

POSITION OF HUMAN RESOURCE MANAGEMENT CHALLENGES FACING NON GOVERNMENT ORGANIZATION**Praphull Chand Nag**

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ABSTRACT

The Non Government Organization (NGO) performs various functions for the benefit of society. The range of NGO activities is huge and is spread in all fields: environment concern, age care, rural development, health, culture and heritage, women empowerment, child care and upliftment, basic education to all children, animal welfare, disaster management and many more. India, being a largely populated country, it is not easy to meet all social and human needs by the government without help of NGOs. NGO takes efforts to satisfy the needs of a common man and development of nation by undertaking various projects and thus helps the Government to fulfil its objectives. "The Government has enunciated welfare state as one of the Directive Principles of State Policy and essentially the society and social organizations also have a role to play in providing basic needs and amenities to and addressing the problems of the down trodden, destitute, and the weaker sections (women and children). Government has identified, considering the social pattern of living and needs of citizens, schemes in which NGOs and voluntary organizations can participate. These are broadly: Age Care, Agriculture, Animal Welfare, Art & Craft, Children, Cities & Urban, Culture & Heritage, Disability, Education, Environment, Health, and Human Resource"

KEY WORDS: Non Government Organization, Human Resource**HISTORY OF NGO**

The concept of 'philanthropy', defined as the ethical notions of giving and serving to those beyond one's immediate family, has existed in different forms across most cultures throughout history, often driven by religious tradition. Philanthropy, charity, voluntary work existed in various religions and cultures from long back. NGOs origin goes back to nineteenth century or even earlier than that but the term "NGO" came into use in 1945, when the United Nations (UN) was created. Industrial Revolution (1700-1900) began in Great Britain and within a few decades had spread to Western Europe and the United States and eventually in the whole world. There were major changes in manufacturing process, technology, agriculture and transportation. The Industrial Revolution affected the social, economical and cultural conditions of human life. There were major problems related to lower class masses like health and sanitation issues, child labour, women suffrage. The child labour existed even before Industrial Revolution, but it worsened due to increase in population. Labourers at factories, manufacturing units were working and living in unhealthy and unsafe environment. In this period of time, most of the NGOs were active in child labour, women suffrage and anti-slavery movement. By the end of the twentieth century due to globalization and advancements in transportation and telecommunications, there was rapid increase in number of NGOs at local, national and international levels. According to David Lewis and Nazneen Kanji (2009), most NGOs emerge from relatively small-scale origins and grow over time into larger and more complex organizations. Korten (1990) has explained the evolutionary process of NGOs in four generational terms. The four generations are: First generation – Relief and welfare, Second generation – Community development, Third generation – Sustainable Systems Development, Fourth generation – People's movements. In the first generation, an NGO provides relief and welfare services directly to the beneficiaries on urgent basis, for example – distribution of food or providing health facility. "In the second, NGOs shift towards the objectives of building small-scale, self-reliant local development initiatives, as they acquire more experience and build better knowledge, and may become more influenced by other agencies, such as donors. A stronger focus on sustainability emerges with the third

generation, and a stronger interest in influencing the wider institutional and policy context through advocacy. In the fourth generation, NGOs become more closely linked to wider social movements and combine local action with activities at a national or global level, aimed at long-term structural change. Korten's (1990) generation model is useful because it explores the way that some NGOs change, influenced by both external pressures and internal processes.”

HISTORY OF NGOs IN INDIA

“NGOs in India have their origins in ancient times: written in 1,500 BC, the Rig Veda, the ancient Aryan Scriptures, promoted the values of dharma (personal obligations), jeev daya (humanitarian concern and a concern for all living things) and voluntarism and philanthropy (Iyengar 2000; Mishra et al. 2006; Sen, S.1997)”. India has a long history of civil society based on the concepts of daana (giving) and seva (service)”. In ancient India, concept of charity emerged from religious beliefs. The noblemen or kings used to give daana to the needy people. Daana generally used to be the annadaana (offering food, grains, edibles). This daana and seva was done to receive blessings or good wishes from the people. In the medieval era, voluntary work was focused on education, health, cultural promotion and natural calamities such as droughts, floods. “Voluntary organizations proliferated and actively participated in various fields of social action during the British rule. They were engaged in social welfare activities, literary and relief works”. The first half of the nineteenth century (1800 to 1850) was the era of social reform movements. Various social reformers like Raja Ram Mohan Roy, Ravindranath Tagore, Dayananda Saraswathy, Iswara Chandra Vidyasagar, Kesava Chandra Sen, Ram Krishna Paramhansa, Sayyed Ahmed Khan, Swami Vivekananda, Vinoba Bhave, Keshab Chandra Sen and Mahatma Phule had focused their work to eliminate practices like Sati (a recently widowed woman would immolate herself on her husband's funeral pyre), child marriage, caste discrimination, untouchability and promote practices like widow remarriage and inter-caste marriage. During this period many organizations were formed, to name a few- Atmiya Sabha (1815), Brahma Sabha (1828), Dharma Samaj (1830), Widows Remarriage Association (1850), Satya Shodhak Samaj (1873), Arya Samaj (1875), the National Council for Women in India (1875), Indian National Social Conference (1887), the Ram Krishna Mission (1898). This increased number of NGOs resulted in the Societies Registration Act of 1860. This act gave the legal identity to the NGOs. During this period voluntary work was in the field of education, health services, relief and welfare. “A firm foundation for secular voluntary action in India was not laid until the Servants of India, a secular NGO was established in 1905.” “The approach of the society was secular and it sought to solve the national and social problems on a rational basis. It engaged itself in improving the condition of women, problems of untouchability, establishing cooperative enterprises and rendering relief work.”

