

HUMAN RESOURCE DEVELOPMENT: BANGLADESH PERSPECTIVE

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ABSTRACT

Development of human resources is crucial for an organization to deliver superior services to the customers. HRD includes opportunities as employees training, employee career development, performance management and development, coaching, succession planning, mentoring, key employee identification, tuition assistance, and organizational development. Bangladesh is highly populated country. According to the UNDP report in 2010 on HDI, Bangladesh's HDI rose by 2.0% annually from 0.259 to 0.469 which gives the country a rank of 129 out of 169 numbers of countries. If some effective programs can be undertaken for the development of HR, a better quality of life of the people in organizations is possible and thus the economy of Bangladesh may experience the real development.

KEYWORDS: *knowledge, attitude, Bangladesh perspective and human resources.*

1.0 INTRODUCTION

All human resources may be men, but all men, may not be human resources. An individual may become human resource only when he is turned into a productive power by acquiring necessary quality and skill through education and training so that he becomes useful to himself and the society as a whole (Chowdhury, 2003).

The concept of human resource development may be defined broadly as all the formal and informal processes by which individuals learn. Human resource development in the organizational context means a process by which employees of an organization are continuously helped in a planned way to acquire capabilities (knowledge, perspective, attitude, values and skills) required to perform various tasks or functions associated with their present or future expected roles, to develop their general enabling capabilities as individuals so

that they are able to discover and utilize their own inner potential for their own or organizational development purposes and also to develop an organizational culture where superior-subordinate relationships, team work and collaboration among different sub-units are strong and contribute to the organizational health, dynamism and pride of employees (Kumar, 1991).

1.1 Scenario of Bangladesh

The economy of Bangladesh is a rapidly developing market-based economy. Its per capita income in 2010 was est. US\$1,700 (adjusted by purchasing power parity). According to the International Monetary Fund, Bangladesh ranked as the 47th largest economy in the world in 2010, among the Next Eleven or N-11 of Goldman Sachs and D-8 economies, with a gross domestic product of US\$269.3 billion. The economy has grown at the rate of 6-7% p.a. over the past few years. More than half of the GDP belongs to the service sector; a major number of nearly half of Bangladeshis are employed in the agriculture sector, with RMG, textiles, leather, jute, fish, vegetables, leather and leather goods, ceramics, fruits as other important produce.

Remittances from Bangladeshi who are working overseas, mainly in the Middle East are the major sources of foreign exchange earnings; exports of garments and textiles are the other main sources of foreign exchange earning. Ship building and cane cultivation have become a major force of growth. GDP's rapid growth due to sound financial control and regulations has also contributed to its growth. However, foreign direct investment is yet to rise significantly. Bangladesh has made major strides in its human development index.

The land is devoted mainly to rice, jute cultivation, and fruits. Although wheat production has increased in recent years; the country is largely self-sufficient in rice production.[3] Bangladesh's growth of its agro industries is due to its rich deltaic fertile land that depend on its six seasons and multiple harvests.

Improving at a very fast rate, infrastructure to support transportation, communications, power supply and water distribution are rapidly developing. Bangladesh is limited in its reserves of oil, but recently there was huge development in gas and coal mining. The service sector has expanded rapidly during last two decades, the country's industrial base remains very positive. The country's main endowments include its vast human resource base, rich agricultural land, relatively abundant water, and substantial reserves of natural gas, with the blessing of

possessing the worlds only natural sea ports in Mongla and Chittagong, in addition to being the only central port linking two large burgeoning economic hub groups SAARC and ASEAN.

1.2 Rationale of the Study

Government, NGO and other private organizations are working to develop human resources to ensure that Bangladesh can compete in local and global markets. Academicians, researchers, the Government, decision-makers, and others planners and administrators agree that human resources are the most vital factor in the industrial development of Bangladesh. Formal training programs (business education, technical education, technical training, vocational training and other training programs) will play a key role in the development of its human resources. A survey of the existing literature reveals that little research has been done on this topic.

