

Topic 11 - Human Resource Motivation

Activity 11.1

“The Employee’s Shoes”



Objective:

To help business owners understand how employees feel, what they expect, and what motivates them.



Activity Steps (Beginner-Friendly):

1 Divide participants into pairs.

Each pair gets a situation card.

You can prepare simple cards like:

- “You are an employee who worked extra hours but no one appreciated it.”
- “You are an employee who wants to learn new skills but nobody guides you.”
- “You are an employee paid well but spoken to rudely.”
- “You are an employee who received praise in front of customers.”
- “You are an employee trusted with a new responsibility.”

2 Ask each pair:

“How would you feel in this situation?”

Happy?






Frustrated?

Motivated?

Ignored?

3 Each pair shares their feelings with the group.

Write keywords on the board:

 respected,  ignored,  motivated,  stressed,  valued

4 Discussion:

Explain how small actions from a business owner create big feelings in employees
— positive or negative.

مقدمة

سیدنا القاضي النعمان بن محمد رضی اللہ عنہما کتاب الیسوع ما ذکر فرماوے چھے۔

"وعن رسول الله صلى الله عليه وعلى اله مر في غزوة تبوك بشاب جلد يسوق ابعة سمانا ، فقال اصحابه يا رسول الله لو كانت قوة هذا وجلده وسمن أبعرته في سبيل الله لكان أحسن ، فدعاه رسول الله صلى الله عليه وعلى اله فقال أرأيت أبعرتك هذه أي شيء تعالج عليها؟ فقال يا رسول الله ان لي زوجة وعيالا ، وانا أكسب بها" ما انفقته على عيالي ، واكفهم عن مسألة الناس ، وأقضي ديني علي ، قال لعل غير ذلك ، قال لا ، فلما انصرف قال رسول الله صلى الله عليه وعلى اله لئن كان صادقاً إن له لأجرًا مثل أجر الغازي ، وأجر الحاج ، وأجر المعتبر"

فحوى۔ رسول اللہ صلح نو غزوة تبوك ما ايک نوجوان مردسي گذر تھیو کہ جر گھنا اونٹ نے چلاوي رھیو تھو پچھی اپ نا اصحاب عرض کرے چھے کہ امرد نی قوۃ انے اھنا اونٹ جو فی سبیل اللہ یعنی جہاد واسطے ہوئی تو کتنو بہتر۔ تو رسول اللہ صلح اھنے بلایو انے فرماوے چھے کہ تو سونہ کام کرے چھے اونٹ پر؟ وہ مرد عرض کرے چھے کہ میں مارا۔ اھل و عیال واسطے کاونہ چھونہ انے یر سگلا پر خرچو چھونہ انے یر سگلا بیجا طرف محتاج نہ تھائی اھنا سی روکو چھونہ انے مارا پر جر دین چھے یر اداء کرونہ چھونہ۔ رسول اللہ صلح فرماوے چھے ہجی کئی بیجی غرض چھے؟ تو یر

عرض کرے چھے کہ نہیں۔ جر وقت یر مرد ولی گیا تو اپ فرماوے چھے کہ جو یر سچو ہوئی تو
اهنا واسطے ایک غازی نی مثل اجر چھے انے حج کرنا رانے عمره کرنا رنوا جر چھے.

اذکر سی ایم واضح تھائی چھے کہ رسول اللہ صلح وہ مرد نے امثل سؤال کری نے اپنا اصحاب نے انے
اؤنار زمان نامؤمنین نے۔ وپار واسطے ، اهل وعیال واسطے کاوا ما جر حض انے ثواب چھے اهناسی
motivate کرے چھے انے جوش دلاوے چھے۔ اشاکلة سی اولیاء اللہ کرام ع اموعة حسة ، ثواب
انے بشارة نی ذکر کری نے دین انے دنیا نا هر عمل واسطے motivate کرے چھے تاکر مؤمن هر کام ما
top پر ہوئی انے ساتھ مؤمن نے بھی ایم سکھاوے چھے کہ بیجانے کئی طرح motivate کرووانے
جوش دلاو جر ناسب نتیجة بهتر اوے انے وپار ما ترقی تھائی.

اذکر نا ضمن ما هوے human resource motivation سون ہوئی چھے یر ذکر تھاسے۔

What Is Human Resource Motivation?

Human Resource Motivation means encouraging people to work with energy, purpose, and sincerity so that every team member feels valued and connected to shared goals. It is more than money — it's about meaning, appreciation, and teamwork. For entrepreneurs, this means creating a team that not only works but truly *wants* to work — making even a small business grow stronger every day.

