

**AN EXPLORATORY STUDY OF
HUMAN RESOURCE DEVELOPMENT**
***A Study Focusing On the Organizations of Islamabad,
Rawalpindi and Wah Region in Pakistan***

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ABSTRACT

This is the first study of its type, which explores the setting of human resource development (HRD) in 107 organizations of public and private Pakistani firms. Due to the rapid development of the corporate sector the need for the human resource development is inevitable. This research was conducted in order to measure the current effectiveness of the HRD departments in the organizations. The study was conducted with the help of a questionnaire and descriptive statistics were used to analyze the results. The situation of HRD in different firms was observed in terms of structure of HRD department, contribution of HRD department in the corporate strategy, training and development, and employee relations. The findings reveal that corporate executives are aware of the importance of HRD but the implementation of the HRD programs and policies has not been successful. There is a use of formal trainings but lack of proper feedbacks from employees' effect their effectiveness. The research identifies the gaps in the existing system of the communications, which results in poor employee relations. This research could be beneficial for the future researches in this field.

Field of research: Human Resource Development

1. Introduction

South Asian region has the highest concentration of the poor people in world, large number of which live in Pakistan. Human under development is evident throughout the Islamic world. They are far behind their non-Muslim counterparts in terms of human resource development due to governmental failures, inefficient policy making and their improper implementations (Susan *et al* 2000). A number of research studies can be identified discussing the issues regarding how to create an effective human resource through there development at the national level (Budhwar *et al*, 2002). But when we talk about the developing countries like Pakistan much is needed to be done in this regard. There is no such study conducted previously which explores the current situation of human resource development in Pakistan.

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The premature state of HRD in the organizations is causing major hindrances. This study makes a valuable contribution in this regard by focusing on the current situation of the Human Resource Development in the corporate sector of Pakistan in terms of examining the role of HRD in effectiveness of corporate strategy, contribution and situation of the training and development practices in organizations and how the internal employee relationships help and influence the human resources at work.

Quality of the Human Resources plays a critical role in the success and failure of an economy like Pakistan. It must be on the first priority to help develop the economy and the country itself. But unfortunately HRD and the contributing factors are still not focused upon much in most of the organizations on Pakistan. To most of them the concept of Human Resource Development is still alien. The reasons being identified for this underdeveloped HRD function is the low level of budgetary spending by the government on the HRD function (Ministry of labor and manpower, 2006)¹.

With the rapid expansion of the business world the challenge is to create a balance in the demand and supply of the skilled and developed labor force. The elementary nature of the employment has changed completely over the past two decades. Due to this change the skill levels required in the organizations have changed and organizations need restructuring at organizational and job levels. This has increased pressure at the supply side of the labor market to broaden the skill level in managerial, supervisory and line management locales (Smith *et al* 1997).

There is a strong need to develop Pakistan's own human capital to meet the needs of the employers. The basic challenge for Pakistani policy makers is not only to create jobs for the unemployed and the new entrants in the market but also to improve the productivity and earnings of the "working poor" (Ministry of labour and manpower, 2006). By developing highly skilled people within the country will help attract foreign investments in the country, which will help the economy of the country to flourish. This Human development can be channeled in the right direction only when the government in collaboration with the corporate sector plays a strong role in the achievement of these goals.

Next section of the paper explains the basic concept of human resource development, third section of the paper identifies the need for human resource development in Pakistan, fourth section explains the basic aims for the research study, fifth section presents the research questions, then the following section presents an effective literature review in support of the research questions presented and later sections of the paper present methodology, sample size & type, results of the study and then presents the conclusion of the research study conducted.

2. The Concept of Human Resource Development

For the purpose of this study the concept of human resource development is based on the definition provided by Heathfield. “Human Resource Development is the framework, for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development” (Heathfield, 2007).

Typical HRD practices include (Xavier, 2007):

- Executive and supervisory/management development
- Professional skills training
- Technical/Job instruction and coaching
- Sales and marketing training
- Customer service training
- New employee orientation
- Health and safety training
- Organizational development consultation

3. Need of HRD in Pakistan

Pakistan holds a strategically important geographical location in the South Asian region. In spite of this important position the economic development is still at standstill. According to the report presented by the Ministry of Industries & production & special Initiatives, and the Ministry of Labor & Manpower, Government of Pakistan, 2006, the growth rate of the economy is increasing during the last four years but the job growth remains slower as compared to the growth in the labor force. Wages in the existing jobs, in rural areas specially, are low. Jobs in the formal sector are very scarce and most of the people are either self employed or they are employed in the agricultural sector even at very low productivity levels.

The report also emphasizes on improving workers' earnings in Pakistan, better jobs and higher productivity is needed. Expansion of private, formal sector jobs would go long way towards accomplishing this. The skills gap in the Pakistani market is evident and this becomes compounded when Pakistan is not investing in human capital development. The percentage of GDP allocated for trainings and education is far below the comparative levels of its competitors. Latest evaluation of the investment climate (IC) of Pakistan shows that Pakistan still lags radically behind many developing countries in both “quality of business environment” and “strength of the growth competitiveness”. Pakistan ranks 65th in global “business competitiveness” out of 116 countries. This below potential growth and low competitiveness is linked to the weaknesses of IC.

According to the above mentioned report, labor regulations in Pakistan are so strict that it has increased the cost of hiring and firing for the employers. Due

to this the employers now started to employ workers on temporary basis, because they don't want to get into the difficulties of paying annual gratuities, provident funds or getting into the intricacy of providing prior notice periods for a termination of employees, and paying them the severities for 90 weeks after termination. Pakistan has one of the highest shares of temporary employees, as a percentage of the total formal manufacturing sector labor force. Due to this the employers do not spend much on the trainings and development of the employees. This climate has increased job uncertainties hence, reducing the levels of incentives and job security.

