



The Changing Paradigms of Human Resource in the Economic Development of Pakistan

Zareen Abbassi*

Assistant Professor,

Department of Public Administration, University of Sindh, Jamshoro

Muhammad Bux Burdey*

Assistant Professor, University of Sindh, Jamshoro

ABSTRACT

This era is considered as the age of human resources. The globalization is creating significant face up to business in the world and the thought of HRM is to build up the attentive involvement of laypeople in dealings. In the less built-up countries, stepping up of HR is an effort by rising ethics and maturity. HRM has undergone bizarre changes. Currently, the consistent change in the upbringing of HRM is mandatory in organizations. This glide encompasses labor force assortment, hi-tech growth and globalization that bring revolution in the temper of workers. HRM is doing very momentous work to choose, recruit and train the right people at the right time at the right place for right type of work.

HRM is not only helpful to facilitate the business but also gain a gung ho to get lead over its rivals. Jamboree or keeping first-rate masses is noteworthy for the conquest of all dealings. The HR of a business consists of all inhabitants who act upon its actions. The understanding, edification, teaching, handiness and expertise of a firm's employee act the cost of corporeal resources like tools, technology and the material lodge.

HRD is the route to boost acquaintance and handiness in a society. The rising figure and sophistication of paradigms craft superior intellectual demands. Pakistan's socio-cultural compactness is not a gloomy barrier but unproductive administration. Unluckily, in Pakistan; there are not too many organizations that employ HR appropriately. HR is misallocated and misdirected generally in Pakistani business. The significant aspect of executives mostly depends on workforce skill, product and quality and customer service.

Pakistan is a labor surplus economy. Pakistan brazen out through towering populace rate, short literacy rank and deprived proficiency in know-how. It has resulted in decisive unevenness in the HRD. In Pakistan, suitable achievement of HR is mandatory. Pakistan is demanding

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*Zareen Abbassi: zareenabbassi@hotmail.com
Muhammad Bux Burdey: mburdey@yahoo.com

to introduce HR scheme to attain state-run objectives and to face intercontinental challenges. The government's socio economic policy need to generate employment; move up takings of natives along with to trim down poverty.

The purpose of this paper is to analyze the importance of human resource available in Pakistan. This study analyze the past polices, find out the causes of poor implementation of polices and finally give suggestions for the better implementation of techniques for the development of human resources to prosper the country by consider human resources as an asset.

There is the need to attain a solid pace of economic expansion in an extra-ordinary environment supported by strong growth in services and robust growth in industry. The ultimate objectives of the government's economic policy are to create jobs, raise incomes of the people and reduce poverty. I am happy to state that this year has seen major successes on all these fronts. Pakistan still faces many challenges in fully realizing its potential for sustained economic growth, better living standards, and greater resilience to shocks.

Keywords : Globalization, Changing Paradigms, Human Resource, Economic Development

1. INTRODUCTION

At present, more than ever before, the dare and enthusiasm in the ground of HRM reached out athwart the orb and ruling the thought of managers (Chatterjee, 2002). The term HRM has come into popular usage in recent years. It is widely accepted in the work place. Hence people are important whether they are full, part time employees, permanent, temporary or contract workers (Rao, 2000). The business world is rapidly transforming, and management thinking is racing to keep pace.

Human Resources Development (HRD) is the process of increasing the knowledge, skills and capacities of all the people in a society. The process of HRD unlocks the door to modernization. This era is considered as the age of human resources. The increasing globalization is posing serious challenges to organizations throughout the world, particularly to the South Asian region. South Asian region understand the new environment and growing complex competition and have the ability to provide appropriate responses to the challenges to survive and grow (World Economic Outlook, 2006).

The business world is rapidly changing administrative decision to continue progress and stability. HRD is the way to develop human resources skills in a society. The increasing requirement of skilled workers needs modern Paradigm: (Clarke & Clegg, 1998) shifts to develop high intellectual demands. Pakistan's socio-cultural environment is not a barrier but unproductive administration creates a lot of problems in the region (Ulrich & Lake, 1987). Unfortunately, in Pakistan, there are not too many organizations that use HR potential properly. HR is not properly directed, appraised, managed and supervised in Pakistan because of that they are considered as a burden and unable to be effective, efficient and productive.

