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Leadership Approach in Human Resources Management Aspect of Bangladeshi Organizations

Hossain, Md. Amir and Zhou, Dong Sheng and Hossain, Md Ekram

Dalian Maritime University, Dalian, China, Dalian Maritime University, Dalian, China, Business School of Hohai University, Nanjing, China

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Leadership Approach in Human Resources Management Aspect of

Bangladeshi Organizations

Hossain Md Amir^{1*}, *Dong Sheng Zhou*¹, *Hossain Md Ekram*²

¹*College of Transportation and Management, Dalian Maritime University,
Dalian-116026, China*

²*Industrial Economics Institute, Business School of Hohai University, Nanjing-210098,
China*

Abstract

Leadership is a function of the relationship between leaders and followers and a leader plays a vital role to manage the human resources and to reshape an organization for its better output. A contingency-based approach would have future leadership capabilities determined by a culture itself driven by material drivers, such as economics and social change; an unstable dynamic world would require decentralized models of leadership, whereas a more stable world might see us revert to a more authoritarian and hierarchical leadership style. The paper discusses about the Bangladeshi organizations which are lagged behind in leadership skills in Human Resources Management than the other developing countries in the world. To develop organizations and manage the human resources efficiently in the public and private organizations in Bangladesh, critical leadership skills should be imposed and strong initiatives, reforms and effective policies are needed from government side to face new challenges of globalization in this 21st century.

Key words: Bangladeshi Organizations; leadership skills; organization development (OD); human resource management (HRM)

1. Introduction

Today we are living in an age of intensive global interdependence with uncertainty and economic challenges and the change is seen as the essence of the new global environment, most organizations need to adapt, change, and become more efficient and effective (Michael J. Marquardt, 2000; Dr. Caroline Horner, 2002). Leaders must become more adept at leading this essential change. And change of an organization is the function of leadership (Michael J. Marquardt, 2000; Lester Levy, 2004). Some of the organizations in private sector in Bangladesh are doing better in HRM. But the efficiency and profitability of most of the public and private organizations in Bangladesh are quite low because of insufficient infrastructure development, time oriented policies, corruption, miss management, skill development, technological innovation, political willingness and overall the new approaches of modern leadership skills to organize the people and managing the organization perfectly (Professor Mary Ann Glynn, 2005). This time leadership, managing human resource and developing organization is often emerge under high-pressure situations (Allan Rosenbaum, 2000; Lester Levy, 2004). There are many competencies in new changing era of world

* Corresponding author. Tel.: +86 13079871287
E-mail address: amir.impl.du@gmail.com

economy. Especially the world financial crisis, international geopolitics and new emerging economies have made the situation more complicated than any other time before (Andy Hargreaves and Dean Fink, December 2003). So, within Bangladeshi organizations, the new framework requires that can be paid attention to the relationships between people, to the validity of each person's unique reality, and to the multiple creative possibilities of leaders that exist at any moment in time to manage the human resources.

Our present study is carried out to pursue the following objectives:

- To access the current situation of leadership in public and private organizations of Bangladesh.
- To find out the challenges and solutions for future leadership approach managing human resources in Bangladeshi organizations

This study is a theoretical approach based on secondary data and information, review of related literature and existing stock of knowledge, reports of government, international organizations and related private organizations. The study will assist the policymakers, HR professionals', experts, researchers and individuals to evaluate the current leadership approaches in as well as the required future leadership approaches.

2. The Leadership in Public and Private Organizations in Bangladesh to Manage Human Resources: A Current Situation

2.1. Trends of Leadership in Bangladeshi Private Organizations to Manage HR

In Bangladesh 'the concept of Leadership to manage HR' is not very old. But within last 7 to 10 years it is widely practiced and now maximum large company keeps a department of Human Resource Management. As it moves into the 'new economy', the focus on people and knowledge has steadily increased. Today, companies face new challenges in dealing with issues such as the scarcity of talent, the value of ideas, knowledge and the changing preferences of the labor market (A. M. S. Imtiaz Bhuiyan, 2008).

There is currently no single unified policy or plan for the development of human resources. Thus, the essential element of integration is generally absent at the conceptual stage of policy making and planning (Mohammed Abul Kalam, 2010). The GDP by sector, Agriculture (18.6%), Industry (28.6%), and Service sector (52.8%), [18], it can be realized that the public and private sector Organizations are playing a great role in different sectors of Bangladesh economy. Besides Government organizations more than 2088 national and international NGOs, donor agencies are working in different development sectors of Bangladesh (Non-Government Organization Bureau of Bangladesh, 2011).

2.2. Trends of Leadership in Bangladeshi Public Organizations to Manage HR

In the Public Organizations of Bangladesh, one of the causes of low efficiency is corruption and the big corruptions are held (especially in large government projects) among the 1st class staffs (civil servants, leaders). There have also a conflict of domination between political Government and the bureaucratic administration and the

illegal process of politicization under the pressure of political leaders. Another corrupted and inefficiency phase of government Organizations is the 3rd Class Staffs’ They make the file Jam in the offices, take bribe for public works, make harassment of the common people and make the low efficiency of the organization. The situation of grass-route level is comparatively worse (Khandaker Nayeemul Islam, 2010; Mohammed Abul Kalam, 2010).

