

## The Changing Paradigms of Human Resource Management in Pakistan

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### ABSTRACT

*This article "The Changing Paradigms of HRM in Pakistan" has been written to scrutinize the value of HR to uphold its influence in Pakistan for the resourceful, effectual and fruitful operation of business in civic plus modern development organizations. A major HR issue in Pakistan is the training, nurturing, and retention of technically skilled manpower. Supporting the rationale this critique thrashes out the intellect, idea, objectives. Resources are wasted when HRM is either more, or less sophisticated to suite the organization's demands. The dept's level of service must be tailored to fit the organization it serves. (K. Aswathappa). The required data has been collected via interviews, and structured questionnaire distributed among human resource branch managers (Hyderabad) in public and private organizations leads some suggestions*

## INTRODUCTION

Currently, more than ever before, the dare and enthusiasm in the arena of HRM has reached out athwart the orbit and ruled the thought of managers (Chatterjee, 2002). The term HRM has come into fashion not long ago it is most widely accepted in the work place. Hence people are important whether they are full, part time employees, permanent, temporary or contract workers (rao, 2000). As the business world is rapidly transforming, and the management thinking is racing to keep pace. With <sup>♦</sup>HRD is the process of increasing the knowledge, skills and capacities of all the people in a society. so much so, the process of hrd unlocks the door to modernization.

The development of HRM is indispensable for effectively interpreting and intervening in contemporary business. Because the increasing number and sophistication of <sup>♥</sup>paradigms make greater intellectual demands upon managers which need to be understood than to be ignored. This makes the job of being an HR manager today not only a great deal but also makes managing a more creative and sometimes exciting activity.

However, the HR of an organization consists of all populace who act upon its actions. HRM can sensibly facilitate organization and pull off a great deal of achievement by first-rate training and running high-quality natives. The charge of supervising nation in today's world of work is mostly tricky in the light of shift in efficiency improvement. It is said that change management is an ongoing process by which organizations appreciate, predict and communicate the crash of changes in organization makeup, progression, dealings and goods/services.

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<sup>♦</sup> Human Resources Development (HRD)

<sup>♥</sup> The concept of paradigm is derived from the ancient Greek paradeigma. It meant model, framework, pattern or example. A paradigm is a systematic set of ideas and values, methods and problem fields, as well as standard solutions that explain the world inform action. It's the way we see the world not in terms of our visual sense of sight but in terms of perceiving, understanding and interpreting (Clerk & Clegg, 1998).

Pakistan's prearranged intricate socio-cultural density is not a serious barrier rather ineffective management and organization costs Pakistan dear (Ulrich, 1987).

## **LITERATURE REVIEW**

The idea of HRM is to build up the industrious involvement of populace in business (Wrether, P. 11). Further, HRM is a process of attainment, progress, inspiration and upholding of HR. It is the succession of getting citizens to organize and set off (Wrether, P. 10). Besides, HRM practices and policies revolutionize worker dedication and facilitate them to perk up. However, in practice HRM achieves its purpose by meeting objectives. Where HR objectives are to uphold, preserve and provoke if not, worker performance may decline and workforce may run off from the organization (Afghan, VI).

Moreover, in the less urbanized and the backward countries, stepping up of HR is an input, in rising of living values and innovate development of institutions (Finney, 1989). HRM has undergone bizarre changes in the past generation (Asker, 1995). Presently, the invariable shift in the environment of HRM required more crucial role in organizations. This drift encompasses workforce assortment, hi-tech development, globalization and changes in the temperament of workforce that will continue to revolutionize in the upcoming year (Dwight, P. 42). Where as, HRM plays very significant role in choosing, recruiting and training the right people at the right time at the right place for right type of work (Decenzo, P. 1). However, the key role HRM plays in determining the effectiveness and competitiveness of business. As a result, HRM practices have helped the company gain a competitive advantage over its competitors (Beardwell, 1994). Moreover, Jamboree or keeping first-rate populace is significant for the triumph of every business, weather conditions turnover or nonprofit, public or private (Decenzo, P. 3).

Apart from, the HRM process helps job evaluation, objective setting and reward of performance. It enhances their

personal contribution and satisfaction by knowing exactly what is expected from them in their jobs (Shirazi, P. IV). In addition, The HR of an organization consists of all people who act upon its activities (Ulrich, 1987). HRM Professionals has up to date knowledge about activities as HR planning, equal employment opportunity, recruitment and schooling. Just before achieving purpose and objectives, the HR departments obtain, develop, utilize, evaluate, maintain and retain the exact records and form of employees to supply labor force (Shirazi, P. IV) To sum up, all the afore incorporated researchers and authors have shouldered the idea of having an HRM dept in the organizations in order to have not only the desired and effective out come but also to keep pace with ever changing nature of business activities and have the distinctive edge over the competitors or rivals.

