

THE IMPORTANCE OF HR MANAGEMENT IN AN NGO ENVIRONMENT

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ABSTRACT

Organization with nearby NGOs has turned into an imperative element in the improvement part. In this way the administration of HR in nearby NGOs is urgent as it adds to the execution and manageability of the associations. Anyway numerous neighborhood NGOs confront assorted difficulties in the zone of human asset administration. Neighborhood NGOs have lacking HR administration strategies in the association and this influences the representative's work encounters and general execution at individual and authoritative level. Numerous nearby NGOs because of the measure of the association and degree don't have a human asset (HR) unit or a human asset chief and in this manner they designate staff to supervise staff issues who regularly don't have the required human asset aptitudes and skills to deal with the workers. Another zone that is testing neighborhood NGOs is the way that numerous rely upon contributor supports that are attached to subsidizing cycles that are here and now in nature. This influences the NGOs human asset limit as far as the number and sort of staff to enroll and work length. The mentorship of administration and board individuals in human asset administration could be one approach to enhance human asset ability in these associations. This paper seeks to highlight human resource management challenges local NGOs encounter and the importance of considering HRM as a strategic process that can contribute to sustaining an organization's performance.

Keywords: NGO, HRM, Stakeholders, Globalization.

Introduction

The significance of Human Resources (HR) in a NGO as a methods for guaranteeing reasonable development for an association can't be overemphasized, as it is the central quality whereupon individuals; methodologies, procedures and tasks are based. Successful representative administration ought to be over the rundown of needs for dynamic change of an association. An NGO must endeavor to pull in, create and hold qualified and excited representatives as they are the way to the accomplishment of one's business. HR in a NGO is the same to HR in some other part, however the issues that HR experts look inside the NGO business are very extraordinary.

Problems

There are two main problems concerning HR in the NGO environment today:

- The first is the high joblessness rate which causes an incredibly high number of under qualified employment searchers to stream into the childcare condition, the explanation behind this can likewise be credited to an industry that does not have the upper hand with regards to compensation benchmarking. This prompts deficiencies of qualified talented childcare specialists in the business.
- The second is retaining highly skilled and qualified people and keeping them motivated. Learning and development are central to both the performance and development of employees. It can be beneficial for an organisation to offer employees equal and full access to learning and development opportunities that are aligned to their career development, as well as the skills and competencies required to meet business performance and growth objectives.

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Basic Perspectives

Individuals are an essential angle in every single social association and from the point of view of the association, individuals are assets and associations can't exist without them. The significance of individuals is tremendous as they bolster improvement of the association's destinations and accomplishments for which NGOs are perceived for. Associations are getting to be mindful that HR are a critical resource that can give managed upper hands. Anyway reception of viable human asset administration (HRM) rehearses in numerous neighborhood Non Governmental associations (NGOs) is regularly low in the rundown of administration need. Effective NGOs are those that perceive the hugeness of the human component on hierarchical achievement and underscore on their improvement, fulfillment, responsibility and inspiration keeping in mind the end goal to accomplish wanted destinations.

Economical advancement of an association relies on powerful administration of its HR. Anyway little consideration has been paid on the reception of powerful human asset administration rehearses in numerous nearby NGOs in the advancement segment yet it is an angle that can change association staff into a gainful and spurred workforce fit for enhancing association administrations. The commitment of individuals to an association is flighty, one of a kind and has potential for advance improvement since individuals have convictions, values and diverse levels of experience that can be tapped for both individual and authoritative advantage. How viably nearby NGOs work and accomplish their objectives depends to a great extent on how professionally and beneficially individuals are overseen. Representatives are required to comprehend the fate of the association and their own future in the association this helps triggers duty and thus managed efficiency.

Thus it is all in all correct to state that nearby NGOs are reliant on the commitment of the human asset that exists inside the association and as an association they must choose the option to proactively recognize and investigate openings that will help with building their competency in overseeing representatives.

Human Resource Theories

Human resource management principles and techniques are drawn from various theories found in different disciplines. According to Michael Armstrong (2012:6-7)² the following are the theories that guide HRM:

- **Resource Dependency Theory**

Scarcities of resources determine policies and procedures to be adopted by organizations. Employees are scarce resources, which should be carefully managed.

- **Competitive Advantage Theory**

Organizations should capitalize on competitive advantage it has over other organizations. An employee is a rare resource, immutable, non-substitutable, and valuable. In order to gain from competitive advantage, there should be creation and support of organizational culture that ensures effective management of training and performance management functions.

