Design And Implementation Of Management RESEARCH Model For University Faculty

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Abstract: Research productivity is one of the indicators of a great university being assessed by higher education institution. This study developed a model exploring the research capacity status of and challenges encountered by the faculty members of a university, and the possible measures to the problems encountered. The model guided by the theories of motivation and human capital could enhance the research productivity in sustaining the research culture of a university through research capacity enhancement, research dissemination and research utilization. This can provide opportunities of motivation mechanism and continuously encourage faculty members to be involved in the conduct of research. This can also help the campus research management to formulate strategies and support system that would address the challenges encountered and implement viable research policies to and guidance in undertaking relevant research activities

Index Terms: management research model, research capacity, research productivity, motivation, human capital, research activities

1 INTRODUCTION
The advancement of knowledge through research has long been the main goal of universities and other higher education institutions. This advancement may be achieved by engaging academic staff in scholarly activities that deepen understanding of current issues and challenges in the society. In this challenging environment, one of the functions and purposes of universities is to deliver new knowledge indispensable in society’s progress and development and economic competitiveness (Pratt, Margaritis & Coy, 1999; Liu 2009; Makani 2015). Through research, higher education institutions push forward the frontiers of knowledge and lay the foundation for human progress (Moyane, 2007). It is apparent that faculty members of higher educational institution are the main drivers in the realization of society’s needs and the attainment of an innovative and sustainable country. Research is considered a difficult academic endeavor, thus, all academicians, whether young or old, experienced or neophyte are encouraged in research activities. With the competitive pressure on academics, they are expected to either publish or perish; faculty members are evaluated or promoted based on their research profile. On the other hand, faculty members feel that they are not motivated and they couldn’t get aside time for research. To address these challenges, the institution needs to provide and create an environment in which research of all kinds can flourish (Walker, 2003). Thus the need for establishing research development program that would enhance sustainable research culture of an institution. It is very important to understand the research capacity building of faculty members where insights could be provided to the administrators on understanding research integration and collaboration in the academe. A program can be developed and designed for capacity building and to attract greater faculty involvement in research activities. Despite the actions of setting programs in the institution to establish and sustain a research oriented environment, still, the faculty members have minimal involvement in research. However the minimal involvement of faculty in research can be attributed to a myriad of factors to deal with such as the individual’s lack of motivation and training and organization’s/institution’s culture which includes the participative governance, faculty communication, administrative support. Thus there is a need to address these challenges by providing faculty members exposure to research that would ultimately transform them as producers of researches resources

Objective
This paper developed a model for enhancing the research capacity and productivity among faculty members in the university along the following aspects: (a.) faculty engagement in research (b) administrative support to research endeavor (c) quantity and quality of research output (d) research fund availability and utilization Furthermore, this paper strengthens its research challenges and possible measures to enable it to lead in the provision and creation of knowledge and nurture its research environment.

2 METHODOLOGY
The quantitative and qualitative research designs in gathering data sets to develop a model in enhancing the research capacity of university faculty. The merging of these two data bases was followed by an analysis on the key findings. This helped the qualitative data to provide, more insights, more vital information into the quantitative results. The research data were gathered from the responses of twenty-two permanent faculty members of Catanduanes State University (CSU) – Panganiban Campus. FGD and unstructured interview were employed to counter validate responses in the questionnaire.

3 RESULT AND DISCUSSION
A management research model which is a synthesis of the research results, is hereto developed necessary to implement the goal of enhancing research capacity and
Fig. 1. Research Management Model

productivity of the campus based on the empirical evidences from both quantitative and qualitative guided by the theories of motivation and human capital.

