaction and interdependence of parts that have a whole series of goals. Finally, the school of contingencies states that administration allows organizations to be designed, goals defined, and policies and strategies formulated in accordance with the prevailing conditions in the market (Madriz, 2013, p. 41).

Based on the previous definitions, Da Silva, cited by Madriz (2013), describes administration as "a set of activities aimed at taking advantage of resources efficiently and effectively with the purpose of achieving one or more objectives or goals of the organization. " (p. 42).

The previous definitions have in common that the fundamental task of an administrator is to plan, organize, direct and control the scarce resources that an organization has, in order to achieve the previously defined objectives.

The organization is understood as an organic unit composed of physical, economic and human factors, whose success or failure is directly linked to human resources.

In the period of the industrial era, the traditional elements of production (land, capital and work) were the bases that sustained production and, above all, economies. However, in the globalized panorama of the 21st century, these elements have been replaced by human knowledge.

The human factor is present in all the activities carried out by the organization, therefore, it is necessary for it to develop correct personnel management, seeking to obtain maximum collaboration from them, in order to enhance all their skills for the benefit of the organization. , without leaving aside the needs that the collaborators express.

For Dessler et al., (2011), personnel administration refers to:
[…] the policies and practices that are required to carry out the people or personnel aspects. Among them, the most representative are Plan job needs and recruit personnel for those positions, train and develop and achieve equal opportunities (p. 2).

It is then that human resources management becomes a fundamental pillar for any organization, by providing and retaining in the company the ideal personnel who collaborate in achieving organizational objectives.

Since human resources management becomes the science that seeks to ensure that organizations remain at the forefront, with competitive advantages, characterized by their proactivity and functionality; qualities granted by the human resource hired.

For this reason, such administration must apply correct mechanisms to recruit personnel with the ideal profile, which adjusts to the needs of the organization and thus enhance said profile through induction processes, training and periodic performance evaluations, which allow measuring and taking timely decisions towards collaborators and direct them to achieve the organization's objectives.

It can be stated that human resources administration plays a significant role within an organization, since it is the department in charge of recruiting, selecting, training, controlling and retaining the personnel that comprise it. And since this resource is the most important asset for any organization, policies must be established to ensure that it is developed with integrity and organizational objectives can be achieved.

For Alles (2011), human resources is the discipline that studies everything related to the performance of people within the framework of an organization, however, this system is divided into subsystems, which are composed of "rules, policies and procedures, rationally linked together, that together contribute to achieving a goal, in this case, the organizational objectives, and that govern the actions of all the collaborators that make up the organization" (p. 24).

The subsystems are related to each other, however, due to their level of importance and impact on the rest of the subsystems, the first of them is the analysis and description of jobs, since depending on the position, people are selected, evaluated and Equity in remuneration is analyzed. The following subsystems are attraction, selection and

incorporation; followed by performance evaluation; training and development and succession plans and finally the remuneration and benefits subsystem.

It is important to define some key concepts of these subsystems, such as the specifications, which consist of the "clear and concise, which is regularly developed using general concepts and principles, where the activities and responsibilities of the positions contained are exposed. in the class" (General Directorate of Civil Service, 2013).

Therefore, the figure of student assistant, established by the Department of Student Welfare, which represents a scholarship for those academically outstanding students and is duly standardized.

This scholarship, in addition to economic benefits, represents a series of non-economic benefits implicit in it, which can be seen when compared with another worker in the same conditions, demonstrating the positive impact it has on the attending student.

The description subsystem, which "consists of detailing the functions and tasks of the position" (Delgado, 2011, p. 42).

In the case of attending students, there is no profile defined by the academic unit or the ELPP; However, you have the support of the ELPP coordinators to create a student assistant profile that adapts to your needs.

By not having a previously established profile, the recruitment, selection, and induction process of student assistants are directly affected, since there is no clarity as to which personnel are suitable to fill the position.

Regarding recruitment, Alles (2011) describes it as "the set of procedures to attract and identify potentially qualified and capable candidates to occupy the offered position, in order to select some of them to receive the job offer" (p. 360).

Selection consists of the choice "of people with talent, knowledge and skills to have superior performance in their position or level, whatever it may be" (Guevara, 2011).
While induction is:
[…] the bridge stage between when the person begins the employment relationship and when he or she actually takes charge of his or her position. Induction is important so that each employee understands both the new organization and the functions and responsibilities of their position (Alles, 2011, p. 219).

As for the attending students, although these processes of attracting and providing human talent are carried out empirically, the coordinators demonstrate their interest in formalizing these processes, as long as it does not become a bureaucratically cumbersome process.

Alles (2011) defines development as "helping people grow intellectually and morally. It implies a constant effort to improve the training and development of others based on an appropriate prior analysis of their needs and the organization" (p. 84).

For its part, the Universidad de Oriente (2013) explains training as the "acquisition of knowledge, mainly of a technical, scientific and administrative nature."

The training offered to attending students is provided in areas of health, properly linked to the daily actions of each of them in the ELPP in which they work; However, training should be offered in other areas that allow the attending student to enrich their knowledge as a future professional, in addition to adding value to their resume and work experience.

Regarding benefits:
[…] usually refers to those benefits that an organization offers to its collaborators beyond what is provided for by the laws in force in the country or region and that, although they can be measured in money, are not considered in that way (Alles, 2011, p. 67).

Thus, the best adapted organizations look for ways to favor the systems that make them up, but above all those that refer to their most relevant asset.

Regarding the benefits (economic and non-economic), it is concluded that the student assistant has significant benefits with respect to any other worker under equal conditions, so this benefit is equitable in relation to the functions that the student assistants perform.

The process of human resources administration is explained by Chiavenato (2009) in six basic processes, which consist of including new people in the company, designing the activities that people will carry out in the company to guide and monitor their performance, incentivizing people to satisfy their highest individual needs, train and increase professional and personal development, create satisfactory environmental and psychological conditions for people's activities and, finally, monitor and control people's activities to verify the results.

Chiavenato (2009) adds that "all these processes are closely related to each other, so that some penetrate others and have a reciprocal influence. Each process tends to favor or harm others when it is used well or poorly" (p. 16).

For this reason, it is essential to apply correct human resource management in order to maximize all the skills and abilities that the staff possesses, thereby achieving organizational objectives, in addition to increasing wealth, improving market positioning and, no less important, , create growth opportunities for staff who find their personal and professional fulfillment in their workplace.

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