## **HRM IN TODAY'S ENVIRONMENT**

The concept of an organization is incomplete without HR in today's environment HR. When we think about the thousands of organizations that provide us goods and services, in which the people are working we do take into account that these organizations rely upon human resource for their respective operations. Currently, HR professionals are becoming much more important in their organization. Where human resource management serves as the brain of an organization and organization's key asset is its people. However effective HR professionals are capable of thinking multi-dimensionally for the strategic planning of the company. Loyal, dedicated, skilled, efficient and productive HR available to an organization is invaluable assets but not reflected on the balance sheet (Dessler, P.19). Further, HRM is concerned with the management of people at work. The HRD operates in an auxiliary or advisory capacity to other departments in an organization. It exists to assist and advise the line and operating managers to carryout their personnel work more effectively (Goyal, 1998).

Next, the knowledge, education, training, skills and expertise of a firm's worker act the expense of physical capital like

equipment, machinery and the physical plant (Crawford, 1988, P.20). So much so, the manufacturing jobs in the steel, auto, rubber and textile industries are being replaced by knowledge in high-tech manufacturing as aerospace, computers, telecommunication, home electronics, pharmaceuticals and medical appliances (Fukuyama, 1990, P. 75). Therefore, innovating and creating new products, new services, and new ways of turning out goods more cheaply has become the most important element of corporation everywhere (Steward, 1991, P. 44). Consequently, these companies are depending on employee's creativity and skills and placing pressure on the employee's brainpower.

As every company depends increasingly on knowledge, process, management skills, technologies, information about customers, suppliers, old-fashioned, experience and intellectual capital (Special Survey Report, 1995). Therefore, to satisfy employees, many laws continue to be passed by HRM, the effect of which is to limit manager's action as equal employment opportunity laws, bar discriminations on the basis of race, age disability, religion, sex, or national origin. Health benefit, occupational, safety and union management relation, laws deal with the help of HRM (Dessler, P. 17). So the protection provided by governmental regulations, to thousands of businesses, in dozens of industries around the world has been stripped away in country after country. Where the increased competitiveness puts on added pressure on the need for human capital and a highly committed workforce (Dessler, P.18).

Currently, in business realm, change is the only factor, which will remain constant. Changes in technology, consumer demand, demographic and global composition and competition of workforce will have a definite impact on the role of HR professionals. As the nation faces the challenges of industrialization and globalization of business toward the 21<sup>st</sup> century apparently depends on its HR. Out of capital and technology, HR will help organizations to face the challenges of business globalization. Capital can be generated, technology can be developed, yet the appropriate, encouraged and motivated HR is

required in the organization throughout the country to cope future challenges (Finney, P. 36).

As the viability of a society depends on the strengths and skills, the attitudes and behavior of the people in it. So to achieve its maximum potential a nation must nurture and employ its HR with even greater care than it develops its material endowments. Especially, in the less developed and the backward countries improvement of HR is a key factor in rising of living standards and in the modernization of institutions. (Finney, P. 36)

## **H**RM IN PAKISTAN

Pakistan is a nation with full of possessions and has enormous potential for growth along with progress, which yet countries like Japan, Canada as well as Australia are short of (Ahmed, 1991). The invaluable wealth in Pakistan is its manpower. The state has potential plentiful in the supply, if this is suitably skilled, and strictly urbanized from beginning to end then Pakistan can turn into one of the strongest states of the planet.

In Pakistan's scenario, where ad-hoc-ism has upper hand in all aspects of economic spheres of the organizations usually look towards short term goals like rewarding managers by giving raise in pay and promotion for achieving higher profitability and increase in business. Whereas the long-term goals are usually overlooked. Therefore, it is essential that potential performer along with short term benefits be provoked to strive for long term goals by assigning them challenging and responsible position in the hierarchy of management. Hence, ideal approach towards rewarding must result in balanced support in short and long term strategic goals both from organizations and employees point of view (Fatima, 1995).

Having observed the need of the Pakistani society is management, which can learn from the precedents, can envision future, feel socio-psychological pulse of the people, determine proper priorities, optimize economic use of resources and above all can inspire confidence amongst the people, establish its own

credibility (Manpower, Dawn, 1990). As Pakistan needs renewed and determined efforts to building physical infrastructure, development of HR and environment fortification in maintaining large-scale cost-effective firmness and self reliance (Abbass, 1991). Further more, HR has significant elements in the dynamics of economic activity along with land and capital. In our country, the barrier for economic advancement is to find out new and ever more valuable suggestions between ideas and practice. It is widely experienced, that the greatest barrier to human development are the establishment division and the finance ministry, where the persistent policy of impractical, irrational, unfair, unsafe and unscientific rules, quite a few of which are viruses for the constitution of Pakistan which diminish the initiative of members of the public service and retard their professional growth which prevent the induction of really competent technocrats. Mover over the study suggests the efficiencies of the last two factors are barely possible unless the quality of human factor is gradually improved in the context of the level of schooling, acquaintance, handiness and above all physical health and exoneration from mental worries, then only the economy will take buoyant stride towards self reliance (Dawn, 22<sup>nd</sup> May, 1991).

