

HUMAN RESOURCE MANAGEMENT'S CONTRIBUTION TO NGO DEVELOPMENT

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ABSTRACT: Non-governmental organizations are faced with the difficult task of providing high-quality services while adhering to budgetary constraints. Successful resource utilization is directly correlated with the capacity to manage resources proficiently. This investigation investigates the importance of HR practices in order to illustrate the correlation between HRM and organizational success. This investigation investigates the potential enhancements in organizational efficacy and productivity that HR policies and procedures may induce. This further enhances the motivation and abilities of employees by clarifying strategic orientations. These methods are considered essential for addressing complex issues, particularly those that are economically, politically, and socially challenging.

Keywords: *Volunteer Management, HR Policies in NGOs, Workforce Diversity, HRM in Nonprofit Sector, Conflict Resolution, Talent Acquisition, Training and Development, Employee Engagement, Performance Management.*

1. INTRODUCTION

In recent years, non-governmental organizations have had to prove their accountability in order to achieve performance standards and win over a wide range of stakeholders. The management and governance structures that are put in place have a significant impact on how effective these organizations are.

The most valuable asset in a company is its human resources, which, when handled properly, may provide it a competitive edge. However, very few businesses are able to fully realize its potential.

This report offers a concise and easily comprehensible summary of the role that human resource management (HRM) plays in non-governmental organizations' effectiveness.

The study looks into how the development of successful HRM systems is closely linked to the advancement of non-governmental organizations (NGOs) and how this management approach can aid in resolving issues including financing scarcity, neglect, instability, and long-term expansion. This study examines the relationship between HRM and organizational performance as well as how HR policies that are effective foster employee commitment.

Organizational culture is equally significant and is heavily impacted by management and leadership styles within the company. HRM must be aware of the many tasks it is expected to perform, evaluate its skills in relation to these tasks, and develop new ones in order to be

relevant.

HUMAN RESOURCE MANAGEMENT &NGOs BASIC HR CONCEPT

Human resource management (HRM) is a type of business strategy that focuses on the systematic and comprehensive administration of an organization's human resources. This refers to all the processes, systems, and policies that influence employees' actions, thoughts, and output.

Human resource management (HRM) is the foundation of high-performance organization creation and maintenance since it guarantees the quality of human resources.



Figure1:Source Adapted from Armstrong (2015:57)

2. CHALLENGES OF HRINNGOS

Many NGOs cannot afford to employ a human resources manager or department due to their small size and limited scope. As a result, the capacity of human resources is threatened.

HR CHALLENGES

Generally,NGOs faces diverse challenges in different areas:

Financial Management:NGOs are unlikely to be productive since they have low promotion opportunities, uncompetitive pay plans, and few incentives to motivate staff.

- Hiring the best employees.
- Maintain employee's productivity.
- Fostering an environment of continuous learning.

Managing diversity:A multitude of perspectives, ideas, cultures, and life experiences.

Establishing a harmonious, amicable, and conflict-free atmosphere is imperative. It is of the utmost importance to unite employees of diverse cultural contexts in the pursuit of a common objective.

ETHICAL DIMENSION

Boxall (7) describes the fundamental elements that provide an ethical and practical framework within businesses. He highlighted the organization's major responsibilities and qualifications. These initiatives are not confined to a cubicle; rather, they require vision, leadership, and active participation to progress:

- Ensure equitable work possibilities and treat all individuals similarly in terms of their development and education.
- Adhere to anti-discrimination regulations (Adams, 1965; Leventhal, 1980); for example, encouraging an open workplace creates confidence, allows for equitable and consistent staff management, and appropriately respects employees' needs and viewpoints.
- According to Adams (1965) and Leventhal (1980), for employees to feel fairness and

justice, they must be treated and rewarded properly.

- Individuals should not be viewed solely as machine parts in a production facility.
- The primary goal of institutions is to foster a healthy and well-managed professional environment that benefits personnel.
- The principles of natural justice serve as the foundation for equitable treatment of all individuals. These principles state that individuals should be informed of the criteria and regulations that govern their behavior, be given a thorough explanation of their shortcomings and any violations of said regulations, and, barring severe misconduct, be given the opportunity to change their ways before facing disciplinary action.
- As much as feasible, ensure consistent employment security.
- Creating a strong work system that successfully reduces risks, hazards, and tension is critical to providing a safe and healthy workplace.

To address this issue, all team members—managers, employees, and members of the organization—must be committed to values and ethical principles that promote trust, respect, care, justice, and fairness (Dai and Sun, 2001). Yang (1999) defines firm ethics as democratic management, transparent administration, worker respect, moral management ideals, and a balance between efficiency and fairness.

3. THE IMPORTANCE OF HRM IN NGO:OBJECTIVES AND GOALS

The Importance Of Hrm In Ngos

While the human resource (HR) activities of non-governmental organizations (NGOs) are similar to those of other businesses, HR administrators in the NGO sector face distinct obstacles.

