

IMPORTANCE OF HUMAN RESOURCES IN ORGANIZATIONAL DEVELOPMENT

Eatren Abbasi

Abstract

This article 'Importance of Human Resources in Organizational Development' is written for the purpose to analyze human factor as the key for organizational development. Social Organizations can run their business in a successful manner only because of people, who work in such organizations. So there is a need to understand the people of an organization as an asset, not the liability. We can say that computers don't run businesses, people do. In this article I have discussed that techniques cannot produce quality products without the right people. People that influence the fortunes of an organization are the employees. These are the people within the personnel that contribute the most to the health of an organization. It is not a coincidence that the most successful organizations are the ones with top quality people. It is a proof that when people are satisfied they become more productive through effective and efficient performance. It is important to attract people who are winners, it is even more important to retain these winners who work effectively again needing right human-stuff supporting them. It is good human resources management that produces outstanding results in worldly human affairs.

Introduction

The status of health, education, technical know-how and civic sense of the population determines the development position of a country. Human resource of a country should be energetic, skilled, innovative and disciplined that without external assistances they should continue to progress by their inherent urge and impetus, while the government simply

*Assistant Professor, Department of Public Management Sciences, University of Sindh,
Jamshoro*

tries to channelise their efforts towards achieving national objectives. This is the ultimate distinction between developed and developing countries.

Japan is in the forefront of developed countries mainly because of the quality of its human resources, whereas the Third World oil exporting countries with abundant physical resources remain under developed. China is progressing rapidly without getting aid. Small human collectives like Singapore, Hong Kong are competing with developed nations on the strength of the quality of their manpower. In Pakistan we are far from such realizations and understanding (Hashmi, 1986).

People are Human Beings not a Mob or a Resource Only

It is a core fact that people are human beings not personnel or a human resource only. In some organizations, people have degenerated into employee codes, badge numbers or identity numbers. Employees cannot deliver, people can. Very often, management tends to forget that people are human and there is a need to motivate them. Most of the activities that people can do are either work or play depending on the motives in their minds. If the motive for action is obviously some form of monetary incentives or payments, the behavior is called that of a mercenary.

Hiring the Right People

Hiring the right people has always been a challenge, and is an even greater challenge for many to fill positions rightly. Recruitment for hard to fill positions involve more than just finding and compensating the right talent. Effective recruitment and selection is a function of attitude. It is the function of the human resource professional. It is the function of the attitude of anyone who works for the organization as a recruiter, and not of anyone in organization who perfunctorily takes on the role of a recruiter. And, it is a function of judging aright the attitude of the job candidate. Effective recruiting requires making the job and the organization something to be mutually desirable. This process works at peak efficiency when both the recruiter and the recruits truly believe that the job and the company are to be valued.

Motivation

Many important and potentially interesting activities may seem like drudgery rather than fun. There is no doubt, therefore, that extrinsic motivation in the form of monetary incentives is often needed to get

people to do things. They would not do without it. Pay promotion, fringe benefits, retirement plans, health insurance, holidays and vacations are associated with rewards. Above all, people with sufficient self-motivation can drive themselves to incredible levels of excellence at the job. People promote themselves every time they come up with a new invention or idea, simply from a sense of self-fulfillment and commitment. It is a fact that none can buy a man but can buy his spirit and devotion. We can buy a measured number of skilled persons per hour per day but can not buy enthusiasm, initiative.

Enthusiasm and Involvement

Enthusiasm and involvement are the hallmarks of a winner. And anybody can be a winner. It does not depend on what job you are doing, it depends on how well you do that job. Enthusiasm has the power to elevate the ordinary and lift it into the realm of the exceptional performance. Make no mistake about it. It was not merely technology but enthusiasm that accomplished the herculean task of lifting a man to the moon. Today fortunately the equation of success is know-how not know-who. It is a fact that wise management must learn to pay the price to retain good professional. Top talent naturally seeks top rewards. When it comes to hiring people, a company gets what it pays for.

Reward and Recognition System

Every organization has both clingers and winners. Clingers have set themselves into a groove in the organization and will stay there, because they are not confident of their market value. They are deadwood and aimlessly drift along. They are liabilities. The winners are assets. Treasure them. Be careful about the people to choose to employ. The compensation policies have been revised to reflect the quality norms and align closely with high precedents. A reward and recognition system has also been put in place that ranges from a simply 'thank you' note to a monetary reward for innovative ideas, product development and process re-engineering.

A new employee is the start of a new relationship. The person who performs best at the interview is not necessarily the best person for the job. A resume is like a balance sheet without any liabilities. The best looking resume can come from the person who has hired the best resume writer. People blessed with the most talent don't necessarily perform equally well. High IQs are not as important as good steady habits. Rewards come in many forms. Bread is not the only price that is sought for or that can

compensate. But it is a very important reward that is won just and fair, even enjoyed through work done or race run well. In any case, it is marvelous to always go first with the people of organization.

Responsibility and Authority

Employees have to be given more responsibility and authority. The role of managers will change. They will need to become more counselors and coaches who set goals and empower their subordinates to meet them. An atmosphere of trust has to be developed between workers and managers without whom workers will not be willing to accept increased responsibility. (Maheshwari, 1988)

However, special attention needs to be paid to those employees whose results fall short of their efforts, as they may have developed poor work habits. It may be necessary to explain to them that the organization would like them to do the best possible job while expending the least amount of time and effort.

Commitment to Innovate

Another important characteristic for success is a commitment to innovate, which is vital in keeping ahead of the competition and perhaps the most difficult one to achieve. Yet most of the organizations just pay lip service to creativity and innovation. They ask for new idea and when it is accepted, the employee rarely gets a reward proportionate to the idea's worth.