1.3 Objectives of the Study

The main objective of the study is to discuss the Human resource development issues with special reference to Bangladesh. The specific objectives are-

- i. Narrating the HRD and its different approaches;
- ii. Discussing the concept of human resource and development in Islamic perspective;
- iii. Evaluating HRD concept in Bangladesh and its present scenario;
- iv. Identifying the Malaysian Models to be followed for the development of Bangladesh;
- v. Providing some recommendations for HRD in respect of Bangladesh.

1.4 Methodology of the Study

This study was made mainly on the basis of secondary data and information. The major sources of data were the literature of management, journals and different relevant research studies. Some academicians and experts in HRM have also been consulted. Different types of organizations have been chosen to observe their practical experiences regarding human resource development activities before receiving training and after training. Different survey reports like – United Nation Development Program Report, World Bank Report and Bangladesh Bureau of Statistics etc have been reviewed.

1.5 Measurement of Human Resource Development and Its Approaches

Human Resource Development can be measured by both quantitative and qualitative dimensions. (Chowdhury, 2003). The development of human resource may be classified in three approaches: (i) Social Demand Approach (ii) Rate of Return Approach (iii) Manpower Requirement Approach. Social Demand Approach estimates social demand based upon transmission probabilities of enrolment, the admission rates, the retention rates, drop-out and wastage rate etc at different levels of education. The Rate of Return Approach looks upon education as a contributor to the productivity in the economy and helps in the prioritization of education vis-a-vis other sectors of the economy. The Manpower Requirement Approach is very popular. In this approach the linkage of education with the economy is more explicitly recognized by considering education as an agent in skill formation.

1.6 “Human Resources” and “Development”: An Islamic Analysis (Amin, 1997):

The main thrust of human resources development is that it is the lives that human beings lead that are of intrinsic importance, not the commodities or income – which they possess. Human development is defined as a process enlarging people’s choices in terms to lead a long and healthy life to acquire knowledge and to have access to resources needed for a decent standard of living. Islam provides balanced explanations of development where the concept of development encompasses both moral and socio-economic aspects of man’s life. Islam argues that development should be sought based on the enshrinement of moral human values which is number one pre-requisite for achieving socio-economic development.

Thus Islamic development model which is explained through human resources development provides a very wide and all embracing phenomenon that begins with the development of the “self” and “spirit” of a man and ends with the achievement of the complete success in socio-economic political and cultural spheres of human life. Therefore knowledge, technology hardware, participatory decision-making, distributive justice etc. constitute a mutually dependent process which leads a society to development, justice and peace. In this entire long and arduous journey, mankind needs certain guiding principles for sustainable functioning of the process. The Holy Quran has given specific directions regarding this.

2.0 FINDINGS AND ANALYSIS

2.1 Human Resource Issues in Bangladesh (Huq, 2000)

Before considering the present scenario of HRD in Bangladesh, it is required to shed light about its historical perspective. We can consider the evaluation of HRD in Bangladesh in three stages:

- (a) During British Rule
- (b) During Pakistan time
- (c) After independence of Bangladesh

(a) During British Rule

Personnel Management in Bangladesh dates back to the Report of Royal Commission of labor (also known as whitely commission) in India (1929-1931) which recommended the appointment of labor officers to settle the grievances of the workers and to deal with recruitment in order to check corrupt practices in Indian industries by excluding the jobber from engagement and dismissal of labor. In 1939, five labor officers were appointed to keep contact with the mills in order to solve problems locally.

(b) During Pakistan Time

Soon after the birth of Pakistan in August, 1947, a number of big industries and commercial establishments were set up in the then East and West Pakistan, but the role and functions of personnel people were not changed, i.e., they continued to work mostly as welfare officers to abide by the provisions of the Factories Act, 1934.

In 1952, on the request of Govt. of Pakistan, an ILO Mission undertook to provide assistance in carrying out a comprehensive survey on labor problems in Pakistan. In 1965 the Factories Act- 1934 was replaced by the Factories Act of 1965, which also provided for the appointment of welfare officers for industries employing 500 or more workers.

