

# **Mobilizing Human Resources for the Public Sector Goals and Objectives Accomplishment in Balochistan**

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## **Abstract:**

*Human resource has become a crucial factor in the public sector performance. It is an active and dynamic resource while the rest of other resources are passive. In order to realize its full participation in the organizational goals and objective accomplishment, it needs to be trained developed and properly supervised. This research article emphasizes the importance of training, development and supervision for the mobilization of human resources in the public sector organization in Balochistan. The analysis in this article is theoretical and descriptive in nature and secondary sources of data is used in the study.*

## **Introduction**

Balochistan is the largest but the least populated province of Pakistan. The vastness of its area and the extremely low population density has created many challenges for the planners of the socio- economic development of this province. Though the province is the richest among other provinces of Pakistan in terms of its natural resources, yet the living standard of the people of Balochistan is the lowest. Scattered population residing in small pockets, in highly remote areas, has created great many challenges for the service providers to reach these areas. Private sector cannot play its role due to high risks and low profit margins. In order to induce private sector to invest in different sectors of the economy, a huge infrastructure in the form of roads, electricity, telecommunication, water and sanitation, health and education, is

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required. Infrastructure can contribute to economic growth and economic development, poverty alleviation, and environmental sustainability, but only when it provides services that respond to (public demand) and does so efficiently<sup>1</sup>.

The establishment of basic infrastructure and the provision of basic amenities to the public is the responsibility of the state and thereby of public sector organizations in Balochistan. The World Bank Report 1997 argued that the state is central to economic and social development not as a direct provider of growth but as a partner, catalyst and facilitator<sup>2</sup>.

The future development of Pakistan is greatly tied to the development in Balochistan. But the process of development in the province is slow. The leading role in the economy must be played by the public sector with the help of an active human resource, capable of undertaking all sorts of deployment works. But the public sector in Balochistan is in dire strait. The potential of public sector is under utilized. The public sector's initiative thus is crucial in the initial stages of the province socio-economic development.

In order to perform its potential role in the socio-economic development of Balochistan, the public sector needs resources. These resources include human, financial and physical resources etc. The most crucial resource among these resources is the human resource that can make or break the organization. Human resources are critical for effective organizational functioning [especially in the public sector]<sup>3</sup>. All the other resources are of secondary importance. Human resource is distinct from other resources due to its creative abilities. It is through human creativity, initiative, capability and commitment that true development can be achieved. Development means releasing human

energy<sup>4</sup>. Its mobilization is highly essential for public sector goals and objectives accomplishment. Organizations have gradually begun to realize that improving technology [...] improve performance only up to a point. To move beyond that point, the organization's people are its most important resource<sup>5</sup>.

Today we are living in a highly dynamic environment where changes are taking place on regular bases. These changes are creating new challenges for the public sector organizations. In order to cope with these challenges of contemporary world, highly dynamic organizations are required. The public sector has to play a more positive and dynamic role in fulfilling hopes and aspirations in response to environmental changes<sup>6</sup>.

Human resource has the ability to accept these challenges by introducing innovative ideas and facilitating such changes required to tackle those challenges. Changes in the organizational structure to cope with challenges can not take effect unless supported by dynamic human resources because all other resources are passive except for human resources. Balochistan lags far behind the rest of other provinces in all social and economic indicators. The problem lies not due to the deficiency of financial or other resources but due to its human resources. All other resources can affect development initiative to some extent but under developed and low quality human resources has greatly impeded the development process in Balochistan. To quote Harbison<sup>7</sup>, "In developing countries human resources are the most plentiful of all resources and are, for the most part, grossly underutilized. The skills knowledge and capacities of the labor force are capable of almost limitless growth, but in most of the developing countries they are developed for short of their practical potential".

In order to accelerate the development process in Balochistan, greater emphasis should be placed on its human resources. Focus on human resources can have far reaching consequences for the future development of Balochistan. The mineral wealth of the province can only be harnessed if its human resources are developed. Poor planning implementation and control wastes resources. To mobilize and strengthen the human resources many of these problems can be addressed. The study emphasizes the mobilization of the province human resource and concludes that in the future initiative for the development of Balochistan, the human resources mobilization through training development and supervision must receive top priority. It is only through the development and mobilization of human resources that a country can achieve its development targets.

### **Mobilizing Human Resources in the Public Sector of Balochistan**

In order to exploit the potential of public sector for the socio-economic development of Balochistan, the building of its human resources capacity and mobilizing of it is necessary. Human resource capacity is the ability of public sector to discharge its duties efficiently and effectively. Human resource capacity is very important because a good strategy can not work properly due to low human resource capacity and poor strategy can be implemented successfully with a high human resource capacity. A good system can be spoiled if it is given in the hands of a bad person and the opposite is also true<sup>8</sup>. The capacity of public sector organizations in planning, finance, team building, coordination, and control and performance appraisal is essential to achieve their objectives efficiently and effectively.