ا module ما پانچ عناوین نا تحت motivation انے انسان نی ضروریات پر ذکر و تھاسے ، تاکر
وپار ما مالی نکات سی فائده لئی سکائی۔ یر عناوین امثل چھے :

١. Motivation ني سونز معني؟

٢. وپارما motivation سونز كام ضروري چه؟

٣. انسان ني ضروريات (Human needs)

٤. Motivation theories

٥. Motivation Methods in Practice

What is Motivation?

“Motivation is the inner force that makes people work with energy, focus, and consistency. It is the reason someone finishes a task properly, serves a customer politely, or takes responsibility without being forced. As experts Says “**internal and external factors that encourage individuals to commit to tasks and achieve organisational goals**”². This means employees perform their best when both their emotional needs and practical needs are supported.

- **Internal motivation** includes pride, respect, confidence, and personal satisfaction.
- **External motivation** includes salary, praise, rewards, and a positive environment.

“When internal and external motivation work together, people don’t just work — they **want** to work. Psychologist **Frederick Herzberg** states that recognition, responsibility, and meaningful work create long-term motivation.”³ For small business owners and startups, this means simple actions — such as appreciating effort, trusting people with small responsibilities, or giving clear feedback — can boost performance more than money alone.

² The Cambridge International AS & A Level Business Coursebook (Stimpson & Farquharson, 4th ed., p. 243)

³ Herzberg’s Two-Factor Theory Of Motivation–Hygiene,” *SimplyPsychology*. https://www.simplypsychology.org/herzbergs-two-factor-theory.html?utm_source=chatgpt.com (Accessed: 08 December 2021)

امام جعفر الصادقؑ فرماوے چھے۔

" ان رجلا سأله ان يدعو الله له ان يزرقه في دعة ، فقال لا ادعوا لك ، اطلب كما امرت " ^۴
فخوی۔ ایک مرد یہ امام جعفر الصادقؑ نے عرض کیدی کہ آپ اہنا حق ما دعاء فرماوے
کہ اہنے رزق آرام سی ملے تو آپ فرماوے چھے کہ میں تارا واسطے دعاء نہیں کروں۔ تو طلب کر جیم
امر کرو ما ابو چھے۔

اذکر سی ایم واضح تھائی چھے کہ امام جعفر الصادقؑ یہ مرد نے منع فرماوی نے ایک شاکلہ سی
وپیار ما یہ مرد محنتہ کرے تر واسطے motivate کرے چھے ، انے ہر مؤمن نے رستہ بتاوی دے چھے
جوش انے motivation وپیار ما ضروری چھے جہر ناسب مؤمن کامیابی حاصل کرتا رہے چھے۔
انے مؤمن واسطے وپیار ما انے ہر عمل ما اصل motivation حضور اعلیٰؐ نی خوشی حاصل
کرو چھے جہر ناسب یہ مؤمن نے ترقی ملے چھے۔



Figure 1: Motivate Yourself⁵

★ How to Motivate Your Team

- 👏 **1. Appreciate small efforts:** People work better when they feel seen and valued — even a short “Well done” helps.
- 🎯 **2. Give small responsibilities:** Responsibility builds trust and confidence, making employees feel important.
- 🗣️ **3. Communicate clearly:** Clear instructions reduce confusion and make employees feel supported.
- 📈 **4. Help them grow:** Teach small skills, share tips, or let them try new tasks — growth increases motivation.

⁵ Motivation Stock Illustrations – Dreamstime. Available at: <https://www.dreamstime.com/illustration/motivation.html> (accessed: 08 December 2021).

Did you know?

Motivated employees increase customer satisfaction by **up to 30%**, especially in small and growing shops

Case Study 11.1

Alvard is a Rida and Garments manufacturing and export-oriented business associated with the Dawoodi Bohra community. Management motivates employees by giving clear purpose to their work, respecting time and effort, and recognising sincerity in performance. Workers understand *why* their role matters, which creates inner willingness to work with discipline and focus.

Motivation is the inner drive that encourages people to work with energy and responsibility.

Quick tip:

One minute of appreciation can create one hour of better work.

Why Motivation is Important in Business

Motivation is the foundation of every successful business. It is the invisible energy that keeps people working with discipline, enthusiasm, and pride — even when challenges appear. A motivated workplace doesn't happen by chance; it is built every day through the behavior and attitude of the business owner.