It may be difficult to find a single organization, which will meet all the aforesaid characteristics perfectly which goes to demonstrate that while nobody is perfect, success tends to go to those companies who seek to get as close to perfection as they possibly can. Thus organizations which demonstrate the winning streak are those that consider winning very important.

Employee's Values

A good employee's foremost value is love of work in hand. But for these values to sink in, the top leadership has to demonstrate. The role model behavior which can then be followed down the line. If there is disconnect between the values and behavior of the head of the organization, the results are an abandonment of the value system by the staff and reversal of the change process. It is incumbent upon the head of the organization to

keep in touch with the staff on the shop floor and communicate with them at regular intervals.

Most powerful is he who has himself in his own power. Those govern best, who best govern themselves. This can be applied on those organizations that want to grow and prosper & maintain proper supply of human resources. Job vacancy increases by increasing the number of new positions. Staffing qualified, skilled and specialized employees in organizations is a difficult process. For the right selection at the right time and at the right place it is necessary that before identification of employees, jobs must be analyzed. This is necessary to encourage human resource to apply for positions in hierarchy for efficient and effective selection procedures and the identification of the best-qualified applicants. While processing those personnel who are not qualified is an expensive and time-consuming task. Qualified personnel must be recruited and selected through effective human resource planning and forecasting (Singer, 1990).

Recruitment

- Recruitment is a process by which an organization tries to occupy its various positions (Shafritz, 1985, p.463)
- It is the process of using all the sources for finding best employees (Goel, 1979, p.13)
- It is the process to select the right people for right jobs. It is only possible through proper advertising for large groups of employees or taking out highly skilled individuals for special work (Dimock, 1985, p.145).

The recruitment process identifies potential candidates who are working in the organization. If any position become vacant in organizations, they try to fill up the position by those personnel who are the best. Job analysis must be conducted to accomplish this goal in organizations (Acuff, 1981).

Recruitment process helps to recruit the employees (Tyson, 2000). Recruitment methods must be cleanly used for the identification of potential candidates. Recruitment is the process to identify, encourage and motivate qualified employees to apply for positions in the organization (Singer, 1990).

Organizations having good working relationships with the personnel find quality candidates. Organizations use a variety of techniques as tours, symposiums, work-study programs, printed literature.

These are among the most common methods used to get informed for the candidates. College / Campus recruitings are a popular method for obtaining large applicants. College/ Campus establish career planning and placement centers, which serve as a training ground for students. Through this method a large number of qualified applicants become available from which to choose. Time is saved as on-campus interviewing is arranged. Applicants having mere job expectations may be having low morale.

Recruiting Efforts

Recruiting efforts are aimed at graduates in specific fields, such as accounting and engineering and the number of campus visit is based on several criteria:

1. Consideration is given to majors offered by the institutions,
2. The location of the institution in relation to the worksite is considered,
3. Records of past successes, measured by the amount of job offer (Stoops, 1982).

It is unwise to continue recruiting at campuses where interviews have not resulted in job offers, or where the acceptance rate is low. When this information is supplemented with performance data about the graduates employed, it will determine which institutions are able to provide the best candidates (Boudreau, 1987).

Recruiter's Training

Recruiter's training is a preliminary job to provide company information and creating goodwill. They need to be trained in how to project a favorable company impression. Recruiters training should evaluate and provide information, selling the organization and how to establish good will (Ryes, 1980).

In Pakistan, today, as in other developing economies, we are trying hard to catch up quickly with the highest standards of living of the developed economies through industrial and technological revolution. In doing so, we find ourselves face to face with a situation where trained and talented human resources are in short supply.

Importance of Human Resource in Pakistan

Pakistan being a labor surplus economy is confronted with a high popu-

lation rate, low literacy level and poor skill and technological base. It has resulted in critical imbalances in the development of human resources. It was keenly felt that the achievement of economic and social goals of the country depended to a great extent on the fact as to how much effectively its human resources are being put to use for the national development. Especially in a country like ours, where human resources are plentiful in supply than others. It is all the more imperative that due importance be attached to overall planning of policy strategies on the development of the human resources as well as their maximum use in nation building activities. It is a well known fact that real development of human resources calls for a chain of action in all directions like education, technical skill, healthy food, intellect and culture.

In Pakistan the importance of human resources was realized only during the Second Five Year Plan Period 1960-65. Yet much progress was not made towards proper planning, development and utilization of these resources of the country. A National Manpower Council was setup in 1962 for formulating national policy for conservation. Training here in the bureau too that is fully engaged to cope with fulfilling demand of the skilled manpower in the field of the labor market requirements of the skilled persons. It patronizes not only financially but also and technically caters to produce large quantity of skilled human resources to meet the internal demand of the country and also the demand of the overseas countries. There is also the Overseas Pakistani Foundation, an active organization, to look after the welfare of the Pakistanis and their families in the country (Akhtar, 1986).

Summary

Human beings operate voluntarily advising and motivating people to seek food and freedom to name just a few of the big interests of man in society. People work to make money. They work for a feeling of accomplishment too. They work to be successful and to know what it's like to be a winner. To motivate employees requires creating a bonding of needs that are met by performing various worldly jobs well. Which is done for its own sake, it is said to be intrinsically motivated. Praise, responsibility, recognition, esteem, power, status, competition, and participation are examples of such motivation. Successful business organizations create a climate that encourages new ideas as a part of the employee's job. Anything that helps create the innovative culture and a natural curiosity about how things are done, will add value to civil society and its social organizations. The future

of any nation is determined by one single factor, namely how good and qualified human resources it owns and feels proud of. In the case of Pakistan it is quite a clear fact that we need to implement strong human resources development programmes for future survival, and consider them our assets not liabilities.

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