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Role of Government in Developing Human Resource – Proposing-An Instrument for Improvement at Public Sector Organizations

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ABSTRACT

South Asia is a land of wonderful people and innumerable natural resources. Be it agriculture to textile, be it a sport to international diplomacy and be it a tactical force to strategic weapons, Pakistan has been bestowed with a unique blend of human genes, soil and spirit. Nevertheless, as with every Great Nation, the challenges are also huge. Among them, challenges of managing population and employing the versatile human resource are of grave importance. This paper is a humble research effort which endeavors to compile the individual, yet functional, human resource organizational components already established one. The greatest challenge to Human Resource Development in Pakistan is that it does not maintain any institution to regulate human resources. Secondly, Pakistan has insignificant legislation for workforce management. The third Human Resource challenge, now being faced is a wide gulf between HR industry and academia. On the other hand, HRM has spread in all the arteries of business development world compared to the corporate world of 1980s. Finally, this paper proposes measures to be taken, under Government patronage, for ensuring sustainable Human Resource Development. These measures include formulation of a strategic HRD policy, making HR department a mandatory organ in every commercial and military undertaking, specifying key roles of every HRD player, continuous review of HRD policy and effective HRD quality assurance mechanism.

Keywords: Human Resource Development, Workforce, Institutional Approach, Motivation, Professional Consequences

1. INTRODUCTION

A famous proverb of Chinese says, “If you wish to grow something for a season; grow mangoes. If you wish to grow something for a year; grow rice. But, if you wish to grow something for a life time; grow manpower.”

Human Resource Development (HRD) is rather a framework designed to develop

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knowledge, abilities and skills through better planning, training, education, mentoring and opportunities so that attitude, behavior and efficiency of the personnel be improved. Human Resource planning (HRP) refers to shaping a long term development plan of workforce where investment is fixed considering the economic and educational priorities. In HRP, those functions and activities are preferred which can improve HR abilities to reach their maximum performance potential level (UN, 1995).

Concept of enhancement and variations in the form of ability and motivation as well as opportunity (AMO) has risen to the level of a framework. Same is required with respect to Strategic Human Resource Management (SHRM) in order to develop and shape a critical force for all joints of organization within public or private sector “(Heneman et al., 2000; Mitchell, 1973; Porter and Lawler, 1968” in the micro literature; “Arthur, 1992; Delaney and Huselid, 1996; MacDuffie, 1995; in the SHRM literature). This background led Delery and Shaw (2001) and Lepak et al. (2006)”. Such literature covers all essential and critical competencies and attributes required to develop the high skills and AMOs for organizational, team or group or individual level.

World is currently facing numerous challenges. Among them, challenges of managing population and large scale unemployment are a serious threat to peace and economy. A survey conducted by Labour and Manpower Division (2006), “Decent Employment Generation and Skill Development” shows that about half of the people are completely illiterate. Among literate ones, only 4% are degree holders, but their technical, vocational, professional and competence levels are extremely poor.

Population increase has been estimated to be 177 million according to Finance Division (2010-2011) while labour force is estimated to be 53.72 million according to Federal Bureau of Statistics (2009-2010). This disparity does not exist in any other country where population is declining. Total Fertility Rate (TFR) of 51 countries has gone down, while in Europe and Japan it is so low that death rate is more than the birth rate as per OSCE, IOM and ILO (2007). Same situation prevails in Russia and Canada where migration process is meeting their working requirements. Per capita investments in HR capital development in different struggling countries are given at Table - 1.

Table 1: Country Investment in HRD	
Country	Investment in HRD
Pakistan	US\$. 10
India	US\$. 31
Indonesia	US\$. 54
Malaysia	US\$. 150
South Korea	US\$. 160

*Source: http://whrppk.com/_files/SFT-001.pdf

Situation discussed above demands that contemporary status of HRD be examined in detail and subsequent measures be suggested to develop the country at par with international arena.