## **FINDINGS**

The study proves that HRM is the key agent to run the business on the path of success through efficient, motivated workforce via innovative ideas and strategies in both public and private organizations. Therefore, implementation of training is important to introduce at each level in organization. Consequently, Training facilities are important; as training is part of HRM lacking in terms of formal qualifications or even short courses for HR staff. Without formal qualification, requirements in any field is viewed as anyone's option a non-professional job. So the working in HRM is fulfilling and rewarding to have any contribution to the development of any individuals potential and advancement is reward in itself. It is the reward that makes the job worthwhile and

each day different from the other. The research study relates public and private organization with special reference to NBP & Prime Banks.

**Table-A**

Name of Public and Private Organizations in Pakistan

<b>Public Organizations</b>	<b>Private Organizations</b>
NBP	Prime

NBP is one of the most prominent financial institution in Pakistan and has achieved market recognition both in the quality and delivery of service as well as the range of product offering. NBP is gearing up to the challenges faced by the domestic banking industry due to innovations and advances in the arena international banking, which is the consequence of globalization. The NBP is recognized in the market place by institutionalizing a merit, performance culture, creating a powerful brand identity; achieving top-tier financial performance, adopting and living out. NBP is an innovative, creative and dynamic institution responding to the ever changing needs of the internal and external environment. It has introduced the job analysis, job description, job specification and job evaluation techniques to perk up human resource performance and make them more productive in providing services in their organization. Where the performance of employees is evaluated in a year via ACR forms. Besides, the advertisements are displayed on net and in newspapers. Internship trainings are offered each year in NBP to those who are potential candidates.

Where as, Prime Commercial Bank's passion is to succeed, strive for customer integrity in all, free and open communication, promoting the specialized needs of its niche markets. Prime Bank's activities primarily cover the provision of a full range of banking services to the commercial middle market segments of the country, with increasing emphasis in future on the growth of the consumer finance, agriculture and small and medium enterprise sectors. Besides, Prime bank has been focused on continuous improvement

of internal procedures and operating systems to provide better services to her customers by ensuring effective control on the quality of its operations. The bank strongly maintains job description, job specification, job analysis and job evaluation in organization and with the passage of time they redesign policies, procedures and practices according to the organizational requirements by introducing innovative ideas to boost the organization through strong HR team. Moreover, its investigated HR committee is responsible to look after all the training and recruiting activities of organization. Therefore, they advertise the posts in newspapers and prefer to choose from internees at all stages of application, and also evaluate the employee's performance on regular basis. The team spirit is fostering best practices leading to good governance and creating a conducive environment for individual performance and collective growth. The collected data is to provide exceptional value to all stakeholders by competing fairly in niche markets on the basis of superior service, innovative products and highest level of professionalism. Therefore, the operation it be based on customer orientation, teamwork, creativity and operational excellence, while maintaining high ethical standards, as a socially responsible corporate citizen. Under the devised strategy the bank is committed to be a sophisticated, prominent and professional institution, providing one window service to her customers.

## **CONCLUSION/SUGGESTIONS**

The proposed study suggests that in Pakistan, it would be fair to articulate that the conglomerate business hangs about the head of HRM rather than folk's organizations that are running by command as civic business. Further, as organizations are going to become increasingly aware of that people are important for the effective operation of an organization; so need to be motivated, focused and encouraged. As the field of HR nurtured in Pakistan, the capacity of professionalism will increase with the number of populace who are trying to seek the sky-scraping jobs. It is

therefore repeatedly Its emphasized that HRM is the key agent to run the organizations on the path of proficient and provoked workforce that is pleased with the business in all protocol. While HRD department is responsible for developing the feeling of motivation in the employees; this motivation in other words is the commitment of the employees towards the job and the organization. The study further proposed, when the work of HRD is done effectively it would result into co-operation among team members, demolition of centralized system of decision making, create congenial environment, feeling of ownership and positive working atmosphere. As discovered the recruitment of the workforce has become a specialized field. Where the main motive is skill development as technical jobs are getting more complex and demanding more professional skill. Even at managerial and marketing level, skills and knowledge demanding have increased its importance, so before imparting training with respect to textile or garment industry, the training program should be designed in such a way that it covers the skills that will be required both in long and short term basis. The literature identified that in many countries of the world have understood the importance of human resource development, thus encourages the business organizations to take active part in designing and execution. As a result, the shifting face of business organizations in national and international markets demands a new breed of skills that are non-technical in nature. Generally, when some new skills are to be a parted to upgrade the ongoing work profile, on the job training, and special course classes could be arranged to upgrade the employee's skills and knowledge. Nonetheless, after a certain level, the recruitment of higher posts requiring specialized skills is done through direct recruitment method. Move over, the research supports If the employers wish to extend the contribution of laborers in growth in textile industry, banking sector, hospital management, police administration etc then the proper utilization of HR is most important need improved methods of HRM for effective HRD and need skilled and proficient training to enhance their skills and knowledge besides, the study recommends that:

- Introduction and implementation of training at all levels in organizations
- To introduce reward system to development individuals potential
- Utilize HR expertise effectively/ Efficiently
- To introduce innovative ideas of HRM

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