Mostly, the private organizations of Bangladesh don’t have complete HRM division; this is why the efficiency of the organization is very low in this phase (A. M. S. Imtiaz Bhuiyan, 2008).

2.3. The HDI (Human Development Index) and Human Development Situation in Bangladesh

Table 1 Bangladesh’s HDI (Human Development Index) trends based on consistent time series data and component Indicators

Year	Life Expectancy at Birth	Expected Years of Schooling	Means years of Schooling	GNI per capita (2005 PPP\$)	HDI Value
1980	55.2	4.4	2.0	584	0.303
1985	56.9	4.5	2.4	646	0.324
1990	59.5	5.0	2.9	690	0.352
1995	62.1	6.0	3.3	784	0.388
2000	64.7	7.0	3.7	905	0.422
2005	66.9	8.0	4.2	1,120	0.462
2010	68.6	8.1	4.8	1,459	0.496
2011	68.9	8.1	4.8	1,529	0.500

Source: Human Development Report 2011, UNDP

In the above data of table 1 it is seen that the Human Development Index value, GNI per capita, Means years of Schooling of Bangladesh is improving slowly. This HDI data indicates the poor situation of human resources in grass root level of Bangladesh.

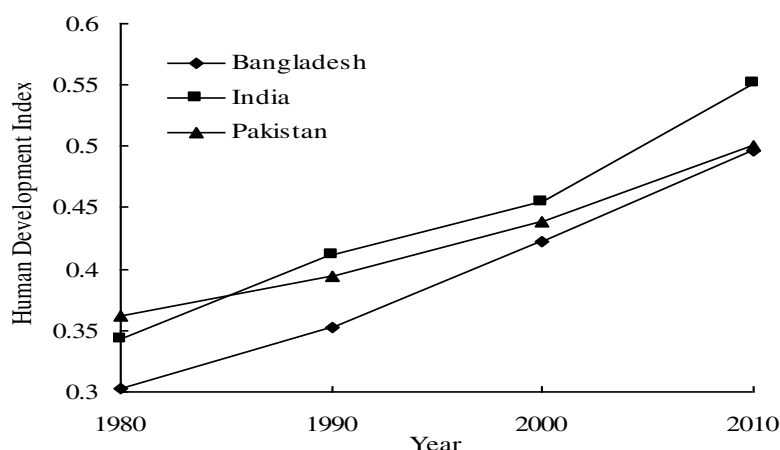


Figure 1 Bangladesh’s HDI compare with India and Pakistan from 1980 to 2010

The above data of figure 3 shows the comparison of HDI index of Bangladesh (1980-2010) with India and Pakistan and its position is below the two neighboring

countries. If we observe the HDI World Ranking; [countries of Very High HDI rank; (1-47), countries of High HDI rank; (48-94), countries of Medium HDI rank; (95-141), countries of Low HDI rank; (142-187) (Dr Syed A Samad, 2009). Bangladesh (146) is still now belongs to low HDI country's rank.

3. Challenges of Leadership in Bangladeshi Organizations to Manage Human Resources

Reviewing literatures and reports, the major challenges of leadership in HRM in Bangladeshi organizations are following:

National HR Policy and Strategy

The main challenge of HR professionals in Bangladesh is to develop an effective HR policy for public and private organizations which will be a part of strategic plan to maintain competitive advantage. On the basis of HR policy, HR planning development also a major task of HR professionals. The demand-oriented human development strategy also needed for the HRM in Bangladesh (Khandaker Nayeemul Islam, 2010).

Infrastructure Development and Professional Training

The quality of human resources in Bangladesh remained very low despite the fact that policy and planning infrastructures existed and certain facilities were available in some extent. But the facilities are not sufficient in rural and grass-root level for manpower and professional training and development (A. M. S. Imtiaz Bhuiyan, 2008).

Integrity and Transparency and Corruption

The lack of integrity and transparency is leaders and organizations in Bangladesh are a great problem for HRM. Bangladesh is one of the lowest ranked countries in the list of Transparency International (TI) report on corruption from last several years. So, corruption is one of the hottest issues in Bangladesh. Most of the organizations in Public and Private Sectors are highly corrupted that makes a low efficiency in the organizations (Khandaker Nayeemul Islam, 2010).

Political instability and misuse of power

This is one the biggest challenges for the leadership in managing HR in Bangladeshi organizations. Political instability, strikes and demonstration affect every sectors of the country because of the greediness and misuse of power by the political leaders. Because of their pressure, unworthy employees are employed in different public and private organizations and leaders of organizations are dominated by the politicians that's a major hinders for HRM of Bangladeshi organizations (Syed Shamim Ahsan, Aye Aye Thwin, 1998; A. M. S. Imtiaz Bhuiyan, 2008).

