

The Indispensability of Managing Organizational Human Resources Judiciously: Some Observations and Advice for Kurdistan Region of Iraq

Sir,

Companies all over the globe have different business strategies. Some of these companies place a lot of emphasis on revenue generation in order to remain in business. To them, the top line in the financial statement is the most important. Market shares equal success. Other companies are more concerned with the end results. To these, the bottom line in the financial statement is the most important thing because that represents the total effort of the company.

Regardless of whether one takes the sales or financial perspective, what is really important is how a company can generate a healthy top line and convert that into a meaningful bottom line. To do that successfully, the company will require the best effort of its people.

Managing the human resource efficiently and effectively is increasingly becoming the number one consideration for dynamic organizations as there are certain limitations to the inputs of technology, however advanced. Since sophisticated technology is available worldwide to the firm that can afford to acquire it, possessing this technology does not guarantee the firm will succeed. Ultimately, it is people and their efforts that are going to make the difference between succeeding and failing in a business.

The Kurdistan organizations today cannot ignore the fact that their employees will soon become diversified in terms of background. Besides, ethnicity, gender, religion, and education, there are some other very important considerations such as individual needs, motivations, and expectations that

workers have and bring with them into an organization. These are not ordinary fleeting needs that evaporate soon after a worker has found a job. In fact, they continue to demand some form of satisfaction and fulfillment throughout their entire career. Hence, managing the workforce requires an approach where compatible solutions have to be found to meet the diversity of needs of the people in the organization.

However, providing a stable on-going employment relationship is one thing, more importantly it is the kind of people that the company hires that really requires close scrutiny because who you bring in will determine, to a great extent, the type of company you will have.

Recruitment is often thought of as scanning the employee's past performance to see how that experience can fit into the job. The employee's successful past, however, does not guarantee that the employee will perform well in the new organization. Things such as new targets, different work systems, different organizational culture, and a change of personal goals may affect the employee and cause a slack in performance. What recruitment has to address is how to hire people with potential (may or may not have a terrific past) and gradually develop that potential to contribute to the organization. Hiring people to maintain the *status quo* is something a good number of recruiters would like to avoid in ever rapidly and competitive business world.

Furthermore, the oversimplified solution of equating wage to employment has seen its parameters broadened. Today, compensation has taken on a whole new concept that compensates, motivates, and reinforces work. It is a satisfier of immediate needs as well as a provider for long-term requirements.

An organization is only as brilliant and as successful as its people. Certainly, people in the company should not be relegated to the level of being just a part of the production process and an expenditure to the company. Where the

Access this article online

DOI: 10.25079/ukhjss.v2n1y2018.15-16

E-ISSN: 2520-7806

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company persists in viewing its people as subservient to the array of sophisticated machinery on the shop floor, this vital human resource will only be seen as an appendage to the production process and will remain largely untapped.

1. TAKING A HOLISTIC VIEW

Strategic human resource management takes a holistic view in its application. It considers externalities that may affect the organization as well as the internal structure and its business. It encompasses personnel administration, human resource planning, work design, and people development. It assumes a proactive role. A human resource manager develops and integrates human resource plans to achieve organizational goals. Quite importantly, he plays an active role and shapes corporate culture through selection, mentoring, and development.

2. DEVELOPING HUMAN RESOURCE IN KURDISTAN REGION

More rapid interest in human resource management in Kurdistan Region is essential as the economy may be shifting very much from just oil to industrial, and again, now from low technology industry to high technology industry where collective work in organizations demands more effective

management of sophisticated technology and highly skilled people. Japanese managers have long recognized the importance of human resources since Japan's national economic thrust lies in manufacturing and market adaptation. Singapore, South Korea, Malaysia, and Taiwan are traveling along that management path too.

Human resource management is currently a rapidly growing field even in advanced countries. As the work paradigm shifts and old work definitions and patterns of work change, the human resource management challenge intensifies. The retooling of the workforce should not be a short term expense but rather a long term commitment and for KR to progress in the right direction, its effort in developing her human resources should be constructed in a way to avoid a mismatch.

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Received: 13 December 2017

Accepted: 02 May 2018

Available online: 07 June 2018