



IMPORTANCE OF HUMAN RESOURCE IN NON GOVERNMENT ORGANIZATION

Dr. Neelima Kumari

Department of BBA/MBA

Guest faculty Ranchi Women's College

ABSTRACT :

This study assessed the contribution of Human Resources Management in the performance and sustainability of Non-Governmental organization, the study was governed by the resource based theory in line with other Human resources principle. Present study aims to link the global Human Resource in local context. Human Resource deals with the responsibilities, functions, behaviours and importance of employee. It is frequently contended that Non-Government Organization (NGOs) and the wider context of development are intrinsically different from other organisational settings within which Human Resource (HR) is believed to play an important role. The author outlines the basic concepts underpinning human development within organisations, and organisational development, and sets out the arguments for greater investment in people. While this can raise ethical and practical issues in organisations that depend on external funds rather than generating their own income, the failure to develop the staff on whom a development organisation ultimately depends carries far greater risks. Management and specifically Human Resource are not desk-bound activities that can be pursued through the application of protocols and sanctions, but require vision, leadership, and hands-on engagement.

Key words : *Non-Government Organization, Human Resource , opportunity*

INTRODUCTION :

Human Resources (HRs) are being considered as one of the valuable asserts that organizations possess to accomplish the organizational goals. In the words of Batti (2014) People are an important aspect in all social organizations and from the perspective of the organization, people are resources and organizations cannot exist without them. The importance of people is immense as they support development of the organization's objectives and achievements for which NGOs are recognized.

Hence there forth, the effective management and utilization of HRs will probably lead to the performance and sustainability of Non-Governmental Organizations (NGOs) as Sokkie (2013) comments that "The importance of Human Resources (HR) in an NGO as a means of ensuring sustainable growth for an organization cannot be overemphasized, as it is the fundamental strength upon which people; strategies, processes and operations are based. Therefore this study will assess the contribution of human resources management in the performance and sustainability of nongovernmental organizations, most specifically in Tanzanian Environment.

Human resource practices play a vital role as humans are the main resource to use rest of resources. It is now being increasingly realized that the people working in organization are human beings. Investment for increasing the resource is important, and the more an organization invest in its human resources, the greater return from the investment is likely to be. Human resource practices focuses on the different aspect that can enhance the potential of an individual not in just in the reference of an organization but in his/her personal

life. Training and developing, performance appraisal, potential appraisal, career counseling, employee welfare, health and safety are few of them.

The role of human resource as an integrating factor in any of the industry or sector and it matters most when it is related to the service sector like NGO's. Further, owing to the changes in the business environment and the advances in technology, communication and consumerism, planning of human resources has become an incessant activity on the part of HR functionaries working in service organization. Broadly, human resource practices are required not only to maintain the people as resources, but also to enhance the capability of the organization, through its competent people.

Over the past several decades, NGOs have become major players in the field of international development. Since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth. From 1970 to 1985 total development aid disbursed by international NGOs increased ten-fold. In 1992 international NGOs channelled over \$7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channelled through NGOs. While statistics about global numbers of NGOs are notoriously incomplete, it is currently estimated that there is somewhere between 6,000 and 30,000 national NGOs in developing countries. CBOs across the developing world number in the hundreds of thousands.

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". In wider usage, the term NGO can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organizations which depend, in whole or in part, on charitable donations and voluntary service. Although the NGO sector has become increasingly professionalized over the last two decades, principles of altruism and voluntarism remain key defining characteristics.

The term NGO is very broad and encompasses many different types of organizations. In the field of development, NGOs range from large, Northern-based charities such as CARE, Oxfam and World Vision to community-based self-help groups in the South. They also include research institutes, churches, professional associations and lobby groups. The World Bank tends to interact with two main categories of NGOs: i) operational NGOs - whose primary purpose is the design and implementation of development-related projects, and; ii) advocacy NGOs - whose primary purpose is to defend or promote a specific cause and who seek to influence the policies and practices of the Bank. A growing number of NGOs engage in both operational and advocacy activities, and some advocacy groups, while not directly involved in designing and implementing projects, focus on specific project-related concerns.

Further operational NGOs is categorized into three main groups: i) community-based organizations (CBOs) - which serve a specific population in a narrow geographic area; ii) national organizations - which operate in individual developing countries, and; iii) international organizations - which are typically headquartered in developed countries and carry out operations in more than one developing country.

In recent years, however, this trend has been reversed. Among projects involving NGO collaboration recorded in FY94, 40% involved CBOs, 70% involved national organizations and 10% involved international organizations.

CBOs (also referred to as grassroots organizations or peoples' organizations) are distinct in nature and purpose from other NGOs. While national and international organizations are "intermediary" NGOs which are formed to serve others; CBOs are normally "membership" organizations made up of a group of individuals who have joined together to further their own interests (e.g.: women's groups, credit circles, youth clubs, cooperatives and farmer associations). In the context of Bank-financed activities, national or international NGOs are normally contracted to deliver services, design projects or conduct research. CBOs

are more likely to be the recipients of project goods and services. In projects which promote participatory development, grassroots organizations play the key function of providing an institutional framework for beneficiary participation. CBOs might, for example: be consulted during design to ensure that project goals reflect beneficiary interests; undertake the implementation of community-level project components; or receive funds to design and implement sub-projects.