Kalemaat Nooraniyah 11.2

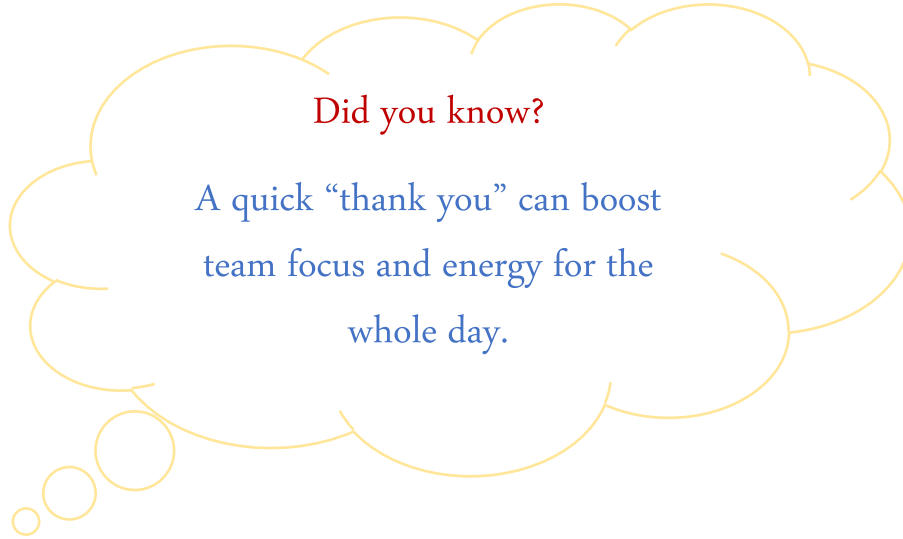
الداعي الاجل سيدنا عالي قدر مفضل سيف الدين طع فرماوے چھے۔

"وپیاری شخص اہنا مرأی انے منظر نو، اہنا appearance نو خیال نہ راکتا ہوئی، اہما کنجوسی کرتا ہوئی، تویر کوئی business meeting واسطے جائی انے جوتا پرانا پہنے تو جہرنا ساتھ meeting چھے یہ سگلو mark کرے چھے، انے ایم بنی سکے کہ امثل پوتانی ذات پر کنجوسی کروا ناسب اہنے یہ business deal بھی فوت تھی جائی چھے،..."

ایمان مبارک نی روشنی مانظر کریئے تو ایم معلوم تھائی چھے کہ جہر وقت وپیاری اہنا مرأی منظر نو خیال نہیں راکتا۔ تویر اہنا motivation نی کمی ناسب تھائی چھے، ایم بنی سکے چھے کہ ایک شاکلہ سی سستی اوی جائی چھے انے اہنو اثر اہنا ساتھ جہر لوگو کام کرتا ہوئی اہنا پر بھی ظاہر تھائی

چھے انے کام ما ، وپارما فرق پڑے چھے۔ تو وپاری پر لازم چھے کہ mentally انے physically motivated انے نشاط مارھے تاکہ وپارما فرق نہ پڑے۔


Albert Bandura's Social Learning Theory (1977), which states that *people learn by observing others' actions and attitudes*⁷. In business, employees subconsciously mirror their leader's appearance, energy, confidence, and work ethic.



! Losses When an Owner Appears Unmotivated

1. 😞 **Reduced Team Morale:** Employees lose inspiration when they see no energy or purpose in their leader's attitude.
2. 🕒 **Falling Productivity:** A dull environment leads to slower work and lack of ownership among staff.

⁷ Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice-Hall. Available at: <https://books.google.com/books?id=J11oFAQAIAAJ> (Accessed: 09 December 2021).

3.  **Lost Business Opportunities:** Clients, like employees, read an owner's body language — poor presentation or hesitation can silently close doors to deals.

Case Study 11.2

Mala's company manufactures fruit juices in Panchgani, employing seasonal and permanent workers. During peak fruit seasons, workload increases and fatigue is common. By motivating workers through appreciation, calm supervision, and fair task distribution, productivity and quality are maintained even under pressure.

Motivation is important because it sustains productivity, quality, and morale during challenging business periods.

Quick tip:

A motivated boss brews motivated employees — stay sharp, stay strong, and they'll pour the same energy back!

Human Needs

Motivation isn't just about money or praise — it's about meeting the **human needs** that make people feel respected, supported, and emotionally secure at work. In this topic, we'll explore how understanding these needs helps entrepreneurs build stronger teams where employees feel valued and genuinely want to perform their best.