(c) After independence of Bangladesh

While HRM has advanced in other developed and developing countries of the world, we are still sitting idle and are continuing with our old habits and practices. The Bangladesh Management Development Centre which was set up in 1961 was the only training center for the Management officials in the then East Pakistan and since 1966, this center started a Diploma course in Personnel Management in order to improve the knowledge and skills of the executives who were engaged

in personnel functions at that time. In May 1980 Institute of Personnel Management, Bangladesh, was set up in Dhaka and Since then the Institute is also trying very hard, by organizing courses/workshops/seminars etc and through its publications to impress upon the owners of industrial/commercial enterprises the importance of HRM in the field Management.

2.2 Human Development: Bangladesh Scenario

Place of Bangladesh is 129 in the serial number of the human development indicators which have been determined for the 169 numbers of countries in the human development report of 2010. Value of human development indicator of Bangladesh is 0.469 and position of this country is in the lower part of the list of those countries which indicates lower level of human development.

Bangladesh was compared in the context of human development with the neighboring countries in the south East Asia and with the countries with comparable per capita incomes (Table 1.1). From this comparison it is observed that, among the neighbors human development indicator of only Nepal is lower than Bangladesh. With a population comparable to Bangladesh, Indonesia is staying in the marginal limit between the lower and middle level of human development. In the context of respective ingredients of human development, position of Bangladesh is really very bad in the case of expected age at the time of birth and right of entrance to the health system.

Table 1: A brief picture of countrywide Human Development issues

Countries	Sri Lanka	Indonesia	India	Pakistan	Bangladesh	Nepal
Health	74.4	71.5	64.4	67.2	66.9	67.5
Education	8.2	5.7	4.4	4.9	4.8	3.2
Income	8.5	8.3	8.1	7.9	7.4	7.1
Inequality	0.546	0.494	0.365	0.336	0.331	0.292
Poverty	0.021	0.095	0.296	0.275	0.291	0.350
Gender	0.599	0.680	0.749	0.729	0.734	0.716
Sustainability	10.4	-2.4	24.2	6.1	23.7	30.5
Human Security	137.8	19.3	19.6	32.4	10.1	4.2
Composite Indices	0.658	0.600	0.519	0.490	0.469	0.428
HDI	91	108	119	125	129	138

Source: Personal Study (Ref: UNDP Human Development Indices Report, 2010)

Table 2: Discrimination between Urban and Rural area
Regarding Human Development
(Bangladesh Bureau of Statistics, 1990).

S.N.	Particular	Rural	Urban
a.	Expected age during birth (1988)	55.4	60.9
b.	Baby death rate (1000)-1989	105.0	84.0
c.	Birth rate(1989)	34.2	24.3
d.	Death rate (1989)	12.0	7.3
e.	Fertility rate (1987)	4.6	3.1
f.	Death rate of mother during delivery (1987)	6.1	5.5
g.	Malnutrition (1986)	57.6	44.2
h.	Hard core Malnutrition	8.2	6.9

Table 3: Government Budget on Education and percentage of allocation
over all sectors.

Year	Revenue Budget		
	Education		% of all sector
1990-91 RB	73102.4	11820.1	16.17
1991-92 RB	79000.0	13815.8	17.49
1992-93 RB	85100.0	16743.9	19.68
1993-94 RB	91500.0	18057.5	19.73
1994-95 RB	103000.0	20077.3	19.49
1995-96 RB	118139.2	21514.5	18.21
1996-97 RB	125349.1	22955.4	18.21
1997-98 RB	145000.0	26957.4	18.59
1998-99 RB	167650.0	29680.0	17.70
1999-2000 RB	184440.0	32567.2	17.76
2000-2001 RB	196330.0	35996.6	18.23

2.3 Accounting of Human Development Bangladesh (World Bank, 1991 to Continue)

An accounting of human development in the case of Bangladesh is presented in the closed table. Not only that this accounting gives a synopsis of the matters discussed till now, rather in the context of some authentic human development indicators it also reveals human progress and deprivation. In the case of advancement if quantity of advancement and relevant period of time for it shall be taken under consideration, then majority portion of advancement shall be proved as marginal advancement. But three matters are worth mentioning. First one is rapid increase of rate of inclusion of the girls in the different levels of education, the second one is the big advancement in the case of giving of vaccines to the children under 5 years of age and the third one is right for drinking water i.e. use of tube well by the community of the rural people.