Human resource management (HRM) is critical in non-governmental organizations (NGOs) on three levels.

To begin, it should be recognized that personnel services are not involved in the exchange of tangible goods for labor. In contrast to for-profit businesses, which commonly view their employees as tangible assets, non-governmental organizations (NGOs) perceive their members as the most precious resources and the foundation of their institutions.

Furthermore, the essential ideals of non-governmental organizations affect and encourage its workers. Intrinsic values, organizational goals, transparency in company culture, and the importance of individuals all qualify. Furthermore, when it comes to the strategic goals of non-governmental organizations (NGOs), staff members are the most important stakeholders. These three approaches demonstrate that the human element is critical to the continuous existence of non-governmental organizations. HRM is thus the most important aspect of these types of businesses.

Among these, human resource management for NGOs enables long-term growth. This basic aspect serves as the basis for employee plans, processes, and operations.

The primary objectives are to:

- Identify and examine an organization's operational procedures.
- Supervise teams throughout the planning process.

- Tasks are executed and supervised strategically.
- The personnel's performance should improve.
- Create long-term and sustainable management strategies, plans, and processes.

Human resource management's primary goal is to increase employee effectiveness inside the firm. Personnel are an organization's most precious asset, thus human resource management must use strategic management to find, acquire, develop, and retain outstanding workers.

Furthermore, employees of non-governmental organizations (NGOs) demonstrate different types of motivation than their colleagues in for-profit firms. Individuals who are monetarily motivated differ from those who want individualized rewards that promote their own growth. Strategic human resource management places a low-level emphasis on the HR foundation while taking a high-level approach to strategic orientation. An organization's values and mission statement can provide insight into its overall goals. Strategic human resource management is based on the formulation of such goals, which may have a negative impact on the workforce.

In value-driven HRM, both strategy approach and human resource base are equally important. Value-driven human resource management invests in professional development for its employees and uses its goal to motivate and inspire them.

The alignment of HR operations with the organization's long-term goals is fundamental to human resource management. An organization's ability to maintain internal harmony is dependent on its human resource management system, which functions as its backbone.

Numerous non-governmental organizations (NGOs) struggle to progress due to inefficient HR system architecture. They dismissed it as pointless, and hence their rise to the top ranks of nongovernmental organizations (NGOs) was never possible. Consider the following organizations: UNAID, Oxfam, Mercy Corps, World Food Programme, International Organization for Migration, and UNAID. These multinational NGOs consistently rank at the top of lists of successful NGOs due to their strong human resource systems.

The Objectives & Goals Of Hrm

Ulrich and Lake (1990) posit that human resource management systems possess the capacity to furnish organizations with the competencies and assets required to adjust to and leverage novel prospects. The ethical component of HRM necessitates consideration for the interests and rights of individuals within organizations, as demonstrated by the social responsibility practices.

Furthermore, Armstrong and Taylor (2015) provide the following definition of HRM's goals:

- Create and implement HR strategies that support the organization's overall business plan in order to help it achieve its goals.
- assist in creating a culture of excellence and accomplishment.
- Make certain that the organization employs people that are extremely talented, skilled, and driven.
- Create a productive working environment that inspires confidence in both management and employees.
- Promote the use of an ethical management strategy for persons.

Benefits Of Creation Human Resources Unit

Each non-governmental organization needs to have a Human Resources division in order to:

Maintain a healthy working environment

fostering an environment at work that encourages inspiration, comfort, and support for employees. The success of the organization depends on it, but it takes time and experience. The HR division creates policies and procedures to guarantee a fair working environment. In addition, they mediate conflicts and carefully attend to workers' issues to make sure they don't feel disregarded. All of these components support employee empowerment and increase business efficiency, enabling workers to reach their maximum potential.

Stay compliant

Complying with regulations is essential to ensure successful work-line. An HR professional will be responsible for regulatory issues so employees can avoid penalties. HR unit can keep on top of ever-changing regulations and ensure they have all necessary information and signatures from the staff.

Attract and retain top talent

Following the rules is essential to guaranteeing a productive workflow. An HR specialist will assume regulatory responsibility to ensure that workers avoid fines. The HR division can make sure they have the required data and employee signatures, as well as stay current on the constantly evolving legal landscape.

Acquire and hold onto highly qualified personnel.

Many business operations, including as hiring, onboarding, performance management, talent management, and learning and development, are within the purview of the HR department. They are essential for creating a workforce capable of achieving unprecedented levels of business performance.

4. HUMAN RESOURCES PRACTICES

Human resources (HR) is sometimes regarded as a difficult function in many firms due to its broad scope of responsibilities. These include administrative responsibilities, strategic partnerships, advocating for effective people management, supporting organizational values, being aware of the organization's needs, and guaranteeing compliance. To achieve an optimal equilibrium, you must rely on human resources, invest in their development, and actively listen to the concerns and wants of both managers and employees.

