

Prospects of Human Capital in Learning Organizations: A Holistic Approach to Training Diversity and Innovation in Balochistan NGOs

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Abstract

In the developing regions, NGOs have increasingly assumed significant roles in diverse areas of human and social development. The continued capacity of NGOs to render services act as a catalyst in the development process in order to achieve long term sustainability and viability of operations through training of human capital. This depicts a paradigm shift from social welfare towards sustainable systems and strengthened institutions. NGOs have been transformed as learning organizations for human capital by developing them as change agents with the empowerment to work with communities.

This paper presents the detailed analysis and discussion of data about NGOs of Balochistan province which is in the process of development. The multidimensional analysis of NGOs working in Balochistan portrays the general profiles of NGOs in order to analyse the position of human capital. It is intended to elucidate various functional areas and thematic focus of NGOs in the province in relation to the relevant training efficacy. Variables have been studied by adopting the procedural approach of mixed-method research in which various data collection techniques are employed to draw inferences about the functioning of NGO to corroborate the findings. It examines the operational effectiveness and efficiency of human resource training diversity through innovative approach in Balochistan. It further investigates a holistic approach to human capital training for resource mobilization in the communities. The study ends up with a way forward for prospective approaches to training for the learning organizations in the region.

Keywords: Human capital, Learning organization, Training diversity, Innovation, NGOs

1. Introduction

The challenges for human capital have become larger and more complex with the context of globalization. Globalization has shifted patterns of poverty and insecurity among countries requiring more sophisticated strategies and interventions for development. Organizations socialize their human resource in order to develop skills and empower them to produce quality of work. Socialization process of human resource has extensively been acknowledged as a tactic of improving employee's moral and enhanced consistent performance. The advancement in learning theory for human resource has provided an insight for diversity and innovation in training processes. Therefore, non-governmental organizations-NGOs have been transformed into the notion of learning organizations, with the aim of capacity building, creating awareness and enhanced performance in social sector. The range of training and development is escalating because this is largely associated with the success of organization. Alternatively, the emergence of NGOs started since the human development indicators had been deteriorated. NGOs have long been emerged for humanitarian assistance to operate in advocacy and operational work on the ground with the philosophies ranging from welfare to empowerment and from the economic principles of the market to political organizing principles of civil society. NGOs have taken a courageous step to develop a learning liberty for development of manpower. The NGOs have struggled hard to apply the broad-spectrum principles and ethics within their sphere in Balochistan. Balochistan being least developed province of Pakistan is exclusive in its geo-political influence. Its strength is designated by its gigantic rangelands, rich minerals, oil and gas deposits and vast agriculture having huge number of livestock. The province literally lacks industrialization and economic growth having a dire need of human capacity to build and need to develop workforce in various sectors. The NGO sector proves the pre-eminent and vital platform for development of human capital in the region.

The paper presents a detailed analysis of general profiles of NGOs in the province of Balochistan including their objectives, mission statements, registration details and thematic focus. The details help to analyse the existing training capacity of NGOs in the province regarding their operational area. The present study has been conducted to hypothesize that training diversity and innovation exist in a holistic manner in the NGOs of Balochistan. It

further explores the prospects of human capital in the learning organizational culture. Edwards and Fowler (2003:347) elucidate the notion of learning organization as “The organization which builds and improves its own practice consciously and continually devising and developing the means to draw learning from its own (and others’) experiences.” The exploratory study presents a vivid picture about the selected organizations striving for training of human capital in the province. Moreover, it reflects information about the diversity in training processes with innovative approach. The focus of this research emphasises on training diversity and its prospects for human capital in the province. The study also reveals information about the current use of training approaches in the learning organizations. The analysis of semi-structured observations provides the qualitative data to verify and corroborate the information gained through interviews and survey, O’Donoghue & Haynes, (1997:128). Mixed method research assists to incorporate relevant literature to draw conclusions and viable recommendations. This study is designed to describe the multidimensional aspects of 2,683 NGOs working in Balochistan in relation to the training diversity and prospects for human capital in these learning organizations. It is intended to explain and evaluate the innovation in training for human resource. The Multi-method Research (MMR) approach to study the variables has been adopted in which various data collection techniques are employed to draw inferences about the functioning of NGOs in relation to the objectives of this study. The approach provides the researcher to probe various relevant aspects through diverse perspectives by using different modes of conceptualization. Multimethod design involves qualitative and quantitative projects that are relatively complete on their own, and then used together to form essential components of one research program, Byrne and Humble (2007:2). Thus each study is planned and conducted to answer a particular sub-question, and the results of the research triangulated to form a comprehensive whole. This approach also expedites to internally validate the data through different means and techniques. Likewise, the structured observations collected through this approach support the collected facts to interpret and analyse in order to reach plausible inferences. The NGOs in Balochistan have been studied in the context of their mission statement, objectives, thematic focus and operational area under the legislative provision.

Fig A. shows that organizations registered with five different registration authorities under legislative provisions. The legislation provides security and comfort for performance of projects. The legislation defines the path to work and classifies the area of activities for the NGOs. The right to register the societies, trusts and welfare educational societies is reserved with the Director of Industries in Balochistan under the Societies Registration Act, 1860. The authority for analyzing and performing the audit of any registered organization lies with the Directorate. A survey is conducted for analysis of functional and non-functional organizations from time to time by the Voluntary Social Welfare Office. It has been found out that the NGOs registered under the Companies Act, 1984 are required to submit their profiles, details of accounts and the annual audit report prepared by their Auditor, appointed for each fiscal year, to the concerned Registrar. On the other hand, all the societies working for the welfare of agriculture and education sector are registered under the Cooperative Societies Act 1861. Alternatively, the International NGOs perform under the supervision of their head offices in Islamabad or other relevant foreign countries. The INGOs are performing under their pertinent legislations of specific country. They have proper management control for the specific projects because of strong supervision by their head offices.