However in the case of deprivation problem of independent and at the same time diversified discrimination are innumerable and large.

Table 4: Accounting of human development:
Bangladesh context (World Bank Report)

Advancement	1. Expected Age	Deprivation
From 1965-1990 within this 25 years average expected age of Bangladesh became 51.8 years by increasing from 45 years.		Approximately 8,80,000/- children died in 1990 A.D. before the completion of 5 years of age of them.
	2. Health	
45 percent of the total population had the right of entry to the health facility in the period of 1985-87. 80 percent used tube well for rural drinking water in 1990 A.D. Total number of children within the vaccination programme became 60 percent within 1980 A.D. by increasing from 1 percent.		63.4 percent of the total population did not have the right of access to the health facility in 1990 A.D. and 12 percent of the rural people used tube well for meeting up all kinds of needs. In the period of 1985-90. Only 60 lac people had right of access to sewerage facility.
	3. Food and Nutrition	
Per capita daily calorie of the people became 1930 kilocalorie within 1985 to 1986 after increasing from 1899 kilo calorie per day.		82 percent of the total population enjoys less than 1500 Kilo Calorie per day.
	4. Education	
Rate of adult literacy became 32 percent within 1981 to 1985 by increasing from 29 percent.		In 1990 4 crores 40 lac adult people were illiterate.
	5. Service	
Employment generation equivalent to approximately 39 lac 30 thousand million man-year were created within the period 1985-90		In 1985 rate of non-employment among the male was 22 percent and among the female it was 44 percent.
	6. Income	
	7. Child	
Within the period of 1985-1990 A.D. rate of death of children after being born alive became 116 per thousand by decreasing from 185. Rate of inclusion of children in the primary school became 78 percent the during period of 1985-1990 after increasing from 60 percent.		Approximately 1 crore 35 lac million children below 5 years became the victim of malnutrition in 1990 A.D. Malnutrition was the cause of 60 percent of child death in 1990 A.D. Approximately 2 crores 13 lac children were not going to the primary or secondary schools in 1990 A.D.

8. Women	
Rate of inclusion in the primary education of women in comparison to the men in the count of percentage became 87 percent in 1990 from 39 percent in 1960 A.D. Rate of death of living children at the time of birth became 5.7 per thousand during the period of 1987-90 by decreasing from 6 per thousand in the period of 1980-87.	Rate of inclusion of women in the higher education during the period of 1987-88 was 40% of the relevant rate of men. Rate of average wages of the women were half of the rate of wages of men in 1980 A.D.
9. Rural and Urban Area	
Share of rural health center in the total expenditures of the health sector became 60 percent in 1988 A.D. by increasing from 10 percent in 1978 A.D. Within 1980 A.D. to 1987 A.D. in the count of percentage of flat rate of death in the rural area became 155 percent by decreasing from 187 percent.	In 1988 expected age was 55.4 years while it was 60.9 years in the town area. In 1990 access of rural people to the pure water supply was 20 percent. In the case of town this rate is 36 percent. 86 percent rural people became the victim of severe malnutrition in 1986 A.D. This rate is 6.1 percent in the town area.

2.4 Strategies of Human Development

Government of Bangladesh has started to give importance to the human development conception in its planning and policies. Not only that the fourth five year plan (1990-95) of the country identified the three basic objects such as poverty alleviation and employment generation and enhanced self-reliance through accelerated economic growth and human resource development, rather as an important philosophy of the plan it has also clearly stated extension of decentralized participatory planning through the empowerment of the people. This plan has pledge bound the Government for the rearrangement of the sector wise investment in favour of those sectors which sectors ensures human resource development and enhanced income. It has directly admitted the necessity of the alleviation of village-town, regional and gender based discrimination.