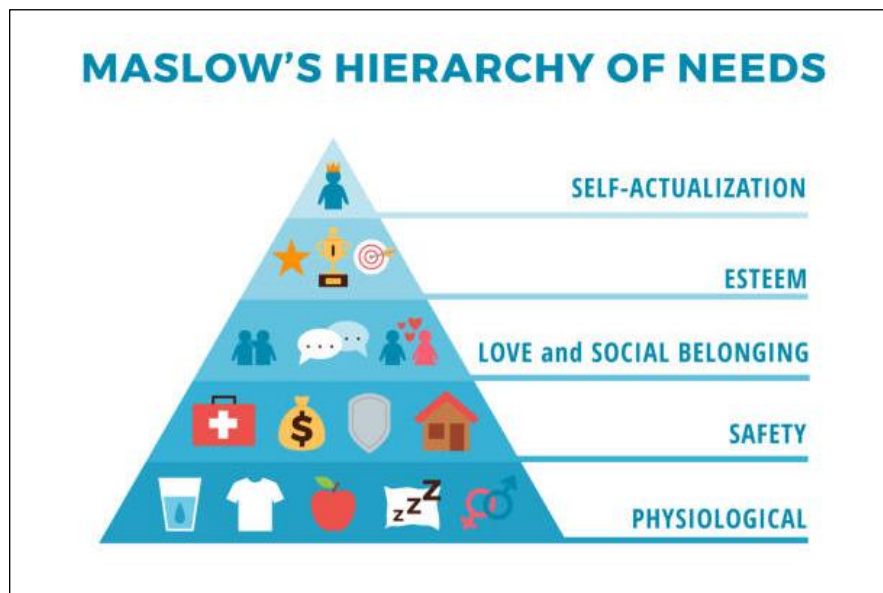


Figure 2 : Basic Human Needs⁸

Maslow's Hierarchy of Needs

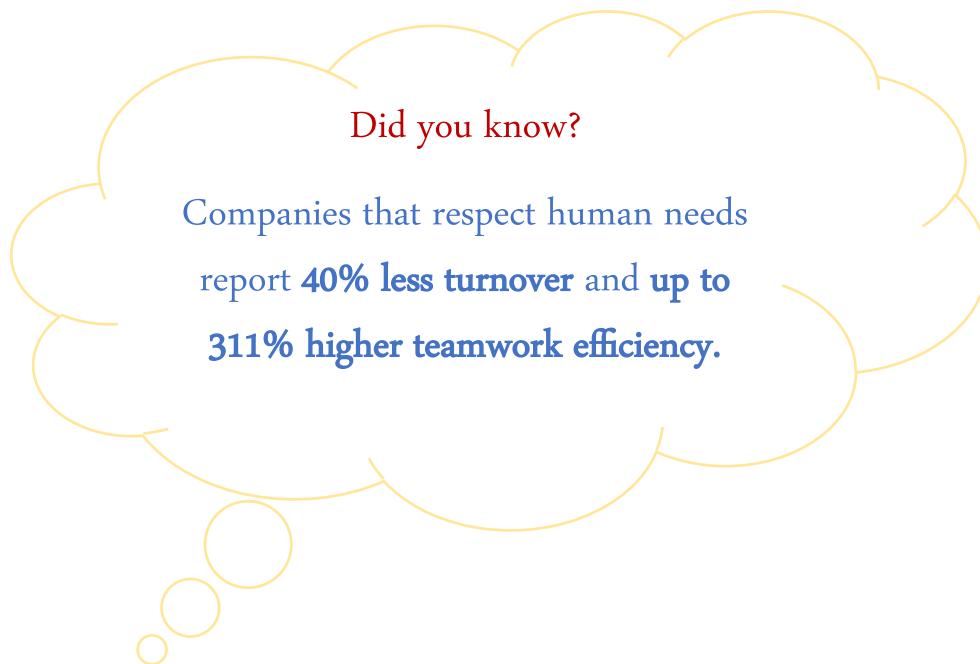
Psychologist **Abraham Maslow (1943)** proposed that motivation grows step by step through different levels of human needs. Once lower needs are met, people naturally aim for higher goals like respect, confidence, and creativity⁹.

⁸ Basic Human Needs Icons – iStockphoto. Available at: <https://www.istockphoto.com/illustrations/basic-human-needs-icons> (Accessed: 09 December 2021).

⁹ Source: Maslow, A. H. (1943). A Theory of Human Motivation. Psychological Review. https://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs (Accessed: 09 Dec 2021)

- **Basic Needs** — Fair salary, clean workspace, and regular breaks.
- **Safety Needs** — Job security, safe working conditions, and clear rules.
- **Social Needs** — Friendly teamwork, celebrations, and good communication.
- **Esteem Needs** — Respect, appreciation, and small leadership chances.
- **Self-Actualisation** — Opportunities to grow, learn, and be creative.


This theory shows that **motivation is not only external** — it grows when emotional and social needs are met too.



How Entrepreneurs Can Fulfil Human Needs


 **Say thank you often.**

 **Be on time and value others' time.**

 **Talk, don't just instruct.**

 **Celebrate small wins.**


 **Encourage learning.**

 **Be calm during mistakes.**

 **Be fair and transparent.**

Case Study 11.3

Google's success is built on understanding employee needs. They offer flexible work options, wellness programs, recognition platforms, and learning opportunities. This meets every level of Maslow's hierarchy — from comfort (cafeterias and rest zones) to self-actualization (innovation time).