In favor of paradigm, moneymaking way of life has ended a swing from put up the shutters to unbolt concept. Likewise business has augmented from regional levels to national and than to universal parameters. Spot on the fact, folk's transformation has been captivating in the province of HRM. As a result, the ideological shift escorts HRM to play even a more vital role in an organization.

A person's first gasp depends on talent to adapt change from lone atmosphere to a new. Change at all times routinely tend populace firm (Stone, 1998). Human being has subterfuge to accept change. If modern organizational idea revolves around change than it is crucial to change process is that which build preliminary wakefulness for the need of change through the implementations of innovative organizational provisions (Nadler, 1980). It is also eminent that this is the epoch of information when the worth of cerebral resources should be more significant. We are now imaginary to be in the age of HR as a Change Agent. During the previous few days, organizations enthused through a time of downsize, shake-up and reorganize. HR forces grow to be a business partner in the organization, facing change and maintaining a progressive hallucination. Organizational rivalry requires bulky investment in HRM. Successful organizations are becoming bonus adaptable, flexible and swift in changing directions and patron centered. In this environment, the function of HR professionals is just akin to a Change Agent (Beer, 1980). The executives are agreed about the proposal of carrying strategic shift to promote internal dedication to the change (Argris, 1970). HR area is a hastily changing pasture. HR undertakes rapidly a change. The change ought to be lying on what maybe resolve.

The successful change efforts that hub on the effort itself not on abstraction like "participation" or "culture". The initial point of any effective change effort is an evidently define business problem (Beer, 1991). The nature of change continues to go faster. Organizations are trying to find out the ways to perk up effectiveness and efficiency of employees. New markets, new products and changing processes are at all times in demand in organizations for the efficient utilization of physical and financial resources. Bigotry in the employment, development and promotion of populace are an older thought. Race, color, religion, nationality, disability, sex and age have not been the most important basis for various types of discrimination in this worldwide (Dawn, Nov 25-26, 2000, Hussain). Organizational change and innovation are the use of a variety of skills and resources to craft an idea, product or service that is notorious to an organization's industry or market. Innovation endanger to fresh business that did not earlier subsist. Innovation involves change; change cannot be devoid without innovation.

Pakistan is blessed with huge natural and human resources but most of these are in crude form. Our savings and investment level can be raised only when we are in a position to convert our unproductive and underutilized human and natural resources into dynamic and self-sustained capital and potential accelerator of economic growth. Pakistan today is trying hard to catch up quickly with the high 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 manpower is in short supply. No business organization is stronger than the executives who planned direct its activities or the worker whom meticulously and devotedly execute the plans and programs of the company (Dawn, Dec 13, 1990, Abbass).

The present era is an epoch of globalization. Keeping the importance of globalization, the present government takes interest in economic welfare with strong and sincere leadership. In this scenario it will be appreciating if priority should be given for development of industrial HRD in the country. The world economy is under going with dramatic changes, fast speed of development, advances in science and technology in the industrialized countries are, on the whole, steady widening the gap between most developing countries for which priority is given to organizational or industrial human resource development and training. Infrastructure is to support sustainable industrial, economic and social development.

The industrial human resource development is the present need. We have enough hard working forces and sincere manpower. They can be triumphant if guided by training. Now it is the time to avoid finding replacement and firing of employees. It is surprising to note that we didn't learn from experiences of rich economies and of the more recently industrialized countries that sustained investment in human capital for competitiveness and growth. The

situation is now changing with globalization, increased investment and trade. The spread of technology investment in human capital is no guarantee of development if other relevant policies are inappropriate or are not properly implemented. It is the time for investment in human capital to bear fruit. Human capital does not waste or diminish in worth by using its values.

Our country needs to create conditions and environment necessary for creativity and innovation essential for moving into and being competitive in the knowledge-based industries that will provide the highest value added for economies. It is also necessary that the degree of success of any organization depend upon management aims and ability to execute aims in a way that leads to public respect and support.