The R. E. S. E. A. R. C. H. Management Model:
The model is represented by figure 1. From the synthesis of the research results, the RESEARCH (Research Leadership in the Enhancement of knowledge and Skills development through Encouragement and Engagement in research activities with Appropriate Funding and Infrastructure and Research Dissemination in Collaborative and Hardwork Research endeavor). The model highlights the goal towards a sustainable research culture where the existing research characteristics, the research capacities towards research integrity relevant to the production of researches among faculty members are explored. To provide a sustained culture of research, the institution needs to move beyond the individual responsiveness towards the goal of research productivity through the research components identification followed by the research capacity enhancement, research dissemination through paper presentations and publication, and finally research utilization in the form of policies, patents of technologies and changes in the socioeconomic status of the clientele that the university serve, more particularly in
the Panganiban Campus. The RESEARCH model suggests that managing the researches produced by the faculty members of CatSU-Panganiban cannot be done by simply conducting it or just an encouragement from anyone. Based on the results, these research components influence both the institutional and individual aspects which need to be addressed to achieve the desired research culture comparable to the best and veritable universities thriving in a highly globalized and internationalized scheme recently underscored in CHED CMOs (e.g. CMO Nos. 26 s. 2015 and 55 s. 2016 on Internationalization of Higher Education). The research output produced by an individual that may be expected, recognized and valued must be seen as a significant contribution in an organization. The components identified cover both the capacity to produce and utilize research. Moreover, the identification of the research capacities, starting with the action, focus, and vision of a research leader in enhancing knowledge and skills, is a necessary step to provide more research experiences to faculty members, thus enhancing their commitment confidence, motivation and linkages in conducting research which would develop into a good research culture in a university. This research culture is based on the goals interest as well as the condition of the organization. One important aspect of research culture is the organization's approach to research integrity, which includes the ethics, protocols and polices the researcher should follow in their environment. Essentially, promoting research atmosphere in a university encourages faculty to engage in useful research significant contribution in an organization. The components identified cover both the capacity to produce and utilize research. 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The model explored the research dimensions (individual and institutional) which crosses each other towards the research characteristics (research capacity and research integrity) in order to enhance the research productivity of the institution. Research Leadership. The research goal is aligned with the influence of leadership approach in the whole system in an organization. (Hanover Research, 2014) stated that when the goal is on individual's faculty research productivity, the research leader should recruit faculty with passion for research, provide them with formal mentoring program, facilitate their networks and give them time to do research. Research leaders of an institution must understand the research environment and the capacity of the institution by identifying the strengths, weaknesses and gaps essential for improvement. Initiating a successful research activity in the campus, requires a participative leader. A leader that holds frequent meeting, creates formal mechanism and sets expectation for all members to contribute to decision meeting, makes high information readily available to the group (Hanover, 2014). Enhancement of Knowledge. The knowledge acquired is useful in decision making which supports the quality research improvement approaches in the organization. Developing research culture within an organization suggests the knowledge enhancement that impacts on the ability of faculty researcher and the institution to conduct research. This would include the aspects of exploring to discuss research progression, research mentorship, and involvement on research projects and priorities. This would expand the idea of how research is valued, accepted and enjoyed. Through the research leader, faculty members could achieve greater intellectual development through conducting research defense in their own department so that their knowledge of the discipline (for example in the area agriculture), problem solving capacities, critical thinking and abilities to understand complexities and ambiguities could be deepened and sharpened. When national or international conferences invitation comes, faculty members are confident enough to present their research papers. Skills Development. The need to develop research skill can be supported by attendance to seminars, trainings, mentoring and supervision. Research knowledge and skills development enhance positive attitude in conducting and collaborating in research. It serves as enabling factor to build successful research culture in the campus. The need to apply research skills into use builds confidence and learning. Building confidence is through sharing new skills with others, applying existing skills in new situations, working with other co-researchers in research or by matching the novice and experienced researchers. Encouragement and Engagement in Research Activities. Engaging in research activity is part of academic journey and an effective way to increase research productivity of an institution. However, it is apparent that there is low engagement of most faculty in research which resulted in limited research output in the institution. In doing so, the research leader should encourage the faculty by way of identifying barriers in the conduct of research like time, teaching load, peer support and funding etc. Moreover, Henderson & Lawton (2015) presented that a research leader should initiate the following: Include faculty in research planning; Make the work meaningful for the faculty; Identify champions and get buy-in.; Ensure there is two-way communication; and Offer incentives. This effective strategies in engaging in research could not only enhance faculty’s scholarly works but also the prestige of the institution (Smith, 2016). It is important to continuously raise awareness on the importance of doing research and make it a substantive contribution to the field. Appropriate Research Funding & Infrastructure. Research fund will have a direct impact on producing quality research output. Adequate laboratory spaces and resources will also help in the completion of research and publication. This will enable the smooth flow of an effective conduct of research. Jowkar et al (2001), as cited by Amran (2014) the need for financial support from the management will help carry out their daily operations. The amount of funds to be obtained will definitely affect their capacity to acquire technology-advanced equipment and infrastructure necessary in the conduct of research. Thus, funding research will influence the quality of research outputs. In addition, intellectual resources such as research mentors, research lecturers and research experts are also important to assist neophyte researchers to complete and publish their...
researches. Achieving high impact research can only be achieved if there is enough fund to support the everyday research operations: the cost of obtaining up-to-date materials; the cost for hiring professionals and skilled researcher; the cost of purchasing and maintaining the appropriate equipment needed (Aziz et al., 2011). Research Information Dissemination. Proper dissemination of research information, like invitation to conferences, research orientation and other research undertakings must be observed for faculty members. They must be aware of the programs, research activities or other relevant research issues within the organization which would motivate them to conduct research. Dissemination does not only mean to distribute knowledge but it also involves the interplay between researchers and their environment, including communication about the possibilities on the research processes and their contributions to the institution and the society. The active engagement in research would make the research contributions relevant by channeling through paper presentations and publication of output or how it will be put into use. Moreover, research dissemination involves making the results of research. This research results may help make policy measures and exercise authority which is also vital in terms of transparency and access. In this context, the management of more researches, results in publications or even in open access journal. Sharing of research findings can open the door to many possibilities to make improvements as well as develop programs that would lead the sustainability of research in the institution. Collaboration. This provides opportunities to exchange knowledge and expertise between young and senior researchers, and to use facilities of other universities and partnership with international bodies. The research leader needs to develop research links at the national and international level in order for the research activities to succeed. Collaboration can be identified through the following activities: Conceptualization of research; managing collaborative relationship and accountability. These activities could be supported by faculty interaction. Moreover, the institution could support the development of faculty networks through activities including: sponsoring scholarly conferences; hosting conferences and symposia; and establishing institutional relationship with other universities, professional associations and government bodies (Hanover Research, 2014). Through these activities are already in place in this institution, there is still the need to strengthen the participation of the faculty members particularly in the CSU Panganiban campus. The cooperation of faculty members is a must to foster connection in support of the mission of faculty development of the institution. The use of Facebook, Twitter and LinkedIn or work email address may be helpful. Face-to-face physical interaction, for example, during a conference, workshop or seminar is also useful. Hard work Endeavor. To be productive in research, researcher needs to be dedicated and be responsible in order to acquire the needed goal of the institution. Conducting research, begins by respecting the work itself. If one believes in what he is doing, he understands the true value of the work. Enough investment of energy is needed to conduct research with perseverance, patience, and finding ways to appreciate all will succeed to make the research activities worthwhile. Hardwork helps one overcome the negativity, doubts, fear of failure and insecurities in any research undertakings in the institution. Focusing on the research production of faculty members and taking efforts for paper presentation or publication would continue the journeying in research and be aligning in the internalization of higher education. Seeing the results of hardwork makes everyone feel accomplished, grateful and truly satisfied with his/her work. This would make the whole organization comparable with other institution, making the whole process enjoyable and motivated.