The same report suggests that the government has taken a number of steps to develop different sectors of the economy. Government has encouraged private sector development to help them take part in the economic development. Now HRD is considered to be the basic and crucial aspect of the future national economic development of Pakistan. One of the main aims is to develop human resources and to upgrade the skills of the Pakistani workforce throughout all the sectors through education and training. Different policies are devised at the governmental level to help develop the human resource of Pakistan. Some amendments in the labor laws and introduction of different technical training programs for different demographics are the major steps taken by the government. With the help of this, government wants to revitalize the whole system of HR and HRD in Pakistan. As these steps are much recent the implementation and the development of the processes and people will still take time. This paper focuses on the current situation of the human resource development function in a sample of organizations.

4. Research Aims

With the emphasis on HRD at a national level, there is a need to examine the situation of the human resource development function in different organizations, in response to the initiatives taken by the government. In this regard, this study has three main aims:

- To assess the level of contributions of the organizations in developmental activities of the employees
- To determine the effectiveness of the human resource development policies in the organizations
- To evaluate the methods used for the development of the employees in the organizations

For the purpose of fulfilling the research aims the situation of different firms was observed in terms of contribution of HRD department in the corporate strategy, training and development, and employee relations.

5. Research Questions

1. Do the organizations have a proper human resource department/section?
2. Is there any contribution of the HRD function in formulating the corporate strategies of the organizations?
3. Is there any proper arrangement of trainings and development of the employees in the organizations and how effective the systems are?
4. How effective are the employee relations in order to ensure the even flow of information within the organizations?
5. What is the overall contribution of the HRD function in the success of an organization?

6. Literature Review

An intensive Literature Review was undertaken to support the basic concepts of the HRD, its importance in the corporate strategy, the role of training and development in the organization. To increase they are defined with the help of literature as under:

6.1 Role of HRD in the Corporate Strategy

“Strategy is the bridge between policies and goals. It is a term that refers to a complex web of thoughts, ideas, insights, experiences, goals, expertise, memories, perceptions, and expectations that provides general guidance for specific actions in pursuit of particular ends” (Nikols, 2000). Human resource development is the critical factor that can help convert the policies into actions so; there is a strong relationship between strategic human resource development and the corporate strategy (Martin & Mary, 2000). HRD must form an important part of the corporate strategies devised. Employees are the pivotal factors which enable the organizations to improve their financial, organizational, process, and job performance. So, HRD professionals must be involved in the strategic development and planning phases (McIntyre, 2004). The employment strategy must be embedded with an overall strategy for integrated human development that combines investment in human capital, the ‘supply side,’ with the creation of productive employment, the ‘demand side,’ to lead fuller utilization of human resources (Poverty Reduction Strategy Paper (PRSP), 2003). Strategic HRD helps to create an organization which is open to learning. In this learning culture the corporate strategy is highly influenced and is shaped up by the training, development and learning strategies of the organizations (Martin & Mary, 2000).

6.2 Training and Development

“Training is the planned and systematic modification of behavior through learning events, programs and instruction which enable individuals to achieve the level of knowledge, skills and competence to carry out their work effectively” (BBP, 2006). The training programs help employees to do their current jobs effectively (Werther & Davis, 2000).

“Development is the growth or realization of a person’s ability and potential through the provision of learning and educational experiences” (BBP, 2006). The developmental activities within an organization helps employees prepare themselves for handling the future responsibilities (Werther & Davis, 2000).

The organizational growth and competitiveness is largely dependant upon learning, training and different developmental activities in an organization (Smith *et al* 1997; Bates, 2001). Simply placing the employees on the job does not ensure their high performance and productivity on the job (Werther & Davis, 2000). A formal training program helps employer identify the star performers and helps save the long term developmental costs of the non-performers (Wholey, 1990). The training needs of the organizations depend on different factors like “operational activities, size, stage of growth” etc (Smith *et al* 1997). The changing nature of the business and technological advancements demand for higher level of social, interpersonal and customer care skills. The changing HR practices are influencing the demand for higher level skills training (Smith *et al* 1997). An employee’s job satisfaction is directly related to the far-reaching and chic HR practices including training and development of the employees. This helps to increase the productivity of the employees while at work (West & Patterson, 1999).

6.3 Employee Relations

“Employee relation’s is concerned with how to gain people's commitment to the achievement of the organization’s business goals and objectives, in a number of different situations. It is also about ensuring that organizational change is accepted” (CIPD, 2007). Organizations are not simply composed of buildings or products but they also comprise another important element i-e the human element. These human elements work in the form of groups to form organizations. Employee relationships are all about managing the needs of these human beings, polish there creativity coordinate their efforts and provide a cooperative and effective communication system which ensures their productivity (West & Patterson, 1999). Maintaining employee relations include the management of the colleagues both inside and outside the organization, management of the individual employees and the employees in the form of groups (CIPD, 2007). Employee relations are effective only when the communication among the employees is strong. Communication is everything on the job. It ensures that timely and accurate information is being shared among the employees to help them take timely decisions (BBP, 2006).

7. Methodology

This is an exploratory study conducted with the help of a questionnaire survey. Questionnaire method was used in order to provide the respondents with a reasonable range of answers to choose from. Descriptive statistics have been used to analyze the data. In the absence of any previous researches in this field it is appropriate to conduct such an exploratory study to examine the current situation of HRD in a sample of Pakistani firms. The questionnaire used is adapted from a research study conducted in Oman (Budhwar *et al*, 2002). The questionnaire covers different aspects of HRD in

five sections (a) the organizational details (b) the structure of the training and HRD department (c) the role of the HRD function in the corporate strategy and change (d) training and development and (e) employee relations. The five sections contain 44 items in total. At first encounter with the respondents there were some problems in the administration of the questionnaires because of some of the terms used in the questionnaires. In that case the terms were properly explained to the respondents. Later on the terms were replaced with more easy and simple ones which helped those respondents who were not from a proper HR background.