A feeling has been developed particularly in Pakistan to add the importance meant for HR function. Hence job opportunities vary with the size of the organization, private/public sector, and multinational/local setup. Small organizations may not have any HR person as such but medium sized organizations have top HR persons at middle management level combining recruitment and training and development activities. The most apparent reason for local employers is that as due importance is not given to HRM function. The outflow of highly skilled manpower has never been alarming and therefore no serious actions were taken because of lack of basic statistics. The estimate of Pakistani HR workers found work in remote countries. Skilled Pakistani workers are in big demand considering the fact that there are not many who have acquired skills such as electricians, plumbers, carpenter, masons, steel fixes etc. Another sector where the Pakistanis are welcomed to work is information technology. Computer experts are well paid in international organizations, foreign firms and NGOs. The magnitude and extend of brain drain when compared with available estimates of stock at home, are not such as to be termed alarming except in the case of doctors and medical personnel. The bulk of the brain drain abroad is to the UK, Saudi Arabia and USA. Future outflow to UK and other countries is likely to decline, except to the USA, where professional personnel may find a better market in the light of current US immigration laws. Number of unemployed educated youth at home is alarming and the situation is likely to worsen in future. During their stay abroad, they do maintain interest in national affairs and send remittances to their homes are substantial and some of the talented ones do contribute to human knowledge through their research, which, under inadequate home conditions, might not have been possible. The most important factor of 'brain drain' is the age of emigrant. The available information shows that 75% of the workers who proceed abroad are in the age group of 25-40 years. This is the time when one can put his best irrespective of nature of work. This obviously leaves adverse effect on home production both qualitatively and quantitatively. This is also impacting HR system in Pakistan [<http://www.jang.com>]

Pakistan has a labor surplus economy. Pakistan is confronted with a high population rate, low literacy level and poor skill and technological base. It has resulted in critical imbalances in the development of HR. It was felt that the achievement of economic and social goals of the country depends largely on the fact that how effectively its manpower resource is being utilized for the national development. The HRD is a complex issue. The supply of skilled manpower constitutes a key factor in the country's social and economic development. In order to be able to achieve the fruitful objectives of development, a developing country needs to expand its infrastructure facility and ensure adequate supply of skilled manpower for effective utilization before capital investment in any project for the developmental purpose. The government's socio economic policy needs to generate new employment opportunities by introducing new developmental projects through which people can be able not only to run their home affairs but also can be trained in modern skills plus knowledge through which they can be the part of prosperity by putting their productive efforts that lead to reduce poverty

2. LITERATURE REVIEW

The idea of HRM is to build up the productive contribution of people in business. It is the development of society to get consistent (Economic Survey 2005-06). In the less developed countries, increasing demand of HR is an effort by growing idea and development. HRM has undergone to bring changes (Weather & Davis, 1996). Currently, the consistent change in the nurture of HRM is mandatory in organizations. This move smoothly includes labor force involvement, high skilled growth, and globalization and brings revolution in the intellect of workers (Finney). HRM is doing very significant work to select, recruit and train the right people at the right time at the right place for right type of work. Today's HR managers work on operational levels, managerial levels and strategic levels. HRM practices and policies can change employee commitment and enabling the organization better. 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 (David & Robbins, 1998). The HR of an organization consists of all people who act upon its activities (Beardwell & Holden, 1994). HRM Professionals has up to date knowledge about activities as HR planning, equal employment opportunity, recruitment and training. 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 (David & Robbins, 1998). Manufacturing jobs in the steel, vehicle, rubber and fabric trade are being re-established by organizations in high skilled manufacturing as aerospace, computer, telecommunication, home electronics, pharmaceuticals, therapeutic machine (Ulrich & Lake, 1987) and creating new products, new services, and new ways of turning out goods cheaper. These companies are depending on employee's creativity and skills and placing pressure on the employee's brainpower. Every company increasingly depends on knowledge, process, management skills, technologies, information about customers, suppliers, old-fashioned, experience and intellectual capital (Fukuyama, 1990). 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. The increased competitiveness puts on added pressure on the need for human capital and a highly committed workforce.