During the decade of eighties expenditure in education sector increased gradually. But according to the count of percentage of total expenditures on education practically amount of money allocated for the primary education decreased. Among the non-Government sectors, Voluntary organizations are involved in the human development activities for many years. Grameen Bank is a name known in the entire world now. In the recent time it is also associated with the low cost housing. Bangladesh Rural Advancement Committee (BRAC) is imparting primary education of three year's duration based on application oriented curriculum through which the child become fully prepared for entering to the to the formal primary education system in the fourth year. Schools of BRAC are very much successful and

this structure increased the right of the children of the poor families for entering to the education system. In fact, almost all the voluntary organizations working in Bangladesh has more than one creative human development program which is specially aimed at the rural poor. Except the voluntary organizations, generally in the entire society and in the non-Government sectors of Bangladesh there is scarcity of consciousness about the good result and necessity of human development.

2.5 Identifying the Malaysian Models to be Followed for the Development of Bangladesh

There are so many similarities between Bangladesh and Malaysia. Among these are—faith and religion, export-import relations, some missions in Ummatic context, geographical advantages and others. History proves that modern Malaysian vision 2020 stands on the political stability, modernity with Islam, women participation in development, and coexistence among different ethnic groups. On the above ground Bangladesh can implement some models of development in relevant fields .Especially Mosjid based society, decent women participation at work, HRD through spiritual guides and technology. Besides Muslim Ummatic development roles is a significant guides for Bangladesh to be followed from modern Malaysia.

3.0 CONCLUSION

In a developing country like Bangladesh the supply of unskilled labour is theoretically infinite. There is an acute shortage of technically infinite. There is an acute shortage of technically trained manpower, especially of key personnel. As economic growth gets underway, the need for technical know-how also increases. Although certain crash programmes of technical and vocational education have been taken up, these have only produced some low-level technicians. On account of complementarity between investment in physical and human capital and between the employment of key personnel and the rest of the labour force, the shortage of high-level manpower operates as a serious constraint on the process of economic growth and development (Chowdhury, 2003).

We have found over the years the Govt. put emphasis on development of infrastructure facilities and exploitation of natural resource as major parameters of development. The growth of the gross domestic product and the increase in per capita income has been found to be criteria for

development. But much attention was not paid to human resource development as is thought essential in today's market-led-economy.

3.1 POLICY RECOMMENDATION (CHOWDHURY, 2003 & OTHERS)

The following recommendations may be considered for HRD in Bangladesh.

- (1) There is an ever increasing outflow of manpower from higher education in Bangladesh. This continuing brain drain is seriously affecting the growth of key personnel in the country. Therefore, the future of economic development of the country might be constrained by the shortage of high level manpower and our inability to use them successfully. The emphasis of development planning in future must be shifted from expansion to modernization.
- (2) Education at all levels should preferably be nationalized by stages and the resource allocation for education must be determined by the requirement of manpower development in the country.
- (3) Mismatch between education and occupation should be removed. Right man should be placed in the right job. Skilled and qualified persons should be provided with employment opportunities and proper placement.
- (4) Human resource should be given top priority both in the public and private sector. A separate Ministry may be established to deal with the different aspects of human resource development. A nationalized campaign should be undertaken for human resource development.
- (5) Effective measures should be undertaken to improve health services, sanitation, water supply, housing condition and nutritional standard of the people for human resource development in true sense of the term.

- (6) Training is the process of altering employee attitudes in a way that increase the probability of goal attainment. When proper training is given learning occurs, learning is the acquisition of skill, knowledge and abilities. The human resource development actually depends on skill development.
- (7) Another most important among them is that our Government should take necessary steps to apply Islamic model of development. But first of all our education system should be restructured in such a way so that real man may emerge from the system. Our educational institutions will produce doctors, engineers, scientist, poets, literatures and artists who will employ their specialized knowledge for the satisfaction of Allah and as Allah become more satisfied with the works done for the well being of mankind.

If we can do this effectively and efficiently, the proper development of human resource and a better quality of life of our people may be expected and this in turn can move forward the economy of our country. Now we like to finish with an important quotation, "Good people are like diamonds, hard to find, hard to shape, hard to polish."

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