Individual operational NGOs vary enormously according to their purpose, philosophy, sectorial expertise and scope of activities. A number of different NGO typologies exist. For example, NGOs have been classified according to whether they are more relief or development-oriented; whether they are religious or secular; whether they stress service delivery or participation and whether they are more public or private-oriented. Sources for further reading on NGO typologies are listed at the end of this section.

Looking in the NGOs perspective, Ramadan & Borgonovi (2015) in Italy conducted a research in performance measurement and management in non-government organization. Their process requires a comprehensive understanding of how performance is managed and measured by NGOs and what aspects of performance lead to successful financial performance, efficiency and effectiveness. Whereas, in this current paper the researcher prefers to go further and assess the contribution of Human Resources Management in the performance and sustainability of NGOs. In African context, nongovernmental organizations have been considered to play a vital role in boosting development by helping the government to implement and enhance its policies. The term nongovernmental organization in this context can be understood in its categorization such as civil societies organizations (CSO) covers, in this report, formal and informal structures that are Formed by groups of individuals outside the state framework in order to pursue a particular cause they believe in while the term NGO is used only if it specifically refers to registered, institutionalized nongovernmental organizations (Civicus, 2011).

REVIEW OF LITERATURE :

A measure to sustainability is whether something is maintainable, can we endure it over a long period, are our resources being depleted or permanently damaged over an extended period of time. (Nkrumah et al, 2012). The United Nation's 1989 Brundtland Commission definition of sustainability is „„meeting the needs of the present without compromising the needs of future generations. Chang“ et al (2013). Therefore organization sustainability is a strategy adopted by any organization so as to attain competitive advantage over other firms. This is rather the case by corporate business firms. As the firm struggles for survival one thing that should be taken into consideration is a long term survival of it which is a measure to competitive advantage. An organization is said to be sustainable when it is able to maintain its basis for effective performance over a period as compared to other firms in the corporate business world. A sustainability competence of a firm provides a differential advantage by which this concept is relatively unique in the market strategy.

Tilly Chacko M (2010), in his article titled “Best Practices of HR in Service Sector: An SME Service Industry Perspective” concluded that Employment Empowerment is the key word in service industries and strategies like recruitment, induction, learning and development, performance management system, compensation management, motivational initiatives, communication channel and retention strategies play key role in an organization.

Tripathi Laxman Kumar (2008), in his article “Human Resource Management Practices in IT Industry: A Complex Adaptive Systems Perspective”, stated about the significant difference between Resource Based View of HRP Practices and Complex Adaptive System. He highlighted that there is necessity of developing an alternative perspective of Human Resource Management and exactly this has been worked out in the

present research work by following the frame work provided by the theories in natural science, which is widely known as Complex Adaptive System.

Review of various literature such as books, journals and unpublished research reports reveals that empowerment of human resource professionals is high on the agenda in development plans and policies. NGOs have proved to have the potential to facilitate the process of empowerment among professionals. The definition encompasses a few key elements such as power, autonomy and self-reliance, entitlement, participation, awareness development and capacity building. For a proper understanding of the process of empowerment, a systems view is presented in which all the relevant inter-linked elements have been analyzed, such as the external agency (NGO), target group, development project/program, immediate environments of the target group and external agency, and the macro-environment in which the target group and the NGO exist. Such a systems view would throw light on the differential impact of similar NGO initiated projects and processes on different target groups/communities.

HUMAN RESOURCE MANAGEMENT & NGOs

The Human resource management (HRM) is a strategic approach that focuses on managing people in organizations in a structured and thorough manner. This Process refers to policies, practices and systems which influence employees' behaviour, attitude and performance.

HRM is a crucial component that built the quality of Human capital, which plays a critical role in creating and sustaining high-performance organizations.



Figure 1 : Source Adapted from Armstrong (2015:57)

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT:

Human resource management is the part of the organization that is concerned with the “people” dimension (DeCenzo and Robbins, 1996). It is a staff, or support, junction in the organizations. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organization's goods and services. Every organization is comprised of people; acquiring their services, developing their skills, motivating them to high levels of performance. And ensuring to maintain their commitment to the organization is essential to achieve organizational objectives. This is true, regardless of the type of organization; government, business, education, health, recreation, or social action. Getting and keeping good people is critical to the success of every organization. HRM is an approach consisting of four functions; staffing, training, development and motivation, and four activities; getting people, preparing them, stimulating them, and keeping them.

Today, professionals in the human resource area are vital elements in the success of any organization. Their jobs require a new level sophistication that is unprecedented in human resource management, not surprisingly; their status in the organization has also been elevated as the name has changed. Companies today recognize the importance of people in meeting their goals. For instance, at Standard Chartered Bank and Sony Music Entertainment, people are “viewed as how each employee is important toward the

organization achieving its strategic goals.” In return, these people have needs to be met. Consequently, when major decisions affecting the organization and its people are made by the company’s executives, HR typically is present to represent the people-side of the business.