“The emergence of Mahatma Gandhi into the Indian political arena during 1916-17 changed the complexion of the national movement and also that of voluntarism. The period marked the beginning of a more principled and value-based voluntary action in India.” According to Mahatma Gandhi, India's problem was poverty of rural masses. His constructive work aimed towards developing self sufficient villages. He encouraged the masses to make use of charkha (spinning wheel), khadi (handwoven cloth) and gramudoyog (village industries). “Gandhiji's Constructive Work became part of the mass national movement for political freedom and he insisted that political freedom must go hand in hand with a sense of social responsibility”. Many organizations were formed at these times which were based on Gandhiji's constructive work. After independence, government recognized the importance of voluntary sector and carried out various welfare, relief and development programmes. In 1951, India's first five year's development plan (1951 to 1956) came into existence. In 1953, Central Social Welfare Board (CSWB) was established for promotion of voluntary organisations. Then voluntary organizations started getting government funds through Grant-in-aid. “In the early fifties, with the introduction of National Community Development Programme and National Extension Service, started the process of decentralization of voluntary efforts in development. Further decentralization took place with the introduction of a three tier Panchayati Raj in 1958.” “Association for Voluntary Agencies for Rural Development (AVARD) came into existence in 1958 to provide a national level common platform of voluntary agencies spread across the country”.

“In the period (1970-1990), civil Society space started increasing from 70s, NGO's started highlighting that why government programme not yielding positive results for poor and marginalized, presented new model for development with people's participation. With this new model NGO's covered vast program areas like education, primary health care, drinking water, sanitation, small irrigation, forest regeneration, tribal development, women's development, child labour, pollution safety etc. later on many of these models were included in govt programme and policies.” “A recent Report on Non Profit institutions in India (March 2012) by the National Accounts Division, Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India (“MOSPI Report”) found that there were only 1.44 lakh societies registered till the year 1970, followed by 1.79 lakh registrations in the period 1971 to 1980, 5.52 lakh registrations in the period 1981 to 1990, 11.22 lakh registrations in the period 1991 to 2000, and as many as 11.35 lakh societies were registered after 2000” . This data shows there was rapid growth in number of NGOs from 1970s. From then till date, NGOs are recognized as development partners of the state. There is emphasis on role of NGOs in every Five Year Plan of India

HUMAN RESOURCE:

Action-Aid India presently has an experienced human resource base of 188 regular staff and 29 staff on contract. Among these nearly 35 percent are women staff. Our human resources are drawn from Universities, Institutes and Social Work Schools of national and International repute as also from among the communities we work with. All members of our programs teams have either post-graduation or post-doctoral degrees. Also, a number of experienced social activists are working with us. We pride ourselves of the quality of our staff - the passion with which we work, our orientation for learning and sharing, ensuring downward accountability, aligning our work to our vision, mission and values.

We believe that our commitment to gender and social equality must not be limited to our programs work, but should also reflect in our organization. During the last few years, we have made conscious efforts to recruit more women staff and people from the communities we work with, so to have an equal and balanced staff ratio.

We are convinced that to achieve our mission we must have the human resources with right competencies – staff who can empathize and bond with the poor and marginalized people and their issues.

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 sates 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 economic 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	19.4 million	85%	15%
West Bengal	1.52 million	90%	10%
Tamil Nadu	1.49 million	72%	28%
Delhi	1.03 million	80%	20%
Maharashtra	0.77 million	89%	11%
Meghalaya	0.12 million	83%	17%

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

All India / State	Number	Volunteers	Paid
All India	60.35 lakhs	56%	44%
West Bengal	3.51 lakhs	62%	38%
Tamil Nadu	6.41 lakhs	42.5%	57.5%
Delhi	3.45 lakhs	50%	50%
Maharashtra	2.43 lakhs	71.3%	28.7%
Meghalaya	0.43 lakhs	55%	45%

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.

CONCLUSIONS

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 standard of social ethics and religious dedication in their day to day activities have made these organizations grow more professionally. There is an atmosphere of complete harmony and support

in these organisations. Their 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. Various kinds of training methods are being followed which enrich employees with better social skills and empower them for future development. Employees show high motivation and are dedicated to their jobs and responsibilities.

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