7.1 Sample

The questionnaires were delivered to the selected sample of 107 public and private companies of Islamabad, Rawalpindi and Wah regions. The sample was selected on the basis of convenience. 50% of the questionnaires were personally administered and remaining 50% were sent through mail, out of which only 20% were received back. As there is not much research in this field so it was decided to focus on the views of the HRD/HRM/personnel specialists.

7.2 Sample type

Majority of the questionnaires were filled by the most senior executive in the HR department of the organizations. In the case of absence of HR department in the organization Director Administrator was the key person who filled the questionnaires. They filled one questionnaire each. They were assured of anonymity and confidentiality of their responses.

7.3 Response rate

The firms are from different industries of public and private sectors of economy, which will help examine the situation of HRD in different industries fairly representing the selected areas. 107 questionnaires were sent through mail out of which 76 were received back. The response rate was 71.03%.

8. Findings & Discussion

This section presents the results based on the research study. The setting of this portion is such that the results of each and every portion of the questionnaire are presented through graphical representation. The study analyzed the organizational lifecycle stage in order to know the situation of HR in accordance with the age of the organization. It revealed that 11% of the organizations are in the formation stage, 38% are in growth stage, 42% in maturity and 9% of them are in their declining stage. In 57% of the organizations the number of the employees has increased over the past five years indicating the need for better HR practices to manage the increased pool of the employees in the organizations. The age of the organizations selected varied from 1 to 50 years. The range of HRD experience among participating managers is between 3 months to more than 20 years.

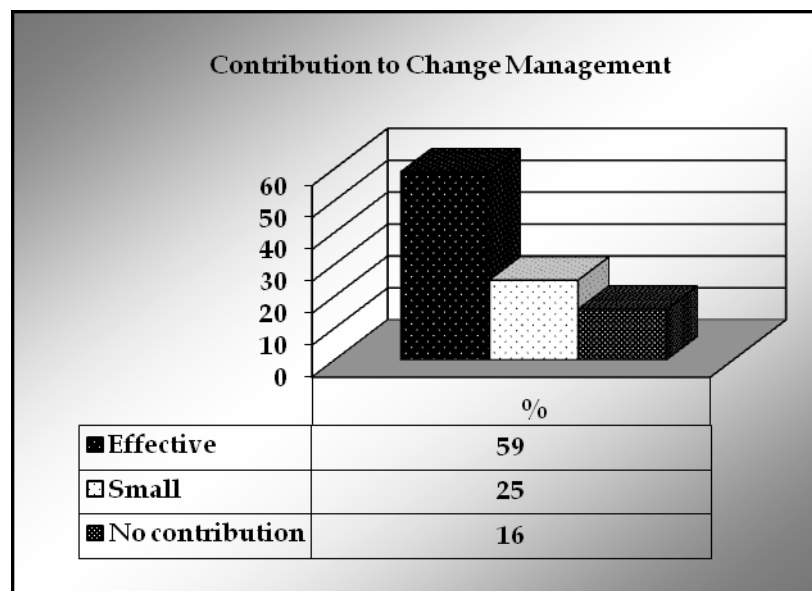
8.1 Structure of training and HRD department

The results revealed that 71% of the sample units have a proper HR department in their organization. Out of that 71%, some 74% of the sample units have had HRD departments since their incorporation and 26% of the units established their HR departments at a later stage. In the absence of an HRD department the Administrative Affairs Department carry out the responsibilities of HRD in majority of the organizations. The findings reveal that 35% of the respondents have worked within the field of HRD and Personnel Management in their previous jobs. The job title of respondents includes HR Manager, Assistant HR manager, HR Head of Section, Personnel Manager, General Manager and Managing Director and director administration.

8.2 HRD and the corporate strategy

The study revealed that majority of the organizations has the mission of creating an effective workforce (39%). Regarding the overall contribution of HRD in the management of change 59% of the respondents suggested that their HRD functions has effectively contributed to the management of change in their organizations. On the other hand, 16 % believe that HRD has not contributed at all to any change in their organizations the reason is the inefficient human resource development systems and improper implementations of the strategies being made. Graph 1 shows the results regarding the contribution of HRD in change management in organizations.