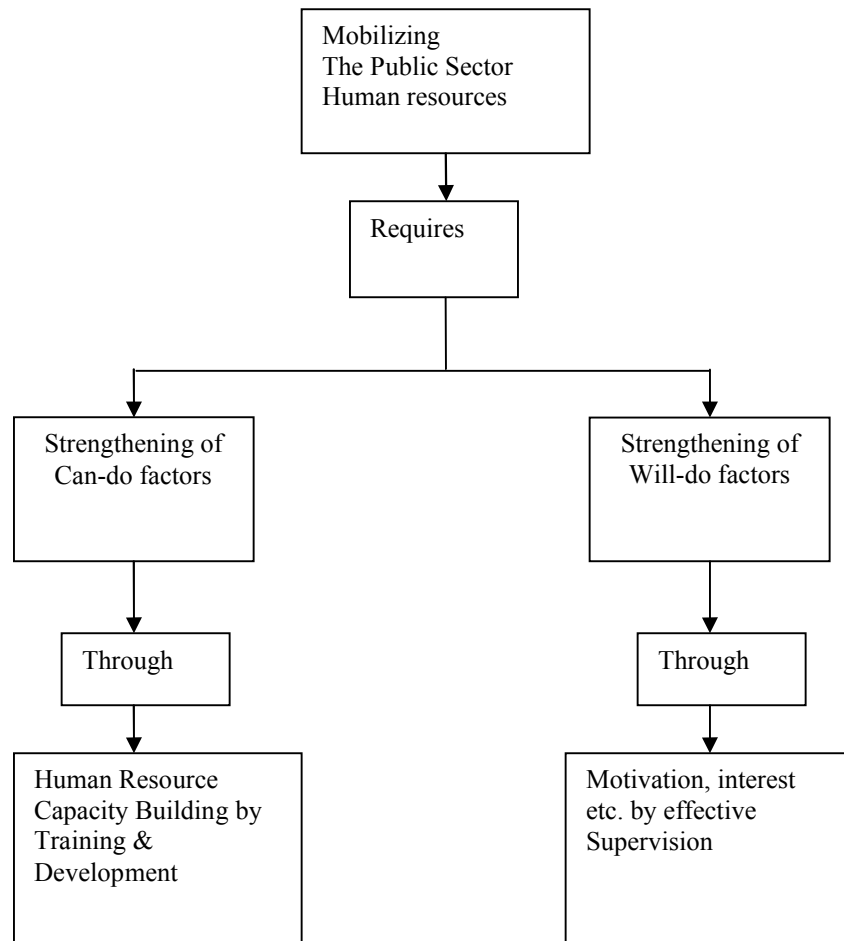
The efficient and effective utilization of the public sector resources in Balochistan is highly desirable because the province receive

very meager amount of these resources. Owing to its large territory, huge amount of investment is required to build its basic social and economic infrastructure. It is only through the efficient and effective utilization of these resources that the goals of social and economic development can be realized. Unfortunately, the public sector in Balochistan suffers from acute nature of inefficiency. The cost and benefit analysis of various programmes are lacking in the province. Misuse of national resources, mismanagement, lack of proper planning and control are the main features of the public sector in Balochistan. Many techniques are available today to ensure the efficient and effective utilization of the public sector resources but hardly any one of them is used. There should be justification for every activity of the public sector organizations where the utilization of natural resources is involved. Through proper mechanism, inefficiencies can be rooted out. The ability to manage existing resources efficiently and effectively is the need of the day. Modern and advanced knowledge available on management and administration can help and suggests scientific ways to utilize the resources of the province and rejects the rule of thumb any more.

In order to strengthen the public sector and to realize its full potential for the socio-economic development of the province, the mobilization of its human resource is of prime importance. The lack of focus on the human resources as a strategic tool and resource has greatly undermined the efficiency and effectiveness of public sector organization. Lack of investment in human resources contributes a great deal to the failure and disintegration of the organization<sup>9</sup>.

Mobilizing of human resource requires the building of human resources capacity and the utilization of that capacity for the socio-economic development of Balochistan. The building of human resource

capacity is through training and development and the utilization of that capacity is through proper supervision. The mobilizing of human resource is explained in the diagram below.