 **Result:** employees feel secure, creative, and loyal, which keeps Google one of the world's most admired workplaces.

Quick tip:

“Your team isn't Wi-Fi — they can't connect without good signals of care and respect!”

Motivation Theories

Motivation theories help business owners understand **why people work the way they do** and **what keeps them performing at their best**.

For new entrepreneurs, these theories are not just psychology — they are **roadmaps** for keeping a team inspired, consistent, and happy without spending too much money. Here we will discuss three theories with example__



Figure 3: Motivation Theory¹⁰

Theories

1. Self-Determination Theory (Deci & Ryan, 19811)

“Psychologists **Edward Deci and Richard Ryan** explained that people are most motivated when they feel:”¹¹

1. **Autonomy** – freedom to make small decisions
2. **Competence** – belief that they’re skilled and improving

¹⁰ <https://yourstory.com/mystory/comprehensive-motivational-upliftment-helpful-guidelines> (Accessed: 10 December 20211)

¹¹ Deci, E. L., & Ryan, R. M. (19811). Intrinsic motivation and self-determination in human behavior. New York: Springer. Available at: <https://link.springer.com/book/10.1007/978-1-4899-2271-7> (Accessed: 10 December 20211).

3. Relatedness – connection with others at work

Example 11.2

رداء نا boutique ما owner اہنا employees نے display themes اختیار کروا آپے، یر سگلا سی
رداء design کروا مارائی لے، تو اعمل ناسبب employees ساتھ owner نو connection build
تھاسے انے مضبوط teamwork انے creative ideas حاصل تھاسے.

2. Herzberg's Two-Factor Theory (19119)

Frederick Herzberg explained that people at work are influenced by two sets of factors:

- **“Hygiene Factors** — like pay, safety, working hours, and company rules. These don't make people happy, but if they are missing, employees become unhappy.
- **Motivators** — like appreciation, chances to grow, and responsibility. These make people feel satisfied, proud, and eager to do better work.”¹²

Example 11.3

Owner مہینا نا شروع ما اہنا workers نے دکان نو نظام بتاوے، اجرة نقي کرے انے اہنا ساتھ
اھنے مہینا نا شروع ما جبر مواظبة سی وقت پر او تو ہوئی۔ اھنو appreciation کرے (motivator)

¹² Source: Herzberg, F. (19119). The Motivation to Work. John Wiley & Sons. https://en.wikipedia.org/wiki/Two-factor_theory (Accessed: 09 December 2021)

تو اعمل ناسبب workers ني internal انے external need حاصل تھي سڪے چھے۔

3. McGregor's Theory X and Theory Y (1960)

“Douglas McGregor explained that how a leader *thinks* about people affects how they *perform*.”¹³

- **Theory X leaders** believe employees are lazy, avoid responsibility, and need to be closely watched, Such leaders control everything.
- **Theory Y leaders** believe employees are honest, capable, and enjoy meaningful work. These leaders trust their team, involve them in decisions, and encourage them to grow.

Example 11.4

stock Cafe manager (theory Y) نو استعمال كرى نے۔ اھنا workers پر بھروسو كرے چھے انے
manage کروانو كام سونپے چھے ، ساتھ customer نا feedback لیوانو كام سونپے چھے۔ ا مثل
freedom انے ذمہ داری سونپوا نا سبب workers نو motivation ودھے چھے انے
improve تھائی چھے۔

¹³ Source: McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill. https://en.wikipedia.org/wiki/Theory_X_and_Theory_Y (Accessed: 09 December 2021)

Did you know?

According to Deloitte's 2021 Global Human Capital Report, companies that give employees decision-making freedom see 33% higher innovation and 43% stronger retention

Case Study 11.4

Starbucks uses **Self-Determination Theory** and **Herzberg's Two-Factor Theory** to keep its employees — called *partners* — motivated. Each store manager gives team members **autonomy** to make small customer decisions, like offering a free drink when service is slow. This creates **trust (autonomy)**, **skill growth (competence)**, and **connection (relatedness)** — all part of Self-Determination Theory.

Quick tip:

“Give people space to think — creativity grows where control ends.”

Motivation Methods in Practice

Every business owner knows that ideas and plans mean little without people who act with dedication and enthusiasm. After understanding *what motivation is* and *why it matters*, this chapter focuses on **how** to put motivation into real practice. True motivation is not created by shouting or pushing; it is built by **trust, appreciation, and emotional control**.



Figure 4: Positive Environment¹⁴

Example 11.5

مولانا علی ابن ابی طالب ص ع فرماوے چھے۔

”دم علی کظم الغیظ تجمد عواقبک“¹⁵

فحوی۔ تمیں ہمیشہ غصہ نے گلو اپردائم رھو۔ تو تمارا عواقب وکھناسے۔ عواقب: انجام

Always control your anger and the outcomes of your endeavors will be praiseworthy.