Graph 1

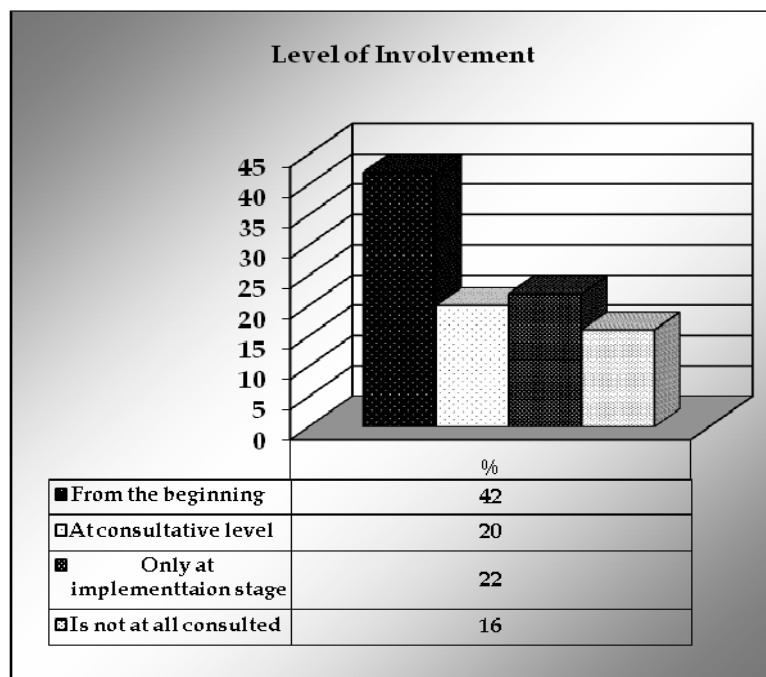


The main objectives of HRD for the next three years brought forward the following results in order of priorities of most of responding organizations. 47% of the respondents revealed that their most favored objective is building up the employees' knowledge and skills in the related work fields. 34% of the organizations favored increasing the overall performance and productivity of

the employees and economic developmental goals were relatively less favored by the responded units as compared to the organizational goals (12% only).

About 87% of the organizations have a clear written HRD strategy and about 55% organizations have these strategies clearly translated into clear sets of programmes and deadlines for personnel and HRD functions. Results in the graph 2 show the level of involvement of HRD managers in the development of corporate strategy. 16% of the respondents said that they are not at all consulted for the development of corporate strategy. Reason may be that figures and numbers are considered to be more important than human resources of the organizations. Devising the corporate strategy is taken as a task of top executives in the managerial hierarchy, so the management at the lower tiers who represent different departments is not consulted for this purpose.

Graph 2



Nearly two-thirds (74%) of the organizations believe that HRD in their organizations have become more proactive over the period of last five years which shows the positive trend towards adoption of proper HR practices. 26% of the organizations are still reactive. They do not start preparing for their future needs well before time. Regarding identification of the most important challenges faced by the organizations the results revealed that the foremost challenge the organizations are facing today regarding HRD is the lack of sufficient funds to support the HRD function in the organizations (42%). Another important challenge identified is the lack of professional HRD staff which creates hindrances in the proper functioning of the HR departments.

Table 1

Where The Responsibility Of HRD Lies				
Personnel related issues	HR department %	Line Manager %	Line management in consultation with HR department %	HR department in consultation with line management %
Pay & benefits	43	24	12	21
Recruitment & selection	49	8	15	28
Training & development	49	21	12	18
Performance appraisal	21	35	30	14
Industrial relations	17	40	30	13
Health and safety	35	34	24	7
Workforce expansion/reduction	32	23	20	25
Work systems / job design	45	18	17	20

The results in the table 1 show that responsibility of the decisions regarding pay & benefits, recruitment & selection, training & development of the employees, health & safety, work force expansion & reduction and work systems & job design responsibilities lies with the HR department of the company. The responsibility of performance appraisals lies with the line management in 35% of organizations. The industrial relations are handled by line management (40%). The results revealed that in 50% organizations the responsibility of designing better pay & benefit systems, training & development (45%) and performance appraisals (43%) has increased significantly. Table 2 shows the time spent by the top management on the HRD related activities and planning.

Table 2

Time spent in a week on HRD planning	%
Less than 3.5 hours	33
3.5 hours to 7 hours	37
10.5 hours to 14 hours	17
More than 14 hours a week	13

Table 2 shows that in 37% of the organizations' the maximum time spent on HRD activities, is 3.5 to 7 hours in a week, which is very low from the required one.

9.3 Training and Development

Results show that 17% of the managers and the line managers have not attended training with in five years and 19% attended more than two trainings per year, while some 33% of the managers attend one activity per year. The study revealed that during one year 40 % of the sample organizations do not organize seminars at least once a year. However 22% of the firms organize seminars at least once a year.

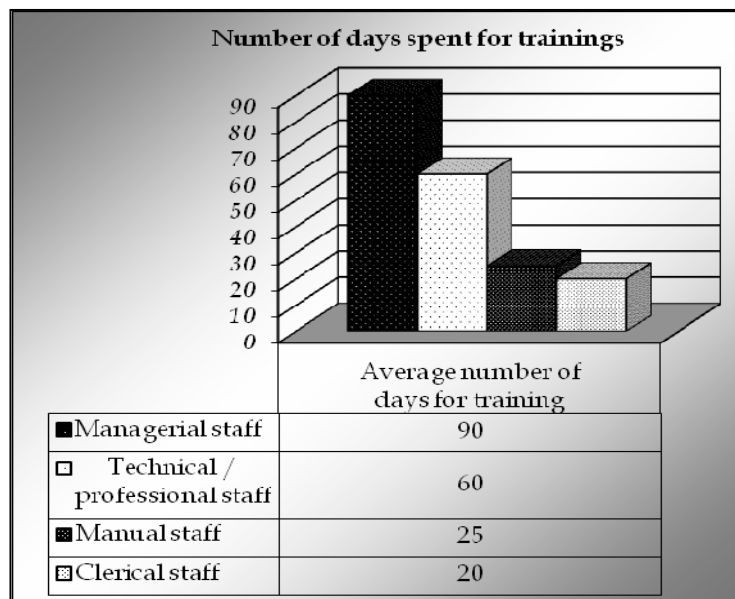
Management and administration is the area in which more training activities are arranged for the employees (47%) while in 24% organizations technical education and trainings are preferred for the employees. Regarding the mandatory area of training in the organizations results show that in 47 % of the organizations planning is considered to be the essential area in which majority of their employees must be trained. On second preference is the performance appraisal (23%) and on third priority is improvement in the staff communications (13%). Table 3 shows the results As follows:

Table 3

Mandatory areas of training	
Areas of training	%
Planning	47
Performance appraisal	24
Staff communication	13
Delegation	3
Motivation	3
Team building	6
Foreign/ regional languages	4

Whether there is any clear career path and job classification present for the employees, results prove that 17% of the organizations do not have clear career paths and job classifications present. This results in confusions and unrest among the employees if they don't know where they are headed towards, which leads to high turnover rates. So, the employees must know what there future holds, where they would be standing if they work hard. Some 18% organizations which have the career paths defined are only for consultation purposes. Graph 3 shows the results of the number of days spent for the trainings per year.