HRM is considered as the mind of a business. The nation faces the challenges of industrialization and globalization of business toward the 21st century and 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, but the appropriate, encouraged and motivated HR is required in the organization throughout the country to face future challenges. The viability of a society depends on the strengths and skills, the attitudes and behavior of the people in it. To achieve its maximum potential a nation must nurture and employ its HR with even greater care than it develops its material endowments. In the less developed and the back word countries improvement of HR is a key factor in rising of living standards and in the modernization of institutions.

3. Human Resource in Pakistan

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

In Pakistan's scenario, where ad-hoc-ism has upper hand in all aspects of economic life, the organizations usually look towards short term goals like rewarding managers by giving rise 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 good performer

along with immediate benefit 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 (Dawn, Aug 26th, Sept 1st 1995, Menhaz).

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. 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. HR has leading elements in the dynamics of economic activity along with land and capital. In country, the barrier for economic advancement is to find out new and ever more valuable suggestions between ideas and practice. Its vastly experienced, that the greatest barrier to human development are the establishment division and the finance ministry, where the persistent policy of uphold perfection and the charisma of obsolete, irrational, unfair, unsafe and unscientific rules, quite a few of which are viruses for the constitution of Pakistan and diminish the initiative of members of the public service and retard their professional growth and prevent the induction of really competent technocrats. 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.

The HR is playing an important role in the transformation of Pakistan from an underdeveloped country to prosperous nation. Only proper guidance and necessary assistance is required to increase their capabilities to increase the output. The government has put special efforts in developing and utilizing HR. In the present day tight labor market, the emphasis is on upgrading the skills of the workforce, increasing employee productivity, encouraging wage flexibility and attracting talents from overseas. We know that there are many organizations in Pakistan who still believe that the role of HR professionals does not apply to them. The same goes for the recent workforce legislation. Many organizations can genuinely and honestly state that they practiced and care staff policy (Dessler & Gary, 1988).

In Pakistan all wisdom flows from the top management. Development of the existing HR is neither easy nor undemanding to recruit new and previously trained cadres. In Pakistan, because of the state monopoly, the requisite HR is not available. The requirement to acclimatize changing technologies and the varying idea is essential. In Pakistan the guidance of HR is taken up the research and development activity foremost. HR level can be improved on the job training, number present in regular courses, setting up of paramount training centers or sending the cadre to similar setups already working in the market and by considering the merit as vital to make the HRD program successful. HR is presently has the chances for enhancing, improving and upgrading the system capacity from some resources that will be available at private sector. Privatization is the only answer to all the problems to build the system more efficient and effective (Dawn, March 22nd, 2004, Cheema)

The human resources of an organization identify pole-apart tasks and devise to implementation strategies, overcome obtaining problems and difficulties, new-fangled work methods, set new standards of organizational performance and accomplishment (Dawn, July 22nd, 1997, Choudhery). It is noted that inflation is one of the major obstacles that most people face in achieving their financial goals. Inflation not only affects those on a fixed income by eroding their purchasing power, but also those that need to save for the future. And that is just about everyone.

In 1990-91 labor force estimated at 32.81m M (Million) out of which 31.78m are employed.