Structured observations disclose that the NGOs are categorized as functional and non-functional. The functional NGOs have a prominent performance in their relevant fields to achieve their set targets while the non-functional NGOs have been registered with their objectives but they are unable to continue their work for some reasons and their offices do not exist at present. The following table shows a picture of this ratio.

Fig B. demonstrates that the ratio of functional NGOs in Balochistan critically declines over the past years of implementation of pertinent legislation. Only 8.5% organizations are working under the Societies Registration Act 1860 while the remaining NGOs have stopped their operations. Similarly, 3.6% of the Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961 is performing in Balochistan. Under the Cooperative Societies Act-1861, 0.9% organizations are working which is the lowest ratio among all the registration categories. Contrary to this situation, 42.1% from the Companies Act, 1984 and 41.8% of International NGOs are found to be functional in the field. This apparently proves to be a positive sign for community development. In this way, only 123 NGOs in Balochistan are reported as functional while 2,560 NGOs are non-functional out of the total 2,683 NGOs. In other words, 4.6% of total NGOs are performing in pursuance of their goals. Structured observations show that non-availability of funding, improper handling of projects, weak management control and internal conflicts might have negative impact on the execution of NGOs resulting in becoming defunct. Observations additionally reveal that 10% organizations are registered from more than one authority as it provides them better security and privilege for the execution of their objectives. This facility provides them a privilege to work in any region of Pakistan apart from Balochistan. It reflects that these NGOs have strong platform for their performance and they enjoy a distinguishing privilege to work on a variety of projects and themes. This feature also provides

certainty of their long survival in Balochistan. Similarly, it also depicts that non-functional NGOs emerged with specific objectives but sooner they ceased to work because of non-availability of financial support and improper handling of projects. Weak management control and internal conflicts prove to be the dominant causes for organizations becoming defunct. The NGOs become unable to survive with these challenges due to weak administration and intelligent decision making capability. Specific projects provide financial support to the organizations. The ratio of dissolution of local NGOs appears to be higher than that of international NGOs because INGOs have strong settings in their relevant foreign countries. According to survey, proper statutory provision, guiding and counseling, support and supervision for NGOs by the registration authority have been the unresolved issues for many defunct organizations. It has been revealed that there are no legal provisions for the NGOs by the registration authorities like close scrutiny for standardized performance, support and counseling on crucial issues. Such measures can enhance the overall performance of NGOs for the development of human resource in Balochistan. Such provisions are entirely missing by the registration authorities, therefore, accountability of obligation seems to be lacking among organizations.

The study reveals that the NGOs in Balochistan are performing in diversified areas having shared objectives. Some of the objectives are found to be common but they differ in their thematic focus depending upon the available financial support. IDSP-concept paper (2005) reports that Balochistan is literally at the initiation stage of a progression period for innovative and refined expertise in the human resource development. The non-governmental sector presumes to be a sharing agency in the achievement of this endeavor due to the vast resources, sense of social welfare and enough financial support. All NGOs are striving hard to train and groom the human resource from both public and private sector.

NGOs have transformed into learning organizations in the development sector by consistently striving for equipping their human capital with knowledge, skills and attitudes.

“The concept of learning organization has specific relevance to NGOs in the development sector, in part because they have so much in common with all organizations across all sectors, and in part because there are aspects of their need for learning that are unique.

What development NGOs have in common with all other organizations is that they utilize both human and material resources in order to meet some societal needs. When the resources consumed can no longer be justified in relation to the needs that are being met, the future existence of the organization is called into question. The ability to achieve the fundamental balance between inputs and outputs at this level is dependent on the organization’s ability to identify, understand and adapt its responses to changing needs. These responses must not only be effective in meeting the specific need but also be efficient in its use of the resources – otherwise the societal resources should be made available to others who can achieve more with them. Along with all other organizations, the NGO’s ability to remain essentially viable over time depends on its ability to learn and adapt.” (Edwards & Fowler, 2003:348-349)

It appears that in the functional scenario of NGOs, the available resources in terms of man and material would have been working for the accomplishment of societal needs and wants. In order to achieve these ends, the NGOs are in the dire need of abilities and skills by their human resource. This factually forms up the organizational ability to identify and settle its responses to the changing desires of society. All this is possible by acquiring the culture of learning organization by NGOs to update their manpower with the ability to learn and adapt in the competitive world.

Likewise, the practice of “learning organization” has also emerged with the intention of symbolizing the organizations as a learning platform for workforce to achieve maximum of skills, knowledge and capabilities through education and experience. By the same indication, the culture of learning organization is of greater significance to facilitate the practice of accurate service delivery and attainment of capability among human capital. Such practices provide a strong rationale to create the platform of NGOs that would create scholarly masses for the sector of education, research and development in the society. In reality, the NGOs in this province aim at producing such intellects and professionals that can build capacities of youth and communities about research and actions targeted to the community-based self-sustained initiatives. Among 123 functional NGOs, 16% of NGOs from various legislations have been selected in order to explore the training diversity.

NGOs in Balochistan are working in a variety of fields for developmental activities like, poverty alleviation, population control, environmental protection, quality education, health and sanitation, managing water reserves, drug abuse, disaster management, AIDs control, agriculture and emergency relief services etc. Further facts have been uncovered through observations that the NGOs are considered to be the largest on the basis of total number