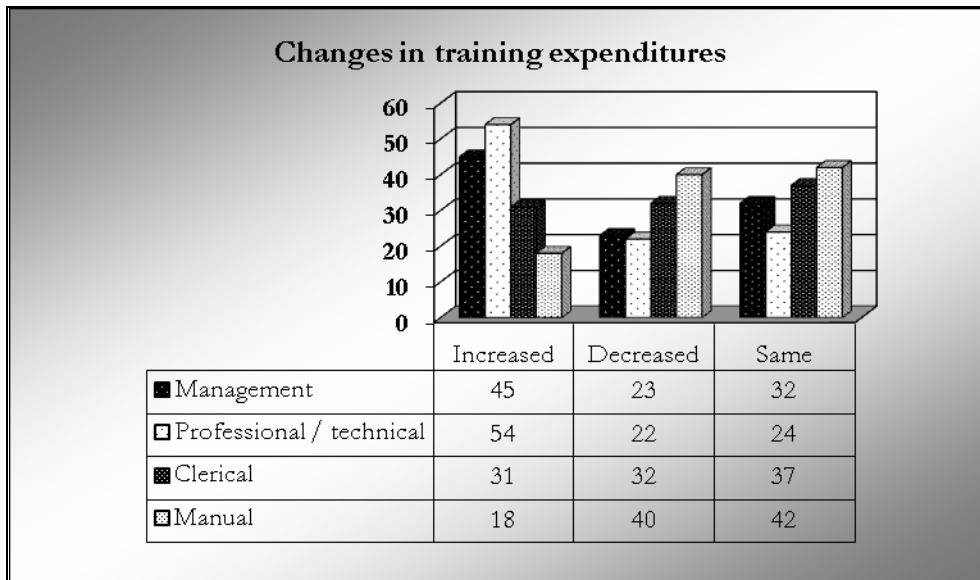
Graph 3



Maximum numbers of days are spent on training by the managerial staff of the organization. Technical and professional staff spends at least 60 days for trainings, the reason being, due to the rapid technological advancements and emergence of global marketplaces the boundaries of the organizations have become more and more permeable accepting the change more rapidly than before. This demands the rapid up gradation of the employee capabilities and skills with the changing environments.

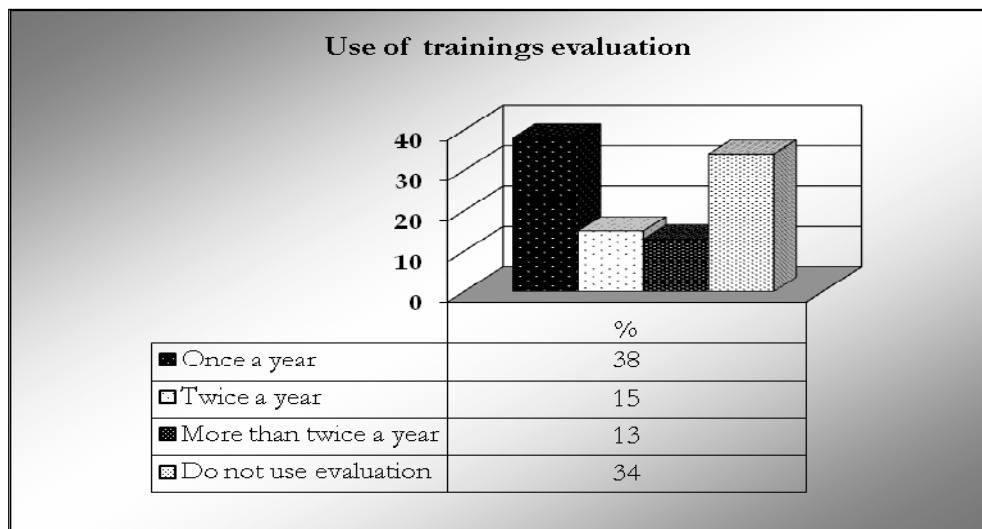
Results of graph 4 show that training expenditures of the technical and professional people have increased significantly over the period of time (54%). The trainings of the clerical staff remain the same in 32% of the organizations.

Graph 4



Reason for this may be that the managerial staff was already being considered for the trainings, it was the lower tier of organizations that was ignored in most of the organizations, whereas expenditures on the trainings of manual staff has decreased (40%), respectively. Results of the question regarding the training evaluations revealed that 34% of the organizations do not use the formal training evaluation methods. (Graph 5)