The estimated rate worked out to be 3.13%. The estimated labor force in 1990-91 was 32.81m out of which 23.95m was rural and 8.86m urban. About one million new workers enter the labor force each year. During the existing year the labor force is estimated to increase by 3.1% over last year. The overall unemployment rate is recorded at 3.13% while for urban it is 4.58% and for rural 2.60% (Economic Survey). In 1992-93 labor force is expected at 33.80m. In urban areas 9.38m and in rural areas 24.42m estimated (Economic Survey). In 1993-94, HR plays a dynamic role in socio economic development of a country. Demographics and labor force employment characteristics of a country provide broad indicators on how HR are productively employed in various national development fields and how people benefit from the achievements in socio economic fields. The labor force estimated in 1993-94 is 34.98m in which the urban labor force is 10.25m and rural is 24.73m. In 1994-95, the country possesses the large stock of HR. Government is pursuing a well devised policy in the development process. On the one hand effort is being made to improve the quality of labor and on the other hand to expand employment opportunities. High employment is one of the main goals of the development process and helps to alleviate poverty. The total labor force estimated 35.68m of which the urban is 10.45 and rural is 25.23m (Economic Survey). In 1995-96 the estimated labor force is 36.70m and urban labor force is 10.79m a rural is 25.91m by Planning Commission and Labor Force Survey (Economic Survey). In 1996-97 labor force is 37.15m and urban is 10.19% and rural is 26.96%. Employed labor force by area is 35.15m of which 9.48% is urban and rural is 25.67% (Economic Survey). In 1997-98 labor force estimated on the basis of population 38.18m of which rural is 10.47% and urban is 27.71%. Employed labor force is 36.13m and urban is 9.75% while rural is 26.38 % (Economic Survey). In 1998-99 labor force and employment estimated on the basis of population of 134.5m and participation rate 28.7%. The total labor force comes to 38.6m. Of this 25.9m or 67% is in the rural areas and 12.7m or 33% in the urban areas. HR of a country should be energetic, skilled, and innovative and disciplined (Economic Survey). In recent years, Pakistan has facing strict macroeconomic inconsistency, declining financial growth, increasing deficiency and alarming human insufficiency. In 1999-2000 the overall labor force participation rate is 29% in rural areas and 27.1 in urban areas. Employed labor force in 2002 is estimated at 32.29m compared to 37.51m in 2001. These facts reveal that labor force sharing rates are higher in rural areas as contrast to urban areas as Pakistan's economy is mainly agrarian in quality and cultivation is treats as a family business in rural areas. The female labor force participation rate is less as compared to male participation rate and as such their participation in commercial activates is short (Economic Survey). Pakistan's population rank order in the world in 2005 is 6 with population 153.45 in m (Economic Survey). National labor force, employed and unemployed for Pakistan (no. in m) in 2005-06 is 50.89 while employed labor force is 47.57 and unemployed is 3.32 (Labor Force Survey). Labor force participatory rates in 2005-06 shows the position of labor force as 50.89% with population 1.55m. The position of employed in 2005-06 with urban in 33.18 while rural in 14.39% (Government of Pakistan). Employed lobar force by sectors shown in the Agriculture, Forestry, Hunting and Fishing, male 38.4 while female is 69.9%, in construction the percentage is male 7.4 and female is .3% in manufacturing male 38.4% while female is 14%, whole sale and retail trade male is 17.3 while female is 1.8%, transport, storage and communication male is 7.2 while female is .3 %, communication, social and personal services male is 13.9 while female is .2% while in others male is 2.40 and female is .2%. Total unemployed labor force is 3.32 with unemployment rate is 6.5% (Economic Survey).

Pakistan economy depends mainly upon cultivation. The rural areas are lacking in basic facilities like hygienic drinking water, health, education, roads and electricity. Most of rural population are land-less or own small land and work on the field of others as tenants. They receive wages in cash or kind. No economic development is possible without incorporating manpower planning. Education meets the shortage of qualified and trained HR that is an important factor for increasing productivity and accelerating economic growth. In Pakistan, we have high quality of HR but need proper implementation of policies for HRD. The supply of skilled manpower constitutes a key factor in a country's social and economic progress. In order to be able to achieve the objectives of rapid development,

a developing country needs to expand its infrastructure facility to ensure adequate supply of skilled manpower before investment could be effectively.

HR implies the suitable HRD using growth in health sector, education sector and skilled training. It is the quality of education and training that facilitate the human beings to play their constructive role to increase national productivity. This is specified that there is a need of financial authority, coordinated decision-making skill, planned idea, and tolerant support policy and on the top administrative leadership of organizations. HR planning make the organizations system more effective, HR planning will increases proper utilization of HR and HR planning make working atmosphere better and harmonious. Political influence, nepotism, changes in governments, favors, monopoly of landlords and industrialists, lack of education, technical knowledge weak the administration system. Proper implementation of policies and proper utilization of HR according to their ability can improve quality of HR and institutions. HRM is the key agent to run the business on the path of success through efficient, motivated workforce via innovative ideas and strategies in organizations.