The above figure is a diagrammatic representation of the idea of mobilizing the public sector human resources. The mobilizing human resources requires to strengthen the can-do and will-do factors. The can-do factors are the skills, knowledge and ability to perform the job. While the will-do factors are the motivation and interests to perform various

assigned tasks. The capacity of human resources in the public sector of Balochistan can be build through training and development for the effective and efficient discharge of the existing functions as well as for the anticipated future functions that the public sector organizational change requires. Building human resources capacity for existing functions require the public sector to adopt a systematic and more formal process to assess training needs of employees at various levels. But there is lack of proper mechanism for the assessment of training needs of employees in Balochistan. There is also deficiency of proper procedure to arrange training programmes to suit the employees for the fulfillment of their training needs.

The capacity building for the anticipated future function of public sector is highly important. It facilitates the organizational change. The public sector organizations are working in a highly dynamic environment where changes are taking place on regular bases. In order to cope with these changes, the public sector organizations must be more alert and must chalk out programmes to train and develop human resources to make them more adoptable. The public sector organizations are mostly reactive. They act after they realize some difficulty. There is a dearth of proactive attitudes in the public sector organizations for the building of human resources capacity to cope with emerging problems. Low human resources capacity and weak institutions have strong and significantly negative effects on growth and development<sup>10</sup>.

Training and development of employees is a purposeful exercise whose effects are visible in far reaching changes in knowledge, skills and attitudes of workers. Its beneficial effects are not restricted to the higher efficiency and productivity of public sector organizations alone, but are evident also in the outlook of individuals and its major beneficiary is

society as a whole. Training and development has been acclaimed as an imperative for employees in all developed countries. It is only recently that its potential has been acknowledged in developing countries like Pakistan. However, whatever training and development is imparted in Balochistan, it is found to be deficient in many respects. Either it is not devised in the light of well-defined objectives determined by the thorough investigation of training needs assessment, or it lacks a meaningful way of assessing its utility. Deficiencies of training and development can largely be overcome by devising strategies to regulate them.

Similarly, the interest of top executives in the training and development initiative of employees is very essential. Their commitment is necessary for the success of any training and development programme. They set clear performance standards for every employee, establish job description and job specification information and determine the objectives for training and development programmes. In the achievement of those objectives, the training experts then try to formulate and implement those training and development programmes which are in accord with the larger interest of the whole organization. The employees may be properly guided that they must not view the training and development needs assessment as an exercise which would expose their shortcoming but one which would enable them to move into higher positions in the organization. This can motivate them and help them in seeing things in the right dimensions. This can also help employees to mobilize their efforts for the organizational success.

The training and development programmes in Balochistan needs to be focused in mobilizing human resources for the achievement of the goals and objectives and in catering the specific needs of the public



sector organizations. These programmes must have precise objectives. Particularly, the specialized functional areas need to be strengthened like planning, finance, team building, leadership, performance appraisal, coordination and control. Similarly, the level of training is to be decided, keeping in view the organizations' priorities. After the establishment of job description for each employee, their performance can be assessed easily and the training and development programmes can be arranged accordingly. The decision to impart on-the-job or off-the-job training is to be made on the bases of their relative worth to the employees. Both of these training and development methods are equally beneficial. Similarly, the focus of training and development that whether these programmes should increase knowledge of the work, or general understanding, develop skills or modify attitudes is to be decided on the individual bases. The formal process for the training and development of public sector employees is highly beneficial for the better performance of public sector organizations in Balochistan. The process begins from the assessment of training and development needs of employees after establishing clear objectives at different levels of the organization.

In mobilizing human resources in the public sector of Balochistan, training and development only prepares employees for the performance of existing and anticipated future jobs. It only builds human resource capacity. Supervision is required to mobilize the capacity to the benefit of organization. Supervisor is responsible for obtaining maximum production and maintaining a satisfied work group<sup>11</sup>. Supervision is highly valuable management technique for the optimal utilization of human resource potential. In the public sector organizations of Balochistan, the supervision of work got very less attention. The work of employees is poorly supervised, although the employees recognize the

importance of supervision. The standard supervision not only increase productivity but also promote friendly environment and encourage employees to dedicate their potential to the achievement of organizational objectives. Herzberg, a well known motivational theorist, in his famous two factor theory of motivation, has clearly mentioned the importance of supervision for work performance and productivity<sup>12</sup>. The interest of supervisor in the work performance of employees motivates them to perform more effectively. When the employees realize that their supervisors are not interested in the accomplishment of organizational objectives, their motivation for work performance deteriorates. Billingsley holds that dissatisfaction with management or supervision leads to job dissatisfaction<sup>13</sup>. The sense of belonging of employees increases when they realize that their supervisors are interested in their work performance and serious about the betterment and welfare of their employees as well. According to Ting, employees feel more job satisfaction if supervisor assist and co-operate with them in accomplishing tasks<sup>14</sup>. The supervisors' concern for the employees greatly enhances the workers' work performance while their interest for the promotion of their self-interests discourages the workers' work performance. Similarly, the supervisors' interest to resolve the conflicts, arising among employees from time to time can promote harmony and good working relationship. Employees are greatly influenced by the supervisor's encouragement and the use of motivational techniques. Their dedication for work increases when they are properly motivated. But in the public sector organizations of Balochistan little consideration is given to this aspect of supervision. The supervisor's help for the solution of work related problems bears importance to workers for mobilizing their support for the accomplishment of organizational