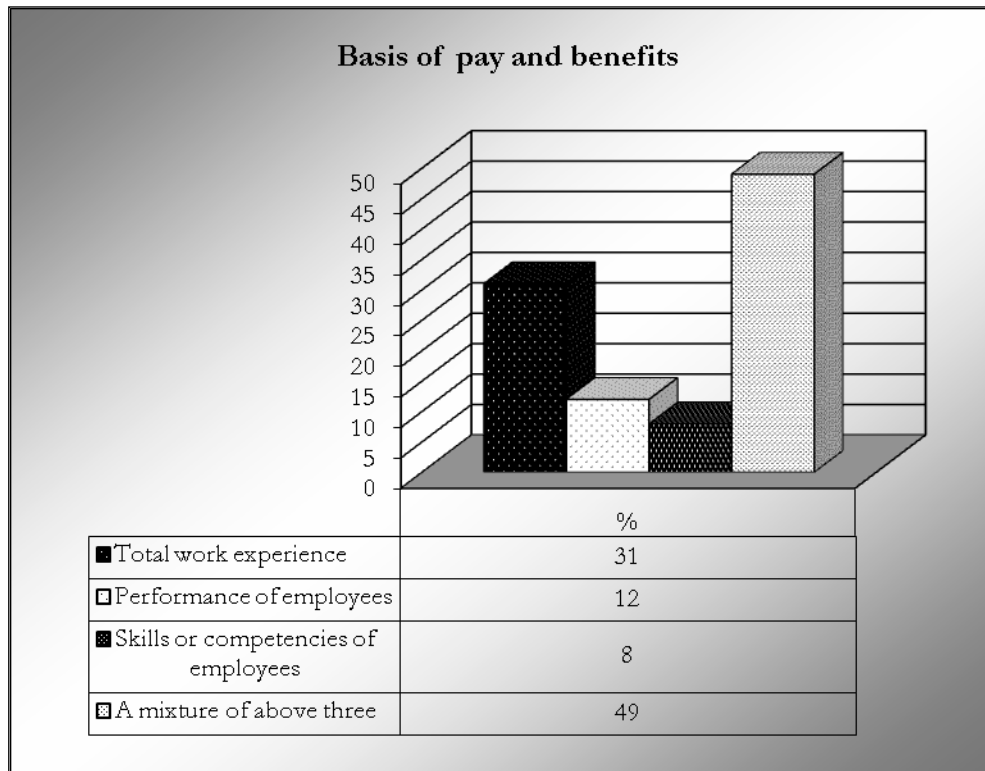
Graph 5



This shows that organizations despite having the means, resources and capabilities, do not make the proper use of the available people and the resources. Same is the case with results of the systematic evaluation of training needs of employees. 38% of the organizations do not evaluate training and mentoring needs of their employees which ultimately leads them in the wrong direction. They do not monitor the effectiveness of their training sessions. Those were the organizations which also didn't even get feedback from the trainees after their training sessions. These results show that there exists a real gap in the training and evaluation practices of Human Resource Development in corporate sector of Pakistan. The achievement of long term goals of HRD is difficult in a situation like this. Proper use of the available resources is a must in this case. These results show the reasons for weak outputs of HRM and the administrative development system in the participating units.

In 50% of the organizations there is no formal system of identifying new talents and distinctive employees, which shows the suppression of the talented people in the lower tiers of the organizations without any appreciation. Most of the organizations are reactive towards training needs and analyze training needs of the staff through a request from line managers for arrangement of a particular skill or competency for a particular department. Means of training and development used mostly by the organizations are "Formal Career Plans" (53%). The organizations that have proper career paths designed for their employees use them for analyzing the level of training required by an employee.

Graph 6

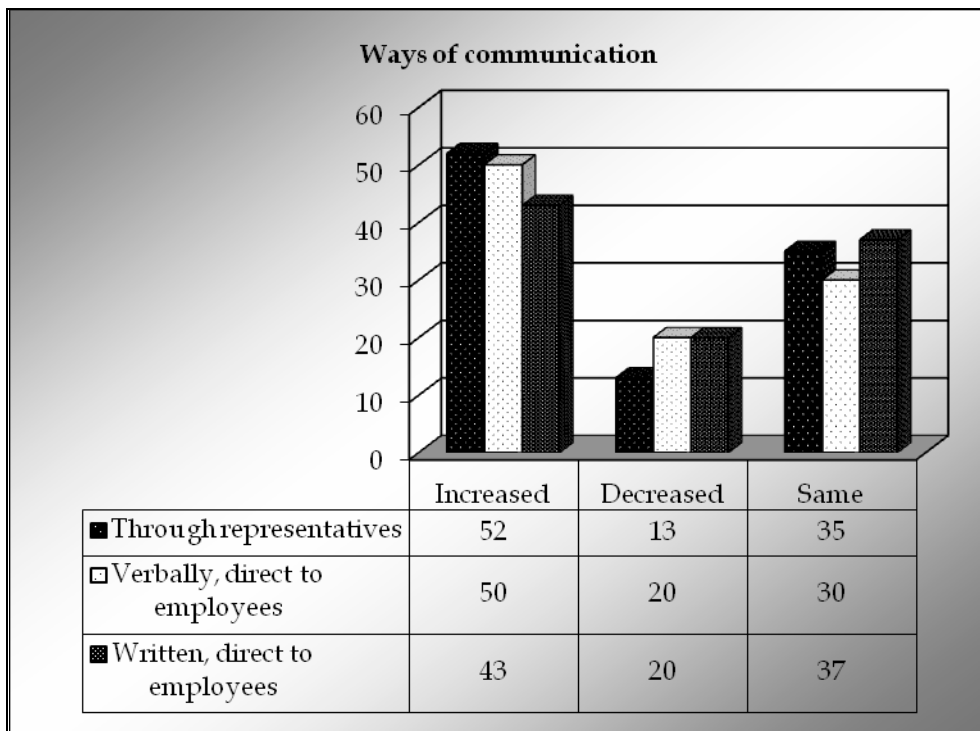


The above graph shows that only 12% of the organizations use performance related pay. 49% of the organizations use a mixture of work experience, performance and skills as a basis for devising the pay and benefits for the employees. This research also focused on the areas in which training is needed in next three years. Results show that trainings in the Business administration & strategy are on first priority for most of the organizations. Second choice for majority of the organizations is computers and new technology. On third priority is economic development of the country.