4. CONCLUSIONS AND RECOMMENDATIONS

The 21st century phobia is everywhere in the world. It is because by using this terminology the world can formulate its future plans by giving importance to the time frame. Private as well as public organizations have special internal control structure to take care of their precious possessions. Employees training are thus a major area that needs to be taken seriously. Training imperatives will automatically gain significance when they are linked with performance and outcomes. The only way to get the best out of human resources is to value them as assets in the real sense. This vital factor should be categorically recognized in the development indicators of any organization. There must be a strong realization within the organization that people can participate in achievement of its objectives by virtue of their information, knowledge and skills. They need to be encouraged to display creativity, responsibility and act as agents as well as subjects of change management. Higher-level executives need to make organizations a better place to work. The ultimate goal of productivity improvement as a driving force of economic growth is to perk up the quality of life of the populace. Without people's resourcefulness and efforts in improving productivity, humankind would have run out of means of survival and progress as the rate of increase of land, labor and capital (fruits of the past labor) could not keep pace with that of a population increase. In the past, nations and people fought for better access to these basic factors to generate value. The strong took from the weak to enjoy a better quality of life. But the contemporary world no longer permits shifts of value added through exploitation. The only way to survive and prosper today and in the future is to become more innovative and productive.

Today, the pace of human progress is even faster. So, organizations in Pakistan are losing opportunity to seize competitive advantage through human resource strategies and practice initiatives. In Pakistan there is poor work ethics and the environment for honest work is least conducive. The existing labor laws aiming at the protection of the rights of workers and to promote their welfare are in adequately implemented.

Today the world's population is approximately 6.5 billion and grows by nearly 80m people each year. The problem of over population becomes even more serious in the context of the developing countries like Pakistan. They population boom has resulted economic upheaval, environmental degradation, shortage of drinking water, diminishing forest resources, climate change due to depletion of ozone layer, marine pollution noise pollution depletion of land resources and damage of beauty of nature. Pakistan being a developing country also faces the problem of over population. Since independence five labor policies have been announces by the government in the year 1955, 1959, 1969, 1972 and 2002 which laid down the parameters for the growth of trade, unionism, protection of workers rights, the settlement of industrial disputes and the redress of workers grievances. These

policies also provided for compliance with international labor standards rectified by Pakistan (Economic Survey). HR is the basic resource upon which a nation depends to develop viable institutions and a strong economy. Locations, soil, topography, mineral and energy resources all are vital to the foundation upon which national power is built, but effective HR are the most important to the national development. Among the nations of the world HR very greatly, they may be large or small in numbers, develop or underdeveloped, efficiently utilized or underemployed. The manner in which a nation nurtures or employs its people determines, in large measures, its success in furthering its economic development in improving the welfare of its people.

The future of HR in Pakistan is incredible because it is going to be important in the knowledge economy. It will provide a route to the talented HR who can improve the financial position through technically experienced people. Time has changed now needs to change our thinking. It is hoped that a sizable budget share go to the development of HR and a change will be visible near future in Pakistan and she will be launched on the road of progress and prosperity. Government need to strengthen institutions by promoting transparency in economic policy making and strengthen physical and human infrastructure. This can lead to greater efficiency.

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. As organizations are going to become increasingly aware that people are important for the effective running 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 job. Its emphasized HRM is the key agent to run the organizations on the path of hit through 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 process, when the work of HRD is done effectively it would result into co-operation among team members, demolition of centralized system of decision making, creates homely environment, feeling of ownership and positive working atmosphere. As referred the recruitment of the workforce has become a specialized field. The main motive is skill development as technical jobs are becoming more complex and demand more professional skill. Even at managerial and marketing level, skills and knowledge demand have increased its importance, so before imparting training with respect to textile or garment industry, the training program should be so designed that it covers the skills that will be required in long and short term basis. 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. 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 taught 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. If the employers wish to extent the contribution of laborers in growth in textile industry, banking sector, hospital management, police administration etc than the proper utilization of HR is most important need improved methods of HRM for effective HRD and needs skilled and proficient training to enhance their skills and knowledge.

Following are some strongly recommended suggestions that will help to analyze the HR policies and its implementation in Pakistan. The organizational development and success promoted via HRD & entrepreneurial skill. It is necessary to implement training system & introduce proactive strategy making system to solve problems with time management in organizations. Equal Employment Opportunity & pain management techniques should be introduced by organizations to control mal-practices, mal-administration & sexual harassment.

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