2. HUMAN RESOURCE DEVELOPMENT

Organizational setup demands that its inventory should be well maintained in order to ensure efficient management. Accordingly, inventory of the most important asset which is “Human Resource” needs to be well maintained. Maintenance, growth and development of HR inventory are also mandatory for its existence in present business arena.

Jamil Sabeen (2005) discussed that concept of HR management emerged in 90's by MNCs. Subsequently, PIDC strengthened this innovative concept for rapid growth of industrialization process in the country. PIM (Pakistan Institute of Management) established HRD (Human Resource Development) wing in order to deliver more polished and trained workforce to the country. Then State Bank, other commercial banks as well as insurance companies created their T&D (Training & Development) departments. Leading institutes and universities introduced commercial public administration programs to familiarize industries with HRM/HRD mechanisms in the countries.

Despite numerous attempts, wiser leadership and processing ISO certification, still most of the organizations functions follow old and obsolete system of personnel departmental management led by admin officer. Although some of the organizations have established HR department methodology, but it remains just a cosmetic initiative unless a company desires to accept the implementation challenge as well as invests for the HR Development purpose. Rigid and old administrative structure can be transformed into new HRM system by seriously adopting the measure required to change the mindset of

management. Otherwise, no substantial improvement in industrial setup can be expected. Following aspects of HRD have been identified; realization of which may bring immediate improvement in the field of HRD in every country.

2.1. HRD Challenges

Zahid Ali Mubarik (2011) after a very thorough investigation declared that the following challenges are required to be addressed in Pakistan on immediate basis:

- a. The greatest challenge to HRD in Pakistan is that it does not maintain any institution to regulate human resources. Whereas, most of the developing countries have religiously adopted this emerging concept of HRM by promptly sensing its importance. Accordingly, China India and Pakistan have fastly taken up prompt measures to adopt an organized institutional approach.

Just like ‘Institute of Chartered Accounts of Pakistan’, there is an immediate need to create an effective institute fulfilling following responsibilities as shown in Fig – 1.

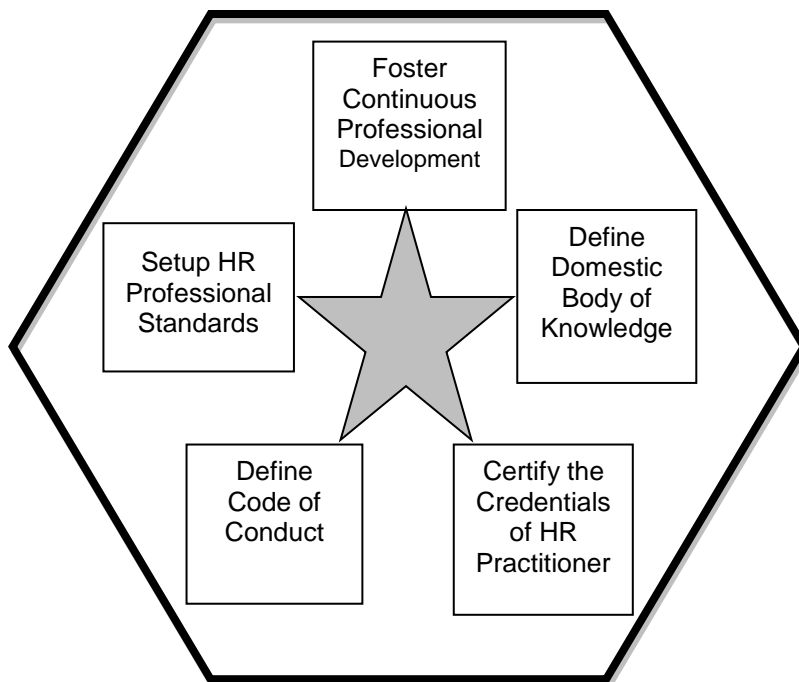


Fig-1 Source: Author's Design

- b. Second HR challenge is that every country lacks significant amount of legislation

for workforce management. Here, enactment of the rules, addressing the issues mentioned in Fig – 2, is felt very essential:

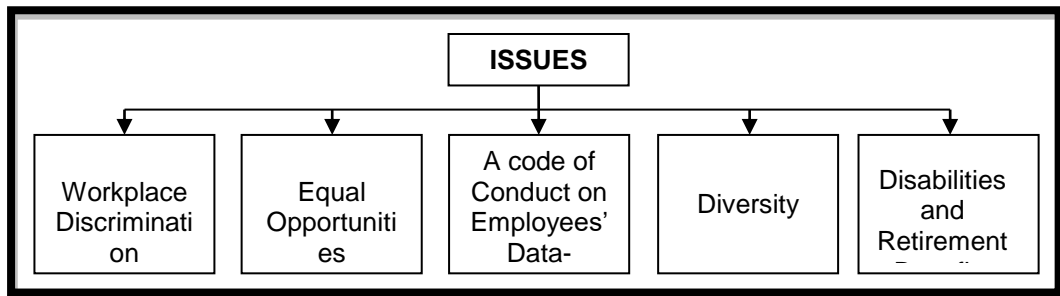


Fig -2 *Source: Author's Design

- c. The third HR challenge now being faced everywhere world-wide is a wide gap between our HR industry and academia. The discrepancy between practical and theoretical HR shall result into grave professional consequences. Therefore, our government should seriously consider establishing an HR Professional Institute at high level in the country that can perform following functions:

- i) Frame HR Practices that can conform to our national needs.
- ii) Act as adviser to policy makers for regulating legislation and HR Practices

Like other developments in the economies emerging scenarios, the practices about HRM in place at west are also appearing in form of issue at South Asia and Pakistan level “see Khilji 2002, 2003, 2004 a; Saher 2011; for other emerging regions, see for the Middle East Budhwar and Mellahi 2006; for Africa Kamoche, Debrah, Horwitz and Muuka2003; for emerging single countries, see e.g. Perez Arrau, Eades and Wilson 2012 for Chile; Kamoche2001for Vietnam))” but still implementation of such practices does care for basic differences in the domain of local morals, social cultural aspects and situations leading to blended situations. However, the logic for acceptance of “western HRM model” by organizations at Pakistan the perception that Vartan Bhanji (VB) can provide relief in case “blended situations” in order to raise the performance of

organizations at significant level. VB framework is equally important for the institutionalized and social setup of the organization in country like Pakistan as well as international “(Ciakdubu 2001)”.

2.2.HRD Vitality

Hakeem, Fazal (2006) elaborated that strategy for reduction of poverty was framed by the Government of Pakistan which comprises of very prominent components as diagrammed in Fig-3:

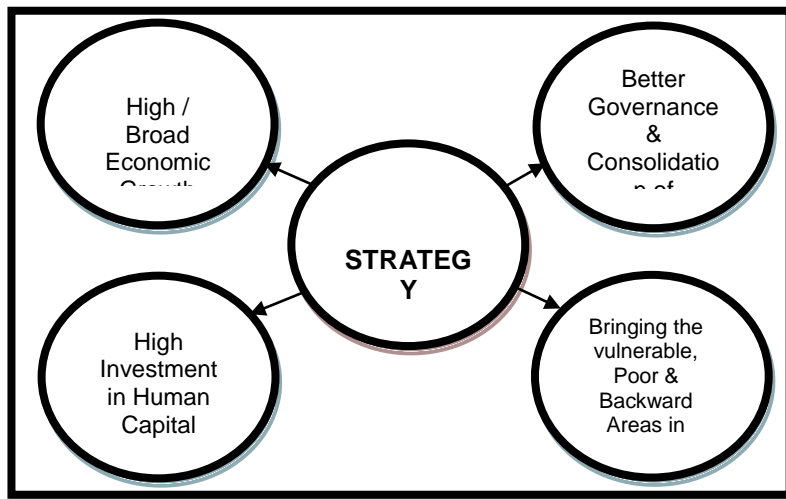


Fig -3 *Source: Author's Design

Strategy document encompasses following steps:

- NCHD (National Commission for Human Development) was established by Government Ordinance in the month of July 2002. NCHD further setup HDSU (Human Development Support Units) initially in 26 districts of Pakistan.
- NGOs are also playing their role to develop social and HR capital. So their positive role has been encouraged.
- Commitments of countries Government like Pakistan's Government to eradicate poverty and promote human dignity were enhanced, acting as signatory to United Nations Millennium Declaration 2000.

With respect to South Asian Regions Human Development Index (HDI), Pakistan owns the lowest (142) position in HDI. A report about income,

education and life expectancy in Pakistan as published by United Nation is also evident and which is against the UNDP standards.

The role of HR capital for MDG (Millennium Development Goals), WTOs challenges and realization of National Development, cannot be overemphasized. Contemporary scenarios in this era have proved that HRM has now spread all over the arteries of business development as compared to the corporate world of 1980s.

This has been spiritually realized that ‘man’ and “motivation” are more important than mere “job requirement”. Emergence and use of SSS (Social Security System) is vital in HRM to remove the job insecurity and vulnerability. Activities mentioned in Fig – 4 are termed as real ingredients for functioning of HRM function effectively:

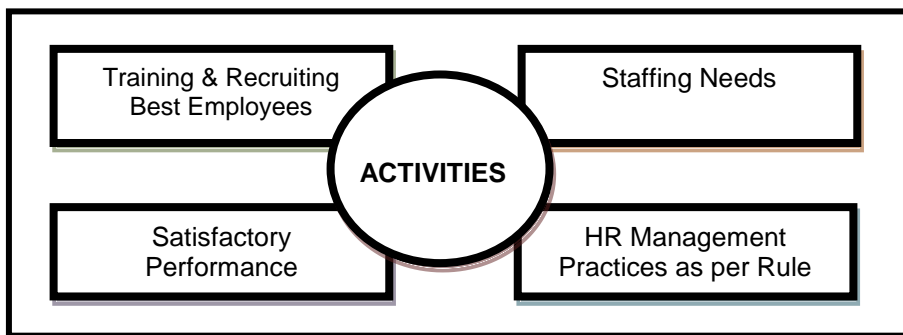


Fig -4 *Source: Author's Design

2.3. HR Mobilization

Historically, “population” has been termed as the “wealth of poor” but it may be partly right because unskilled or potential less population is just a burden. People can be mobilized and transformed into an effective resource. Khan, Aftab Ahmed (2006) appraised that if country like Pakistan desires to come out of jaws of poverty then it has to formulate a strong policy for extensive investment in men and women in order to strengthen its human capital. To ensure right functions of “strategies for mobilization”, following assumptions should be put into practices:

- a. Process of structure change must work
- b. Same should be devised for its implementation in stages
- c. Required time and patience should be allocated then

- d. Efforts should be made to reduce the inequality among the society
- e. Welfare measures should be adopted but not at the cost of development process
- f. Earning capacity of the poor should be enhanced. They must be engaged by provision of economic opportunity through measures given in Fig – 5.