Many colleges and universities are also helping to prepare HRM professionals by offering concentrations and majors in the discipline. Additionally, there exists an accreditation process for HRM professionals. The society for Human Resource Management offers opportunities for individuals to distinguish themselves in the field by achieving a level of proficiency that has been predetermined by the Human Resource Certification Institute as necessary for successful handling of human resource management affairs.

CONCEPT OF NON GOVERNMENTAL ORGANIZATION

A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government. The term is usually used by governments to refer to entities that have no government status.

A non-governmental organization (NGO) is a citizen-based association that operates independently of government, usually to deliver resources or serve some social or political purpose. The World Bank classifies NGOs as either operational NGOs, which are primarily concerned with development projects, or advocacy NGOs, which are primarily concerned with promoting a cause.

HRM IN NON-GOVERNMENT ORGANIZATION :

If Non Governmental Organizations can play better role in the corporate social responsibility, the question here is who can play better role in linking industry with community. The answer here is Human Resource Management Department of the industry.

The HR managers should take lead in its effort to make a linkage between community and the industry. To develop better rapport with the people, HR managers have to make use of their Strategic Relationship Management Skills. They should interact with the community by establishing better linkage with the Non Governmental Organizations working there in the locality. The HR managers can initially conduct Focus Group Discussion (FGD) with the community and community leaders with the help of Non Governmental Organizations and need evaluation and need prioritization is to be conducted.

Non-government organizations (NGOs) have become significant players in development policy over the last two decades. The evolving relationship among NGOs, developing states and donors are a critical aspect of international development assistance and the wider development policy debate. NGOs vary in their missions, internal management, scope of engagement, source of funding, relations with developing states and targeted areas of operations.

NGOs are the vanguard of civil society. They have increasingly been seen as the vehicles of the new policies agenda of economics liberalization and political channelling resource through northern and indigenous NGOs support grassroots organizations, social change, political empowerment and sustainable development. Developing states have ceded space to NGOs to deliver services, perform contract development work and promote institutional capacity building.

The role of NGOs in the contemporary world is elaborately described in the present study along with the management challenges and other issues faced by NGOs, social activity, policy-makers and all concerned.

RESULT & DISCUSSIONS :

An extensive research done by PRIA, a leading NGO in India, on the NGO Sector indicates the following facts about NGOs in India:

Table-I
Number of people working in the NGO sector in India

All India / State	Number	Volunteers	Paid
All India	24.4 million	88%	18%
West Bengal	1.67 million	92%	12%
Tamil Nadu	1.56 million	75%	31%
Delhi	1.25 million	82%	22%
Maharashtra	0.98 million	93%	13%
Meghalaya	0.23 million	88%	19%

Table-2
Number of full time equivalent persons working in NGOs in India

All India / State	Number	Volunteers	Paid
All India	65.35 lakhs	59%	48%
West Bengal	4.53 lakhs	65%	42%
Tamil Nadu	6.85 lakhs	46%	59%
Delhi	3.85 lakhs	54%	52%
Maharashtra	2.76 lakhs	74%	27%
Meghalaya	0.87 lakhs	58%	48%

From the above data it is revealed that most of the NGOs are staffed with voluntary workers and many of them have one or two paid staff. The question arises, how many personnel in NGOs are professionals if very few people are remunerated for their services.

Review of various literature such as books, journals and unpublished research reports reveals that empowerment of human resource professionals is high on the agenda in development plans and policies. NGOs have proved to have the potential to facilitate the process of empowerment among professionals. The definition encompasses a few key elements such as power, autonomy and self-reliance, entitlement, participation, awareness development and capacity building. For a proper understanding of the process of empowerment, a systems view is presented in which all the relevant inter-linked elements have been analyzed, such as the external agency (NGO), target group, development project/program, immediate environments of the target group and external agency, and the macro-environment in which the target group and the NGO exist. Such a systems view would throw light on the differential impact of similar NGO initiated projects and processes on different target groups/communities. Further a seven-step process of assessment of professional's empowerment is discussed within the systems framework. The steps are – assessments of the macro-environment, the external agency environment, the external agency, the target group environment, the target group, the development program/project and lastly integration of the assessment process.

CONCLUSIONS :

In order to improve and develop the human resources of NGOs it is necessary to have structures in place in order to suitably attract, continually educate and retrain human resources, cooperate with various networks, configure specialised educational programs, exploit the community service institution in programs of NGOs

and participate in international meetings and seminars to exchange experiences, knowledge and best practices. Based on the findings and interactive, responses from the respondents. Finally I would like to conclude that Non-Government Organisations have fostered a culture of participation and modernism for employee growth and contribution. A high slandered of social ethics and religious dedication in there day to day activities have made these organisation grow more professionally. There is an atmosphere of complete harmony and support in these organisations. There unique work culture is based on trust, openness and a commitment to creativity and consultation. A section of Training and development programs handles all training activities on a predetermined basis.

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