Gender Inequality

Gender inequality is a hot issue in the world as well as in Bangladesh. The Gender Inequality Index (GII) above reflects gender-based inequalities in three dimensions-reproductive health, empowerment, and economic activity. The economic

activity is measured by the labor market participation rate for each gender. On the above data it is seen that female participation in the labor market is **58.7 %** compared to **82.5 %** for men. Though in GII ranking Bangladesh is higher than some other South Asian countries, but its position is still belongs to Low HDI countries (Human Development Report of UNDP, 2011).

Table 2 Bangladesh's GII (Gender Inequality Index) for 2011 relative to selected countries and groups

Country	GII Value	GII Rank	Maternal mortality Ratio	Fertility Rate	Female seats in parliament (%)	Population with at least secondary education (%)		Labor force participation rate (%)	
						Female	Male	Female	Male
Bangladesh	0.550	112	340	78.9	18.8	30.8	39.3	58.7	82.5
Pakistan	0.573	115	260	31.8	21.0	23.5	48.8	21.7	84.9
Nepal	0.558	113	380	103.4	33.2	17.9	39.9	63.3	80.3
South Asia	0.601	-	352	77.4	12.5	27.3	49.2	34.8	81.2
Low HDI	0.606	-	532	98.2	18.2	18.7	32.4	53.8	82.7

Source: Human Development Report 2011, UNDP

Managing Globalization effect

With the competition of globalization, business leaders, organizations in Bangladesh today face unprecedented change, competition, and complexity. Performance expectations continue to rise and, predictably, the impact of relentless uncertainty and pressure is taking its toll (Allan Rosenbaum, 2000).

4. The Solutions for Sustaining in Future Leadership to Manage Human Resources in Bangladesh

The following issues can be considered for leadership in guiding policies and planning for human resources development in Bangladesh: (a) sequential and long-term approach; (b) assessment of the efficacy of formal and non-formal approaches; (c) strengthening of political and administrative infrastructure for promoting and supporting popular participation; and (d) ensuring adequate levels of resources. Some other solutions are described briefly.

Proper HR Policy & HR Planning Development

The government should establish and implement a national HR policy considering the new challenges of economic situation in home and abroad for government and private organizations. To imply the leadership skills of a leader effectively, the HR policy is a must for the organizations. It will strengthen the HR of the organizations in the same time economy of the country also (Syed Shamim Ahsan, Aye Aye Thwin, 1998; A. M. S. Imtiaz Bhuiyan, 2008).

Facilitating Professional and Personal Development

More and more companies are therefore taking a holistic view of the development of their employees, at the same time; employers are realizing they can no longer assume

the responsibility for designing development plans for each member of staff. This initiative is rapidly being transferred to the employees themselves and HR must therefore find tools to facilitate the mass customization of individual development. Developing strong training manager who has field experience, training expertise and management skills is very important for most of Bangladeshi Organizations (Syed (Shamim Ahsan, Aye Aye Thwin, 1998; Khandaker Nayeemul Islam, 2010).

Gender equality, Moral Values and Ethics

The ratio of male and female employees should be minimized and the women workers should be paid same salary like men. In this regard the leaders of the organizations should play the vital role to improve the situation. The moral and ethical values of the leaders of Bangladeshi organizations should be practiced more carefully and sincerely. It will help to improve the trust and reducing corruption among the employees and protecting sexual harassment of female employees in the organizations (Non-Government Organization Bureau of Bangladesh, 2011; Human Development Report of UNDP, 2011).

Political Pressure and Bureaucracy

Political leaders and bureaucrats should practice the leadership skills to improve themselves and their organizations. Public administrators work within the realm of politics. They have to respond to their political masters and to the demands of citizens. To do so, public agency leaders need to create coalitions internally and externally to get support for their actions. Their actions must support public purposes not for illegal political interest. Public agency leaders should not focus only on entrepreneurial actions for profit motives (Khandaker Nayeemul Islam, 2010; Mohammed Abul Kalam, 2010).

Managing Globalization Effect and Environmental issues

This is the period of globalization, so HR professionals must be master of global operating skills and the HR function must build global capabilities for the organization such as the ability to move talent, ideas, and information around the world. As Bangladesh is a country of natural disasters, the leaders of organizations should care about environmental issues, especially global warming and climate change to taking decisions (Allan Rosenbaum, 2000; Andy Hargreaves and Dean Fink, 2003).

5. CONCLUSION

The new millennium has ushered in a radically different and more complex business world than before. In this regard leadership is a very critical aspect for a successful organization. New forms of leadership skills are important for managing human resources and to developing organizations of Bangladesh of modern times. Leaders will need to concentrate on the leadership skills and qualities that will sustain the kind of deep learning and sophisticated services that an organization need in the future rather than merely helping them manage and survive in the present and in the future also.

In Bangladesh, many of the development projects of Public and Private Organizations

are financed through external assistance, so the role of international support for human resources development is significant in terms of both funding and of introduction of new ideas and strategies and more research should be done on this. It is an organization's task to create the formation process; specific to its organizational needs to develop a leadership fit for a successful organization of this new century.

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