¹⁴ Available at: <https://www.freepik.com/free-photos-vectors/cartoon-employee-motivation> (Accessed: 10 December 2021)

”روضہ ہدایات الجزء الاول

اڪلام مبارك سي ايم واضح ٿهائي چھي ڪر هر مؤمن وپارنا وقت ما اھنا غصه نه قابو مارا ڪھ انے سگلا ڪاريگرو انے customers ساٿھ خوش مزاجي سي پيش اوے۔ تو ما حول positive رھسے ، ڪاريگرو انے اھنا سبب نشاط انے motivation ملے ڪر ناسب وپاري انے وپارني ترقي ٿھاسے.

“B.F. Skinner’s Reinforcement Theory (19113) explains, people repeat behaviors that receive positive responses. A simple “thank you” or “great job” from the owner can push employees to work harder and stay loyal — more than any strict rule or punishment ever could.”¹⁶



Common Motivation Methods for Entrepreneurs

- 1. Praise and Recognition:** Acknowledging effort — even small progress — builds pride and loyalty.
- 2. Fair Pay and Incentives:** Rewards like small bonuses or flexible benefits show fairness and trust.
- 3. Learning and Development:** Offering skill-building opportunities keeps employees engaged and confident.
- 4. Balanced Work Hours:** Allowing short breaks or flexible schedules improves health and focus.
- 5. Participation in Decisions:** Involving employees in planning makes them feel respected and responsible.

¹⁶ Skinner, B.F., Science and Human Behavior, 19113, <https://www.britannica.com/biography/B-F-Skinner>, (Accessed: 10 Dec 20211)



Did you know?

Employees work up to **20% harder** when their boss simply **smiles and stays calm** during stressful moments.

Applying Motivation Theories Across the Supply Chain

Motivation theories are most effective when applied practically at every stage of the supply chain. Business owners must understand how manufacturers, suppliers, and retailers can be motivated using simple, ethical methods.

1. **Manufacturer** should apply **Herzberg's Two-Factor Theory** by first ensuring hygiene factors such as safe working conditions, fair wages, and clear work hours. Once dissatisfaction is removed, motivation can be increased by giving responsibility, recognizing quality work, and involving supervisors in decision-making. For example, at **Alvard and Mala's Juice Company (Panchgani)**, motivated production teams maintain quality, hygiene, and timely output.
2. **Suppliers** should be motivated through **Theory Y**, where trust and long-term relationships are prioritized. When suppliers are treated as partners, given clear communication, and paid on time, they feel responsible for consistency and

reliability. In Dawoodi Bohra–run supply networks, motivated suppliers support uninterrupted production and ethical trade.

- 3. Retailer** can be motivated using **Self-Determination Theory** by giving them autonomy in customer handling, building competence through product knowledge, and maintaining strong relationships. At outlets like **Monginis**, motivated retailers actively promote products, serve customers politely, and provide market feedback.

Case Study 11.5

Monginis, one of India’s most popular bakery chains, built its success on simple yet powerful motivation methods. The company focuses on creating a family-like environment where every worker — from bakers to delivery staff — feels valued. Managers motivate employees by celebrating birthdays, offering internal growth opportunities, and recognising effort publicly.

When sales slowed during the pandemic, instead of cutting jobs, Monginis trained staff in online order handling and digital payments. This trust and emotional support motivated employees to adapt quickly and serve customers safely.

Quick tip:

“Calm leaders get faster results — and fewer apology emails later.”


How can Dawoodi Bohra Community Apply Human Resource Motivation across Different Supply Chains?

Below is a **community-aligned, supply-chain-wide HR motivation framework** for the **Dawoodi Bohra Community**, designed to work across **suppliers, manufacturers, wholesalers, retailers, and service providers**, while remaining **ethically rooted, scalable, and practical**.

1. Foundational Motivation Principles (Community Lens)

Across the entire supply chain, motivation must be built on:

1. **Amanah (Trust & Accountability)**
2. **Ihsan (Excellence beyond obligation)**
3. **Adl (Fairness in pay, workload, and treatment)**
4. **Shukr & Iqraar (Recognition & dignity)**
5. **Tarbiyat before targets**

 *Motivation in Bohra enterprises is moral + material.*

2. Motivation Levers Across the Supply Chain

Motivation Lever	How it Applies
Purpose	Linking work to community benefit
Fair Compensation	Timely, transparent, just
Recognition	Public & private acknowledgment
Growth	Skill, responsibility, trust
Belonging	Inclusion in Jamaat ethos

Motivation Lever	How it Applies
Stability	Predictable income & expectations

3. Supply-Chain–Specific Motivation Strategies

A. Suppliers (Raw Material Providers, Vendors)

Motivation Challenges

- Price pressure
- Payment delays
- Low bargaining power

Community-Based Motivation

- **Timely payments** (strongest motivator)
- Long-term contracts over spot buying
- Transparent pricing logic
- Respectful negotiation (no coercion)