- **Institutional Theory**

Organizational norms, values, attitudes and myths are the sources of organizational failure or success. These need to be coordinated and managed to ensure effectiveness.

- **Agency Theory**

In this theory the employer and employee have a principal-agent relationship. As there may be disagreement between the two, legal implications have to be carefully considered and, if possible, litigation should be avoided.

- **General Systems Theory**

Organizations are complex systems. Human resource management is a sub system. Failure/success of each component will have overreaching impact to the organization.

Human Capital Theory It is an economic approach which describes people as valuable assets. This emphasizes investing in people as one does with other organizational assets.

Human Resource Management as a Strategic Function within an Organization

Globalization has accrued competition among organizations and organizations square measure tasked on a way to accomplish competitive advantage through individuals. The increase of globalization, has affected organizations of all sizes as this has meant they need to move with stakeholders from

various nationalities, religions, cultures, language and social backgrounds. this needs the unit of time role to embrace a worldwide perspective and make sure that policies and procedures square measure in line with the worldwide market. globalization is additionally put pressure on organization to concentrate on worker skilled development. This involves providing workers opportunities to realize their career-related goals and this conjointly has meant organizations have to be compelled to issue this in their unit of time management.

As organizations still grow across a worldwide setting, they attempt to seek out new and effective strategies through that they'll increase their competitive advantage in their sectors of operation. in keeping with Ullah & Yasmin (2013:3) the suitable use of human resources develops the performance of a company. thus the unit of time role is reworking into a lot of strategic perform with Associate in Nursing in depth understanding of the organization's mission and having the power to advise management and leadership on key choices and policies.

Challenges Facing Local NGOs in Human Resource Management

The objective of this assessment was to identify and understand the human resource challenges that face local NGOs in the development sector and to highlight possible solutions to address the problems. The assessment used focus group discussions and interviews with staff of selected local NGOs in the development sector to get the information presented. The following are the human resource problems identified within the local NGOs;

Recruitment and Retention of Competent Staff

Many of the sampled local NGOs work with a project orientation focus which means there is low priority for investing in nurturing human resource capacities and staff retention measures due to their short term nature of the projects. Some organizations are not able to have the right employees at the right time and place. When they recruit the staff they face the challenge of retaining them to the end of the project phase as staff leave before the termination of the project. This dynamism experienced in project-oriented organizations is a great challenge as staff turnovers are often high and erratic and this destabilizes programming and eventually the performance of the organization. Some of the geographical areas where the NGOs operate are inaccessible or remote and it becomes difficult to attract staff to work in these sites and they are forced to rely on temporary staff or unqualified staff to fill the positions.

Difficulties in Maintaining Balance between Employee and Organization

It needs another challenge facing organizations is the alignment of employee expectations with the organization's strategic focus. Local NGOs constantly face the difficult task of trying to balance between employee concerns and organizational strategic and financial goals. Employees perceived that their concerns and needs were not being addressed by the organizations and were overshadowed by the organization's need to please donors. Employees eventually lacked motivation to work towards fulfilling the organization's objectives or core mission. There is also limited investment in people who have been around for long periods in the organization to counter the sense of dissatisfaction and distancing from the vision.

Conclusion

The market condition for competent and talented work force is ending up progressively focused and expensive. The consistent weight for change has constrained some nearby NGOs to understand that occasions inside and remotely influence their execution and survival. Nearby NGOs should know that able representatives together with powerful HR frameworks and practices are factors basic for anchoring feasible upper hand in their market space or specialty.

This requires local NGOs to be proactive in continuously seeking to improve their human resource management practices. Adoption of organizational development process can support local NGOs develop strategies that introduce planned and systematic HR management practices. Organizational systems, processes and activities are integrated and synergized through a strong organizational culture. A crucial task for local NGO leadership is to evaluate the extent to which organizational culture ensures the strategic integration and adoption of human resource practices to make sure employee potential is harnessed and developed for the benefit of both the individual and organization. Donor agencies and governments are an important part in the local NGOs lifecycle as many organizations receive support from the two institutions to undertake development at community level. There is need for donor and government agencies to become more sensitive and pro-active in understanding the human resource challenges of partner implementing organizations and offer more support to build capacity in HR management in addition to providing funds and registration of the organizations.

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