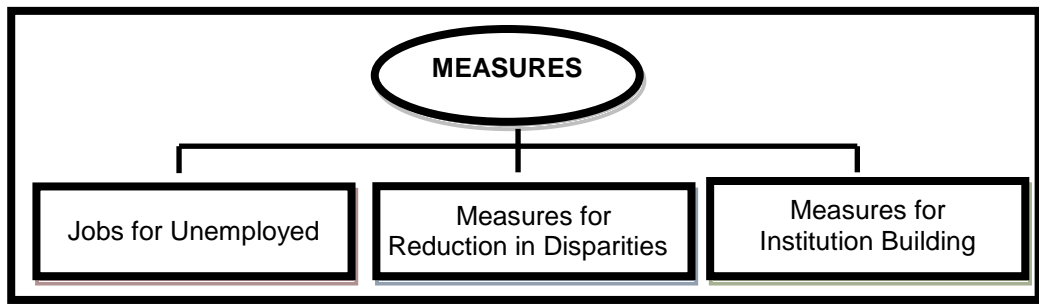


Fig -5 *Source: Author's Design

- g. Effective HR mobilization demands that entire current setup; scheme of social values and attitudes must be changed in order to enable women to become custodian of their own rights. Steps mentioned in diagram (Fig-6) can result into an improved situation.

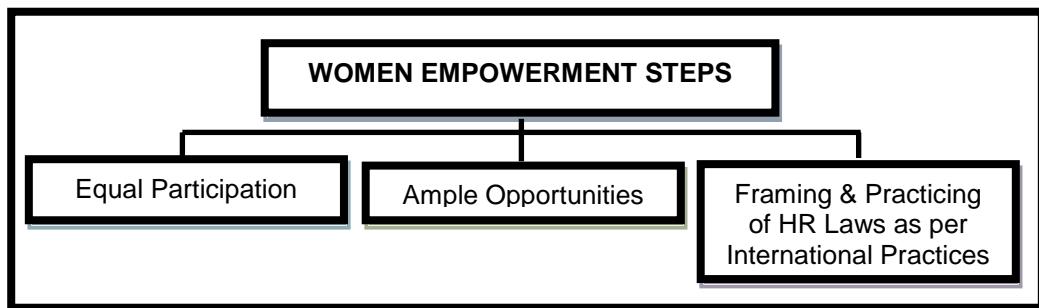


Fig -6 *Source: Author's Design

2.4.HRD: Community Based Organizations (CBOs)

Saeed, Khawaja Amjad (2001) found out that many CBOs are seriously working in HRD area of Pakistan. A brief view of the role of a few is shown in Fig – 7.

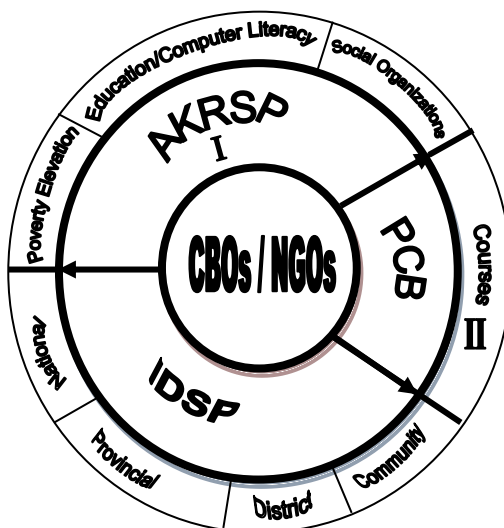


Fig -7 *Source: Author's Design

- a. Inner circle (I) indicates name of organizations, outer one (II) shows role/level/function of each organization.
- b. Agha Khan Rural Support Program (AKRSP) has taken steps for elevation of poor, provision of computer education and social organization resulting into development of local communities, family planning and health facilities.
- c. Institute of Development Studies and Practices (IDSP) at Quetta is working at 04 levels for developments of different communities i.e. community, district, provincial and at National level.
- d. Pakistan Computer Bureau (PCB) believes in availability of trained workforce for effective utilization of IT. Therefore it launched a package of courses like “Management Development Program”, “Technical or Profession Manpower Training Program” and “special training program”.

3. PROPOSING GOVERNMENT ROLE IN HRD

After a thorough investigation into contemporary literature and need analysis, six in number HRD broad measures are proposed (Fig-8) for implementation by Government in order to enhance and maintain Human Resources at all levels throughout the country.