Motivation Theory
To motivate faculty members to engage in research, their needs are to be addressed as exemplified in Vroom's Expectancy theory. This is being done by discovering every faculty member as to his/her skills and capacities through needs assessments and research profiling to address why he/she avoids research. Those who distant themselves for their actual involvement could be analyzed by the tenets provided by way of linking to Vroom’s theory. In another vein of understanding the link of this theory could be seen discovering the appropriate but important approach for each individual faculty member and to design unique and individual ways that enable to move to the desired level of productivity supportive desired research activities. Thus, the research coordinating officer or head has to prioritize the basic retooling of faculty members research skills such as data gathering, analyzing, integrating findings and drawing conclusions that are needed in research production, presentation and publication of outputs. Vroom’s (1964) summarized that if an individual will be motivated, the perceived effort will lead to a desired performance; the attainment of that standard will lead to a reward; and as a result will be valuable and to be equally distributed among their ranks following the concept of spreading benefits.

Human Capital Theory
In this theory, the knowledge and skills of an individual could serve as assets in an organization which can contribute to the development and sharing of knowledge in the market. Human capital focuses on both the individual and organizational level in human development perspectives. Individual includes the motivation and individual engagement, employee behavior, management and governance (CIPD, 2017). Organizational level includes capability development, firm governance, leadership and organizational behavior. This would make the individual and the institution intertwine to improve their performance. In order to cultivate or enhance the human capital, the organization or institution must identify and measure the individual and organizational initiatives in order to improve the organizational outcomes of the institution, in this case the university per se.

4 CONCLUSION
Developing a research model contributed to the managing of the research capacity of faculty members highlighting the goals/programs of CatSU towards sustainability. Faculty members believe that the lack of initiatives or motivation from the nature or approach of the research coordinating and management team hinder or discourage them in full engagement in research and other scholarly works. Thus strong support from the management team is encouraged by providing opportunities of motivation mechanism in any research undertaking of faculty members, formulating strategies that would address the challenges encountered and implement viable research policies to provide guidance in undertaking relevant research activities.
REFERENCES