 *Trust motivates suppliers more than incentives.*

Practical Tools

- Preferred supplier status
- Volume commitment assurances
- Public appreciation in trade forums

B. Manufacturers (Factories, Workshops, Units)

Motivation Challenges

- Repetitive work
- Productivity pressure
- Skill stagnation

Motivation Methods

- Skill-based wage progression
- Kaizen-style improvement recognition
- Safety-first culture
- Supervisor mentorship (not command)

 *Respect on the floor multiplies output.*

Practical Tools

- Monthly quality awards
- Skill certification pathways
- Suggestion incentive schemes

C. Wholesalers & Distributors

Motivation Challenges

- Inventory risk
- Cash-flow stress
- High coordination effort

Motivation Methods

- Demand visibility sharing
- Joint planning meetings
- Performance-linked incentives
- Reduced uncertainty through forecasts

 *Predictability is motivation.*

Practical Tools

- Shared dashboards
 - Volume-based loyalty benefits
 - Credit discipline with dignity
-

D. Retailers (Shops, Outlets, Franchisees)

Motivation Challenges

- Long hours
- Customer pressure
- Thin margins

Motivation Methods

- Sales recognition (not just targets)
- Fair shift scheduling
- Upskilling in customer handling
- Peer recognition programs

 *Acknowledgment fuels consistency.*

Practical Tools

- “Best service” awards
 - Skill badges
 - Revenue-sharing bonuses
-


E. Service Providers (Logistics, IT, Healthcare, Cleaning, Catering)

Motivation Challenges

- Invisible work
- High burnout
- Contractual insecurity

Motivation Methods

- Clear service standards
- Respectful supervision
- Stability through renewals
- Appreciation in public forums

 *Dignity motivates where money cannot.*

Practical Tools

- Service excellence citations
 - Multi-year service agreements
 - Feedback-driven improvement cycles
-

How can Dawoodi Bohra Community Members use Human Resource Management it in their business and succeed in countries like UAE, Kuwait, Bahrain, India, Pakistan, Madagascar, Kenya, Tanzania, Uganda, USA, Canada and Australia

Below is a **clear, country-aware, practice-oriented explanation** of how **Dawoodi Bohra community members** can **apply Human Resource Management (HRM)** in their businesses and **succeed across GCC, South Asia, Africa, and Western economies**, while remaining **ethically aligned and legally compliant**.

This is written for **owners, partners, managers, and family-run enterprises**, not only corporate HR teams.

1. Core HRM Philosophy for Bohra Businesses

Human Resource Management in Bohra enterprises must balance **professional systems** with **moral responsibility**, where employees are treated as amanah rather than cost.

Effective HRM should ensure fairness in hiring, clarity in roles, dignity in supervision, and consistency in rewards, while maintaining productivity and competitiveness.

Long-term success emerges when tarbiyat, trust, and skill development are prioritized alongside targets and profits.

2. Universal HRM Practices That Apply in All Countries

Clear job roles and written expectations help reduce conflict and improve accountability across all types of businesses.

Transparent recruitment based on merit and skill strengthens performance and credibility in diverse markets.

Regular performance discussions, rather than only annual reviews, improve motivation and correction without confrontation.

Structured training and upskilling enable businesses to adapt to changing market and technology demands.

Fair wages, timely payments, and humane working hours remain the strongest drivers of retention and loyalty.

3. Country-Specific HRM Application

AE UAE | KW Kuwait | BH Bahrain (GCC)

Businesses in GCC countries succeed when HRM systems are fully compliant with labour laws, visa regulations, and localization policies.

Clear employment contracts, proper documentation, and transparent payroll systems reduce legal and operational risk.

Workforce planning and productivity management help offset high labour costs and reduce dependency on excess manpower.

Multicultural sensitivity training improves teamwork among diverse nationalities.

Performance-linked incentives motivate staff while maintaining ethical limits.

IN India | PK Pakistan (South Asia)

HRM success in South Asia depends on managing high-volume labour with fairness and structure.

Formalizing roles, attendance systems, and wage structures improves discipline and reduces attrition.

Skill-based promotions motivate workers in family-run and manufacturing businesses.

Basic HR documentation and grievance handling protect both employer and employee in informal environments.

Respectful supervision is critical to maintaining productivity in labour-intensive operations.

MG Madagascar | KE Kenya | TZ Tanzania | UG Uganda (Africa)

In African markets, HRM should focus on stability, training, and relationship-based leadership.

Local talent development reduces dependency on expatriate staff and improves continuity.

Clear communication and consistent supervision help bridge cultural and educational gaps.