9.4 Employee Relations

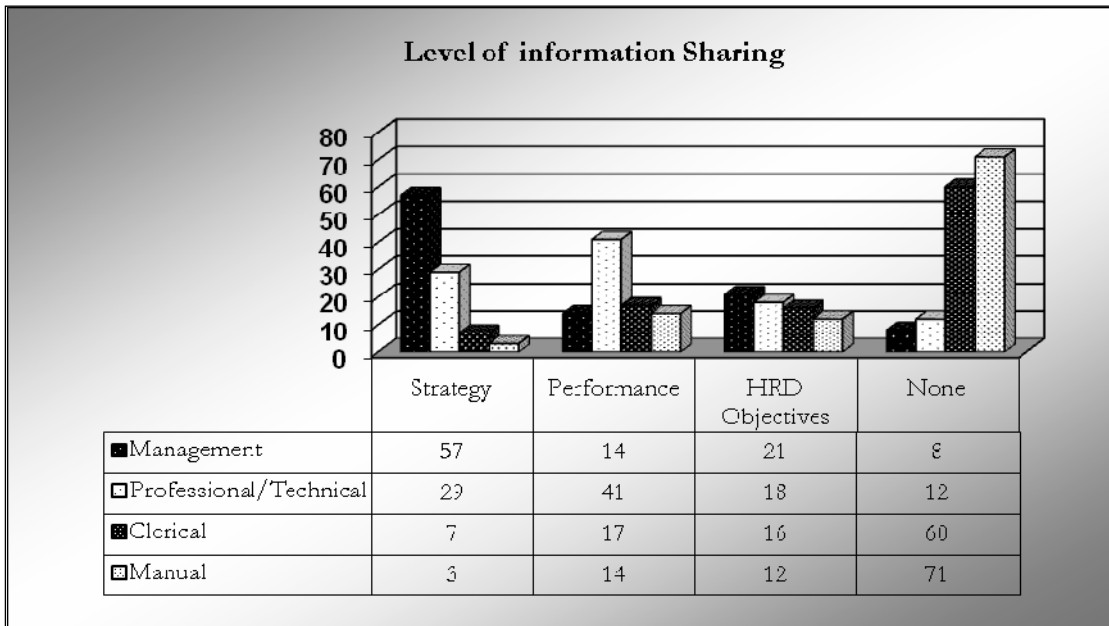
Fourth factor in the field of human resource development considered in this research is employee relations. Results reveal that there is an increase in communication with employees through representatives in 52% of organizations. Graph 7 shows the results of level of communication.

Graph 7



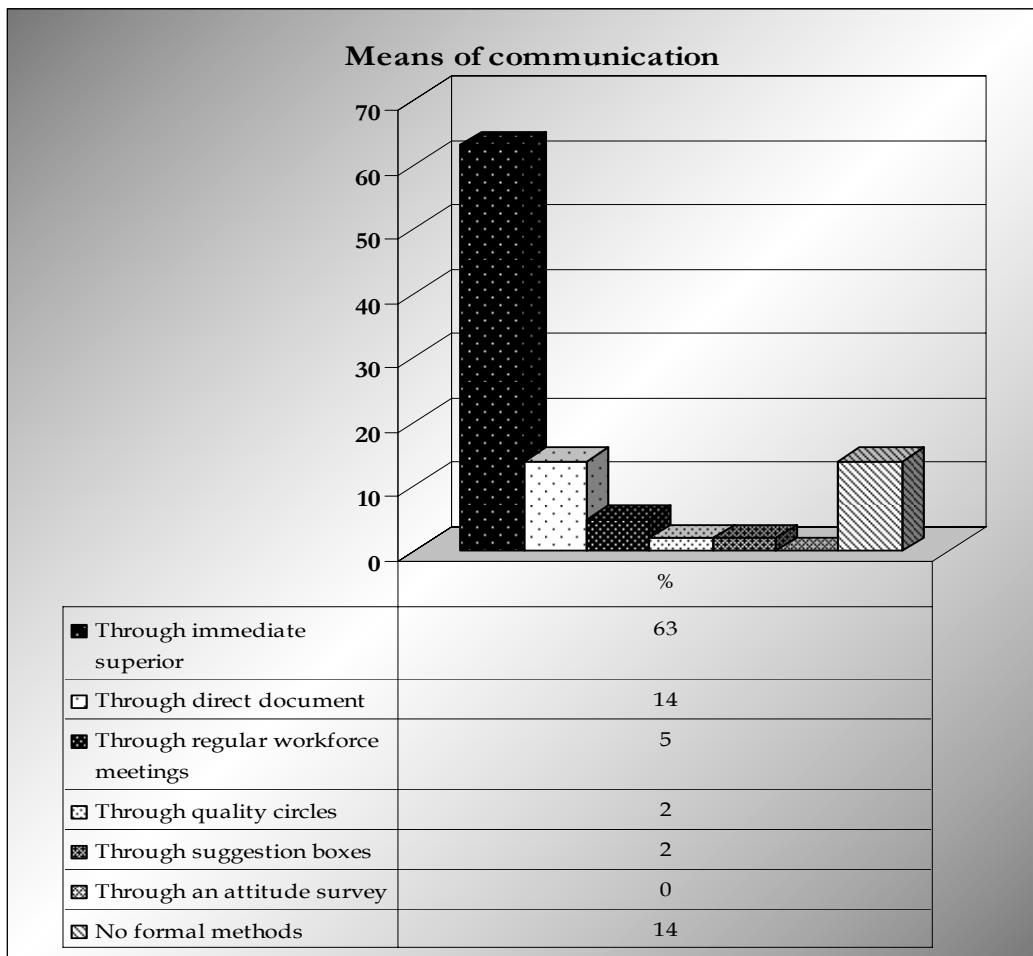
Graph 8 shows the results of the situation of sharing the knowledge about the strategy and performance of an organization. Management is the one with which information about strategy and HRD objectives are shared the most. Lowest level of information is being shared with the manual workforce at lower tiers of the organization.