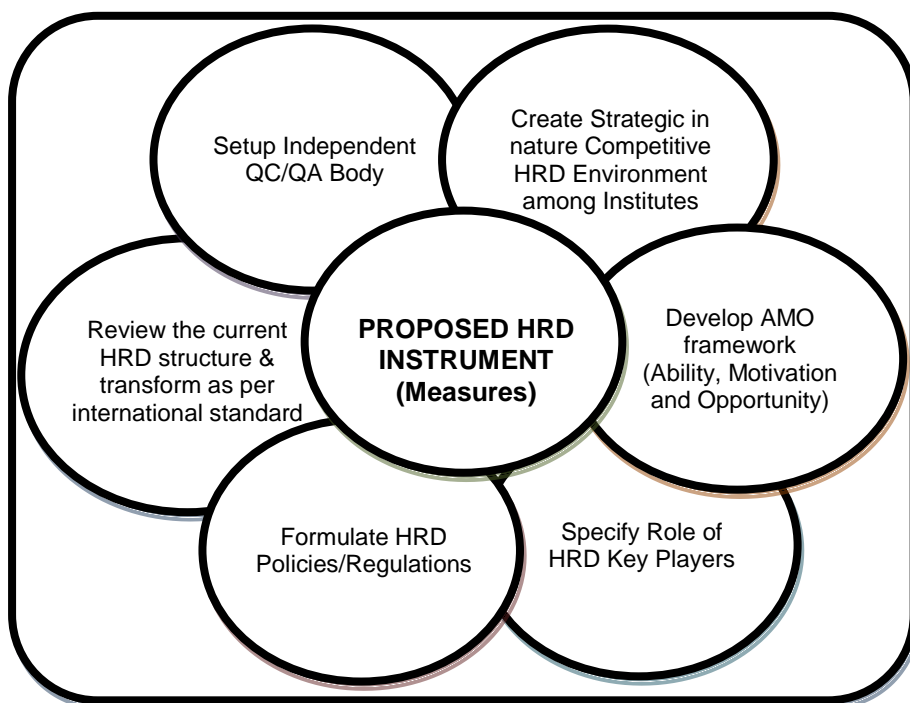


Fig - 8 *Source: Author's Design

This is also generally observed and felt that public or Government sectors / organizations remain stagnant against learning and adopting innovative and emerging competencies and trends and corporate sector in multinational or national organization. Therefore, qualitative measures and tool like AMO must be indentified from even private, Government and same may be, incorporated, and experienced at Government arena in order to maintain strategic values and depths.

There is an urgent need to formulate a long term HRD policy for all the Government Organizations, Military, Public and Private limited Companies. HRD component be made a mandatory part of every organization. Role of each key player within the HRD Component of an organization be also specified. These HRD policies, HRD Component and HRD roles need a continuous review. Finally, to have a sustainable HRD, quality control and quality assurance independent body needs to be setup.

Each of the Government should seriously think on establishing an HR Professional Institute at high level in the country that can perform following functions:

- a. Frame HR Practices that can conform to our national needs
- b. Acts as adviser to policy makers for regulating legislation and HR Practices

4. CONCLUSION

Empowering the human resource with applied knowledge, requisite skills and sufficient education pays huge dividends. Efforts are being made at all levels in countries and in Pakistan to adopt HRD strategies. Albeit, it is observed that there exists a gap between HRD practices in South Asia countries, Pakistan and cutting edge global HRD practices. Moreover, innovative concept of AMO also found at both public as well as private sectors, needs to be inculcated. This paper has identified a said gap and proposed measures, primarily to be taken by Government, to bridge this gap. A lot has already been done by different countries' Governments. Further a little more efforts towards HRD by public and private sectors organizations will ensure availability of high quality as well as sustainable HRD. Model comprising very innovative HRD measures as shown in Fig-8, can really prove to be an instrumental in terms of HRD at country level, if the same is adopted in true letter and spirit.

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