



Consideration of Students as Workforce: A Study with Special Reference to Human Resource Management Practices

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Abstract

This is a research paper which explores whether Human Resource Management should hire students as part-time employees or interns. This study analyses both the advantages and challenges included in hiring students as employees from the perspective of HR professionals, employees, and students. This research is based on primary data, which was collected through a questionnaire survey of 50 respondents. Results show that 80% of participants support student hiring, citing creativity, flexibility, and enthusiasm as key benefits. It also has challenges like lack of experience and training. The study concludes that the HR management should hire students through structured programs emphasizing mentorship, flexible scheduling, and skill development to ensure mutual benefits for both organizations and students.

Keywords: Human resource management, student employment, recruitment, internship, workforce development, employability.

Introduction

Human Resource Management plays a very crucial role in attracting, developing, and retaining talents within an organization. Nowadays, businesses are becoming highly competitive. In this competitive business environment, companies are considering students who are learners of colleges and universities as potential employees or interns. The inclusion of students as employees or interns in the workforce allows organizations to harness youthful energy, creativity, and modern technological knowledge. There is ongoing debate on whether HRM should hire students, given their limited experience and academic obligations. This paper explores this question by analyzing the opinions gathered from HR professionals, employees, and students as part of the primary research. The study identifies the benefits, challenges, and practical recommendations for integrating students into organizational roles effectively.

Literature Review

There are previous studies which highlighted both the potential and the limitations of student employment. Several reviews also emphasize this point.

According to Gupta (2023), hiring students brings innovation and fresh perspectives that enhance workplace creativity. Brown (2021) observed that internships serve as a bridge between academic learning and professional experience, improving employability skills.

Research made by Singh and Verma (2021) noted that student employees often require additional supervision and training, which may burden HR resources.

A study by Patel (2020) suggested that structured internship programs can mitigate these challenges by combining practical exposure with mentorship.

Nowadays, modern HR practices emphasize “learning by doing”, which helps students apply theoretical knowledge in real-world settings. This was also the finding in the research made by Kumar (2021).

The literature thus provides a balanced view: while student hiring offers valuable benefits, it must be supported by proper planning, orientation, and skill development.

Research Methodology

This study is based on a descriptive and survey-based research design, using primary data collected from 50 respondents. The participants were HR professionals, employees, and students from various organizations and academic institutions. The survey was based on a structured questionnaire that included 14 questions, divided into three sections: Demographic details, Perceptions of student hiring, Suggestions for improvement. The sampling technique used was convenience sampling, and responses were collected through online Google Forms. Data were analyzed using simple percentages and descriptive statistics to identify major trends and opinions. The study ensured ethical considerations

such as voluntary participation and data confidentiality.

Data Analysis and Interpretation

The responses provided a clear understanding of how people perceive student employment in HR contexts.

Demographics: 40% of respondents were students, 30% HR professionals, and 30% employees.

Support for Hiring Students: 80% of participants supported hiring students by HR management in organizations.

Benefits Identified: 90% highlighted creativity and innovation. 64% valued energy and enthusiasm, while 60% appreciated flexibility and low cost.

Challenges Noted: 80% cited lack of experience, while 56% mentioned high training requirements.

Performance Rating: 84% supported creating more internship and student recruitment programs.

These results indicate that most participants favor hiring students, recognizing the long-term benefits for both individuals and organizations. However, structured HR frameworks are needed for effective training and supervision.

Findings

Positive Perception: The majority of respondents made a positive response to hiring students. They believed that it is beneficial for organizations seeking innovation and modern perspectives.

Skill Gaps Exist: Students lack practical exposure, requiring employers to invest in orientation and mentoring.

Strong Performance Trends: Over 70% of participants rated student performance positively.

Flexibility is Key: Students can balance work and academics if HR provides flexible work hours or hybrid arrangements.

Support for Internship Programs: Most respondents recommended structured programs like internships, which effectively connect students and organizations.

Mutual Benefit: Both the organization and students gain benefits. Organizations gain innovation, while students gain employability and real-world understanding.

Practical Challenge: Supervisory effort and short-term turnover can limit productivity if not managed properly.

Cost-effectiveness: Hiring students can reduce wage costs for firms while offering valuable experience to learners.

Future Scope: Recruitment, monitoring, and training of student employees can be improved through AI-based HR system integration.

Discussion

The findings align with prior research emphasizing the value of student involvement in modern workplaces. The strong positive response toward student hiring reflects changing HR dynamics that prioritize skill development and inclusivity. However, lack of experience remains a challenge. It can be maintained through structured internship, job shadowing opportunities, and mentorship initiatives. Hiring students fosters early talent identification, enabling companies to train future full-time employees according to their organizational culture. This approach supports both the academic and professional growth of students, making it a sustainable HR strategy. However, success depends on effective planning, clear communication, and supportive management practices.

Conclusion and Recommendations

The study concludes that Human Resource Management should hire students as part-time workers or interns, as the advantages outweigh the challenges. Students bring creativity,

motivation, and a learning mindset that enrich workplace culture.

To Ensure Success HR Management Should:

- Develop structured internship and training programs.
- Assign mentors or supervisors to guide student employees.
- Offer flexible schedules accommodating academic commitments.
- Conduct orientation sessions to instill professionalism.
- Evaluate performance and provide feedback for improvement.

By adopting these measures, organizations can create mutually beneficial relationships that enhance employability for students and innovation for businesses.

References

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