Graph 8



The survey as also targeted to find out through what methods do the employees communicate their views to the top management. Results are shown in Graph 9.

Graph 9



The most common (63%) method used to communicate the views of the employees to the top management is through their immediate supervisors. They bridge the gap between the policymakers and the people at the operational levels.

9. Conclusion

The results of current study are significantly positive as compared to the study conducted in Oman, because they don't have a dominant size of the private sector in their country, whereas, in Pakistan private sector is expanding with a significant pace so the major contribution of this improvement is from the private sector in Pakistan. There is a need of significant improvement in HRD systems of the organizations. Existence of a separate HRD department is crucial and it should be taken as an important part of structure of the organization. Most of the HR/Personnel executives lack HR background, and were recruited on the basis of personnel experience.

It is interesting to find that majority of the organizations desire to create an effective workforce and favor their own organization's success above all, but reason for not being able to do so was identified to be the lack of funds and difficulty in deploying the HR activities due to lack of professional HRD staff in organizations. The findings revealed that in most of the organizations HRD played a negligible role in change management. Reason for this is inefficient use of human resources being prepared through trainings, besides top management was not able to properly utilize them in the change management process. Another reason identified by the analysis is that the maximum average number of hours spent on the HRD planning by HRD personnel is 3.5 to 7 hours, which can be interpreted as another factor for the inefficiency of this department in the organizations.

Majority of the HR personnel were not involved in strategy development process right from the beginning. This could be the cause for which the HRD is not playing the part in the process of change management in the organizations. Major challenges for HRD systems in Pakistan are lack of funds and professional HRD staff for the upbringing of this department. There is resistance to change in managers and the top personnel, as they have a tendency to maintain the status quo. It is observed that majority of senior executives in the organization are reluctant to change. It was found that 17% of people in organizations have not attended a single training program during the last five years, while 33 % of the people attend one training per year representing the top management. Analysis also shows that the most preferred area in which the trainings are required in the next three years is business administration and strategy. Other preferred areas are computers & new technology needed to meet the future needs of organizations.

Expenditures regarding trainings for professional and technical people have increased over the period of last five years, decreased for people working manually. Moreover, presence of clear career paths and job classifications are a must for the proper career guidance of employees in the organizations. Majority of the organizations don't have proper career path guidance, if there

are any, they are for consultation purposes for top executives. People at the lower tiers of organization don't know about at what stage of career they are, and what effort and skills are needed to reach the next step of the career ladder. This becomes the reason for their dissatisfaction with their job, and ultimately organization suffers from higher turnover rates. It was interesting to find out that in 31% of organizations basis for pay and benefits is the work experience. While 49 % of participants believe that work experience, performance of employees while on the job and skills and competencies collectively play a role in determination of the pay and benefits for an employee in the organization.

Regarding employee relationships within organizations there is no significant improvement in written direct communication & communication through staff bodies and the top management, communication through representatives, staff bodies and committees has increased over time. The finding in regard to the level of information sharing is that except the management staff the professional & technical staff, clerical staff and the manual staff needs to be briefed about the strategy, performance and HRD objectives. This will make them aware of essential objectives pursued by the units they work for.

In order to answer research questions of the current study it is being observed that organizations have proper HR departments established but policy development and deployment has not been successful. The reason identified is lack of information sharing and lack of participation of HR personnel in devising and formulation of the corporate strategy.

The organizations have started offering trainings to management and the lower tiers of the management in the organization but they are not being evaluated properly, due to which there is no formal system of determining the effectiveness of the training activities in organizations. Moreover, situation of employee relation within the organizations is not that strong as is required for ensuring effectiveness of decisions taken. The reason is that the communication levels within organizations are not effective which create hindrances in decision making processes.

In relating the results to the objectives of the study the situation of the Human Resource Development in the organizations is still weak. The managers have an understanding and awareness of the importance of HRD but due to the challenges faced they are unable to do much in this regard. The organizations are reactive in this regard, but they have to be proactive to cope up with the upcoming challenges, for which they have to develop and deploy proper training strategies. Lack of procedural implementation is the major limitation in this regard.

There must be a well structured HRD system, within the organizations, which should be monitored and controlled by professional bodies. There must be planned investments in this area. The existing systems must be revised in order to implement a more flexible and beneficial system to replace the previous one. The institutions providing trainings to the professional and non-professional people must be encouraged enough so that they can carry out

these activities more intently. The role of the line managers in term of human resource development must be encouraged. They must be communicated properly the goals and objectives devised for the future. Strict application of career paths and job classifications must be there. Workers and the professionals must be provided with the frequent training sessions. The pay and benefits systems must be associated with the performance and skills and competencies possessed by an employee. The existing gap in the effectiveness and evaluations of the trainings must be filled properly by implementation of formal training evaluation systems.

10. Limitations and Implications of the Current Study

The major limitation of this research study was the time. There was a limited time period for conducting this research study due to which the sample size taken was too small. However, with these limitations and considering the contents of the questionnaire the study has provided useful information about the HRD situation in Pakistan. In particular it has provided an overview of the existing situation of the HRD in the country. Such a study is useful for providing information to the investors. It can be used as an input in further researches in this field. The study reveals the gaps in the system, so this study could hopefully will be helpful in the closing the gaps between policy formation and real practice. The future researches in this area could focus on analyzing the information of human resource development on the basis of sectoral differences, with a larger number of sample firms in more number of geographical areas

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End-Notes

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