

Human Resource Management in Nepalese context

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The present day reality of HRM in Nepalese organizations

Macro level

- ☞ HR policies and priorities are missing in our National level.
- ☞ Very little research has been done in our context. Much of our knowledge is based on research and practices of the developed world.

The present day reality of HRM in Nepalese organizations

- ☞ The knowledge thus borrowed often does not work well in our context because of differences in our political situations, economic prosperity and developed labor market, socio-cultural and stability in regulations.

The present day reality of HRM in Nepalese organizations

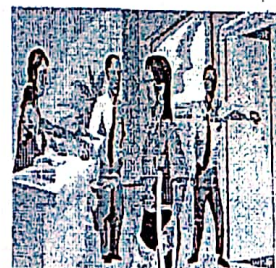
Organizational level / Micro level

- ☞ HR department is a small set up with a few employees
- ☞ HR Head relatively junior in position
- ☞ HR role mostly confined to record keeping, payroll, attendance, picnic, social function etc



The present day reality of HRM in Nepalese organizations

- ☞ HR function not taken as a specialized function that requires professional qualification rather a general function.
- ☞ Lack of transparent HR policies and procedures



The present day reality of HRM in Nepalese organizations

- HR decisions are made mostly on emotions and ad-hoc basis
- Least concerned about development of human competencies and growth
- Low visibility of HR issues v top management



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Barriers in development of HRM

- HRM not considered as strategic function.
- HRM in most cases are show cas
- HRM is considered a fire fighting job to deal with labor unions and indiscipline
- HRD has remained the area of least priority



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HR planning in Nepalese organizations

- HRP low priority, overstaffing common mostly in Public sector organizations
- Not linked with overall corporate strategy
- Job analysis is lacking – job descriptions not updated timely



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HR planning in Nepalese organizations ..

- Most of the private sector owners prefer to hire their relatives, near and dear ones. However, banking, hospitality and manufacturing sectors prepare human resource plans more or less

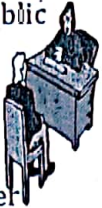


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Recruitment and Selection



- ☞ The selection of candidates in the unorganized private sector is based on subjective judgment of the owner
- ☞ Political interference in the public sector
- ☞ Even promising people do not get a chance
- ☞ Lack of experience in the higher level



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Job rotation



- ☞ People do not want to move from one location to another location- especially in case of outside valley
- ☞ IT, Account people difficult to move
- ☞ JDs once prepared not updated long.



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Training and Development



- ☞ Training is regarded as cost not investment
- ☞ Training needs not properly assessed
- ☞ Training mostly based on supervisors' recommendation and ad-hoc basis only
- ☞ Inadequate budget allocation
- ☞ Organizations lack both training policy and infrastructure



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Performance Appraisal



- ☞ Lack of systematic and objective appraisal- informal and subjective mostly in case of private organizations
- ☞ Absence of performance targets
- ☞ Lack of transparency - not discussed with employees



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Labour Relations / Grievances



- Trade Unions are mostly politically motivated
- Employee grievances are mostly related to transfer, training, promotion, pay and benefits
- Junior staff aggressive due to political back up
- Militant attitude
- Absence of grievance



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Retention



- The rate of movement of young work forces for job abroad is high
- Organizations need to provide good climate to retain them
- Leadership opportunities for professional Managers from predominance of family owned business to retain them



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Evolving role of HR Managers/ Professionals



1. Administrative Expert role

- Administrative expert, not an Administrator
- Improvement in efficiency of own department and the entire organization
- Finding and fixing problems



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Evolving role of HR Managers/ Professionals ..



2. Employee champion role

- Ensuring that employees are engaged- they feel committed to the organization and contribute fully
- Orienting and training line management about HR value
- Employee voice in management
- Opportunities for growth and development / career plan



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Evolving role of HR Managers/ Professionals ..



3. Change agent role

- ☞ Building organization's capacity to embrace and capitalize on change
- ☞ Taking change initiatives and managing the process of change



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Evolving role of HR Managers/ Professionals ..



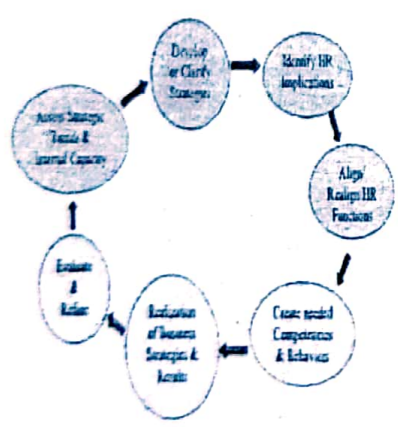
4. Strategic partner

- ☞ Alignment with strategy
- ☞ Facilitate to develop strategy
- ☞ Capacitate for strategy implementation



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Alignment with Strategy



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Example



| Trend | Strategy | HR Implication | HR Response |
|----------------------------------------------------|------------------------------------------------------|---------------------------------|----------------------------------------------------|
| Increasingly technology driven model of businesses | Acquisition & upgrading of technological superiority | Retaining of existing workforce | Creating technology focused training opportunities |



Future prospects of HR



- Depends largely on political stability of the country and industrialization
- Investment opportunities and economic growth of the country will foster scope for HR development
- HR professionals should jointly work together to empower HR profession in the country



Positive development in HRM area



- Awareness of HRM growing day by day
- Banks and Corporate organizations establish HR Department since inception of their establishment
- Employers and Owners have realized to have HR department to deal on Staff matters



Positive development in HRM area..



- Organizations like NBTI, Growth Sellers, Real Solutions, KFA are contributing positively to create awareness in this direction
- Education and training institutions are focusing more on practical aspect of job through internships, project-works, trainings apart from prescribed courses

Training
Knowledge
useful abilities
backbone of
required for a tr
...lav