Training in safety, quality, and basic management significantly improves output and reliability.

Employee retention improves when businesses invest in welfare, predictability, and respect.

US USA | CA Canada | AU Australia (Western Economies)

Success in Western countries requires highly structured, legally compliant HR systems.

Accurate payroll, tax reporting, and labour law adherence are non-negotiable.

Performance management systems help align employee output with business goals.

Employee engagement, work-life balance, and professional development strongly influence retention.

Diversity, equity, and workplace conduct policies protect reputation and legal standing.

5. Common HR Mistakes to Avoid

Running businesses without written HR policies leads to inconsistency and conflict. Delayed wages and unclear expectations quickly destroy trust and productivity. Over-reliance on personal authority instead of systems limits scalability. Ignoring local labour laws exposes businesses to penalties and reputational damage. Failing to invest in people development results in stagnation and high turnover.

6. Role of Jamaat and Community Institutions

Jamaat bodies can support members by offering HR training, templates, and advisory services.

Shared learning platforms allow best practices to circulate across countries and sectors.

Ethical guidelines help standardize fair treatment while respecting local laws.

Mediation support helps resolve employer-employee disputes without escalation.

7. Long-Term Outcomes

When HRM is applied correctly, businesses achieve higher productivity, lower attrition, and stronger reputations.

Employees become committed contributors rather than transactional workers.

Community businesses gain stability and scalability across regions.

Ethical HRM ensures profitability is achieved without compromising dignity or values.

Closing Perspective

For Dawoodi Bohra community members, Human Resource Management is not merely an administrative function but a strategic responsibility that enables sustainable success across countries, cultures, and generations.

اسبق ما human resource motivation ني تفصيل سي ذكر كرو ما اوي چھے۔

الداعي الاجل سيدنا عالي قدر مفضل سيف الدين طع فرماوے چھے

"ويپاري شخص اھنا مرأى انے منظر نو، اھنا appearance نو خيال نہ راکھتا هوئي، اھما
کنجوسي کرتا هوئي،"

ايان مبارك ني روشني ما ايم ذكر تھئي کہ motivation ني سونہ معنی انے وپار ماير سا واسطے
ضروري چھے کيم کر وپار کرنا رنا behaviour انے appearance ما motivation ظاھر تھائي چھے انے
اھنو اثر اھنا سا تھے کام کرنا پر بھي پڑے چھے، تر بعد انسان ني ضروريات سونہ هوئي چھے کہ جر
ناسي ير نشاط ما اوے انے اھنو کام motivation نا سا تھ کرے اھني تفصيل سي ذکر كرو ما اوي
چھے، تر سا تھ motivational theories انے اھنا practical methods ني ذکر کيدي چھے تاکر وپار
کرنا رھنے زندگي ما انے اھنا سا تھے جر کام کرنا چھے اھني ضروريات سمجھي نے استعمال کرے
انے فائده حاصل کرے، اتمام ذکر ونا سبب مؤمن مخلص نے واضح تھائي چھے کہ motivation
زندگي وپار واسطے گھنواھم چھے انے مؤمن نے زندگي ناھر جانب ما motivation اپنارولي الله چھے
جر نا سبب مؤمن بھتر اخلاق کسب کري نے وپار ما رفتہ رفتہ ترقي کرے چھے۔

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Sr No.	Glossary
1	Motivation: The inner drive that makes a person work with energy and purpose.
2	Incentive: A reward or benefit given to encourage better performance.
3	Autonomy — The freedom for employees to make small decisions in their work.
4	Morale: The overall emotional and mental condition of employees that affects their willingness to work.
5	Self-Actualisation: The process of achieving one's full potential and creative ability at work.
6	Self-Control: Managing one's emotions, especially staying calm under stress.
7	Incentivization: The process of motivating people through rewards or benefits that encourage specific behaviours or achievements.
8	Empowerment: Giving individuals the authority, confidence, and tools to perform their roles effectively.
9	Appraisal: A formal review process to evaluate employee performance, set goals, and encourage improvement.
10	Composure: The skill of controlling anger or emotion in stressful business situations to make wise decisions.

About HQHB & TR

We are a department formed by the 112nd Dai-al-Mutlaq Syedna Mohammed Burhanuddin RA as a part of the chain of events that took place on the auspicious occasion of His Golden Jubilee to commemorate 110 years tenure as the leader of the Dawoodi Bohra Community. We educate mumineen about Qardan Hasana and doing Business compliant with Fiqh-e-Fatemi and its benefits in the world and, thereafter, fostering economic and social growth. To summarise, AL-TIJAARAT-AL-RAABEHAH & IDAARAH HASANAAT AL-QARD AL-HASAN AL-BURHANIYAH are non-commercial, religious departments.



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