objectives and improving their work performance. They assign extreme importance to this aspect of supervision. At the same time the guidance and coaching by supervisor is extremely important for the improvement of workers performance on the job.

Employees normally see their supervisors as their leaders and always look to them for guidance and patronage. Satisfaction of employees with various skills of their supervisors also influences their work performance and motivation. The supervisory skills like technical skills; human skills, interpersonal skills and team building skills are greatly influencing the workers confidence in their supervisors. In Balochistan the majority of employees are of the view that their supervisors' different skills are not up to the mark. Specially, their team building skills, human skills and interpersonal skills need to be improved and strengthened.

Some times the work performance is adversely affected due to supervisory attitude for not appreciating their employees for better performance or showing greater interest for promoting self-interests. Similarly, when the supervisor does not pay attention to the workers work related problems or not sharing the work information and knowledge with their workers, their work performance is adversely affected. The supervisors therefore, need to be alert and treat their workers in a way that can increase their confidence and motivate them to exert their energy for the accomplishment of organizational goals and objectives. After all, they are human beings and treating them in a dignified manner can increase their productivity. The supervision of employees in the public sector organizations is one of the most important elements in mobilizing the human resources for the public sector goals and objectives accomplishment. Strengthening supervisory skills at

different levels of governance and organizations can improve the performance of public sector in Balochistan. The future initiative for the public sector reforms must take special care of the supervisory aspect of management and administration in the public sector organizations.

### **Conclusions**

Human resource is the key factor for the accomplishment of public sector goals and objectives accomplishment. Mobilizing of it is necessary for the efficient and effective operation of public sector organizations. For the improvement of the performance of public sector organizations in Balochistan, dynamic human resources are required. The efficiency and effectiveness of public sector can be enhanced through the introduction of new and modern techniques of management and administration in planning implementation and control. The introduction of new and modern techniques require the human resource mobilization through its capacity building to increase their knowledge and skills for their current job as well as for the anticipated future assignments. The human resource capacity can be built through extensive training and development of public sector's employees, and that the employees must be the focus of every initiative undertaken to improve the public sector operations in Balochistan. The mobilizing of human resource potential requires the effective supervision. The focus on supervision is necessary for the optimum utilization of human resource potential. Creative supervisors can mobilize the support of workers for the organizational goals and objectives through motivational and control techniques.

## **End Notes:**

<sup>1</sup> Ishrat Husain, "Pakistan, The Economy of An Elitist State", Karachi: Oxford University Press, 2000, p. 243.

<sup>2</sup> World Bank, "World Development Report 1997", Oxford University Press, p. 1.

<sup>3</sup> David Terpstra and Elizabeth Rozell, "The Relationship of Staffing Practices to Organizational Level Measure of Performance", North Carolina: Personnel Psychology Inc. Spring, 1993, pp.27-38.

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<sup>5</sup> R.W. Griffin, "Management", 5<sup>th</sup> Edition, Delhi: A.I.T.B.S Publisher and Distributors, 1999. p. 383.

<sup>6</sup> S.K Sharma, "Development Administration: New Dimension in Changing Aspects of Public Administration", New Delhi, Macmillan India Limited, 1999, p. 43.

<sup>7</sup> Fredrick H. Harbison, "Human Resources as the Wealth of Nation", New York: Oxford University Press, 1973, p. 123.

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<sup>9</sup> Syed Imtiaz Hussain, "The Investment in Human Resources", Karachi: The Daily Dawn, Business and Economic Review.

<sup>10</sup> Rodrik D. "TFPG Controversies, Institutions and Economic Performance in East Asia", London: Cambridge Mass, NBER Working Paper 5914.

<sup>11</sup> Leon C. Megginson, "Personnel; A Behavioral Approach to Administration", Georgetown: Richard D. Irwin, Inc. 1967, p. 214.

<sup>12</sup> Frederick Hertzberg, Bernard Mausner & Barbra B. Synderman, "The Motivation to Work", New York: John Wiley & Sons, 1959,

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