Furthermore, the Chartered Institute of Personnel and Development commissioned research (Purcell et al., 2003) to determine which HR approaches had the biggest impact on productivity.

The HR department identified six significant work orientations:

Opportunities for professional development and career advancement.

Work-life balance, training opportunities, job influence and challenge, communication and engagement, performance management and appraisal techniques, and involvement and communication are all important considerations.

As a result, HRM operations are integrated into a wide range of procedures. Employee engagement, work conditions, training and development, flexible compensation, and

recruiting and selection are all thought to be critical practices for improving organizational effectiveness. These strategies clarify the role of the HR department in the organization's success by discovering and choosing the most qualified candidates.

Staff recruiting is to find skilled candidates to fill unfilled roles in a company. On the other hand, selection is the process of selecting the best applicant from among those who applied for a post based on their qualifications (Opatha, 2010).

Training and development: Goldstein and Ford (2002) and Jahanzeb and Bashir (2013) define training as a systematic approach to learning new things and improving one's skills, which benefits one's organization, group, and self. Employee performance is a significant measure of organizational success, and human resource capital plays an important role in an organization's growth and development, hence training has an impact on ROI.

Flexible reward: Flexible incentive system: The compensation system aims to retain highly skilled workers who increase job performance and have a strong relationship with the organization. According to Rotea, Logofatu, and Ploscaru (2018), the primary drivers of action in any sort of organization are employee incentives and productivity, both individually and collectively. According to Danish and Usman (2010), the incentive system helps employees maintain their motivation and self-esteem. As a result, every corporation must exercise caution when determining how to compensate their employees in order to control their level of job satisfaction.

Employee involvement: It may be argued that including employees in decision-making is the most effective way to increase organizational work satisfaction. Staff members believe that their contributions increase their self-esteem and add value to the firm. Similarly, Meyer, Becker, and Vandenberghe (2004) discovered that employees are more motivated when they are involved in setting goals.

Work conditions: Employees' contacts with the company climate influence their physical and mental work environments (Gerber et al., 1998). Employee dissatisfaction with their employment has a direct impact on the organization's productivity, which is why Noble (2009) underlines the importance of recognizing and addressing working conditions more thoroughly.



Figure2: Human resource management techniques' impact on businesses

Finally, there isn't a single paradigm for human resource best practices. Before any business department can develop a plan, the mission and culture of the organization must be properly understood and supported by evidence.

5. STRATEGIC HRM

The emphasis on integration and alignment that characterizes strategic human resource management. People strategies in SHRM-adopter businesses are informed by business strategy. It is also vital that HR policies compliment one another or collaborate. A structure that values teamwork, such as that of charitable organizations, may not be a good fit for an individual pay-for-performance system.

Another purpose of strategic HRM is to guide individuals in the right direction. Planning is the foundation of SHRM, which is understandable given its roots in strategic management. Management creates a set of priorities and goals for employees to assist them achieve the organization's objectives. You'll also need an action plan that details the steps you'll take to achieve your objectives.

According to Armstrong, "a mindset, underpinned by certain concepts rather than a set of techniques," is a better way to understand strategic human resource management (SHRM), whereas the CIPD (2016) states that SHRM is a complex process that is constantly evolving and the subject of ongoing debate by academics and commentators.

Nonetheless, the following features of SHRM-adopting organizations can be identified (with modest variations from Reilly, 2012):

- People management is guided by broad ideals such as "alleviating world poverty" for third-world organizations and "serving the customer" for retail firms.
- The company prioritizes its most critical problems and results. 2. People are viewed as having a competitive advantage due to their skills, expertise, and experience.
- The allocation of resources—numerical assets, skills, and unfulfilled potential—is deliberate and intentional.
- Long-term value to the organization is prioritized over immediate profits. - People management is incorporated throughout all aspects.
- The method scans both the internal and external environments to identify and prepare for change.

Relationships, networking, and information exchange are important activities within the firm, as is the importance of social and intellectual capital.

6. CONCLUSION

Over the last few decades, human resource management (HRM) has risen in importance inside non-governmental organizations (NGOs). In this study, we explore the relationship between human resource management and its impact on corporate performance. As a result, there are various compelling reasons why non-governmental organizations (NGOs) require efficient and effective human resource management systems to facilitate their growth. Our examination of the linked HR processes is detailed. The practical advantages of these strategies in terms of the moral precepts they teach have been thoroughly demonstrated.

This not only helps to maintain human resources healthy, but it also makes the workplace more pleasurable, which is essential for productivity.

Ultimately, firms benefit from having a high-level strategic HR approach. Controlling their knowledge and talents may result in behaviors that reduce employee commitment, morale,

and job satisfaction.

Human resource managers should consider strategic orientations, stakeholder demands, corporate goals, and other contextual considerations while designing HR programs and processes. Management should focus more on attracting, developing, and inspiring the human capital required for success.

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