

DYNAMISM OF HUMAN RESOURCES IN NON-GOVERNMENT ORGANIZATIONS

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Abstract

Human Resource (HR) 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 Major, and the more an organization invest in its human resources, the greater return from the investment is likely to be. Human Resource (HR) 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. Present research aims to link the global Human Resource (HR) in local context. Human Resource (HR) 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 a Major role. Management and specifically Human Resource (HR) are not desk-bound activities that can be pursued through the application of protocols and sanctions, but require vision, leadership, and hands-on engagement.

INTRODUCTION

Human Resource (HR) 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 Major, and the more an organization invest in its human resources, the greater return from the investment is likely to be. Human Resource (HR) 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 (HR) 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 (HR) 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, Non-Government Organization s have become major players in the field of international development. Since the mid-1970s, the Non-Government Organization 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 channeled over \$7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channeled through Non-Government Organization s. While statistics about global numbers of Non-Government Organization s are notoriously incomplete, it is currently estimated that there is somewhere between 6,000 and 30,000 national Non-Government Organization s 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 terms Non Government Organizations are typically value-based organizations which depend, in whole or in part, on charitable donations and voluntary service. Although the Non-Government Organization sector has become increasingly professionalized over the last two decades, principles of altruism and voluntarism remain key defining characteristics.

The term Non-Government Organization is very broad and encompasses many different types of organizations. In the field of development, Non-Government Organizations 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 Non-Government Organization s: i) operational Non-Government Organization s - whose primary purpose is the design and implementation of development-related projects, and; ii) advocacy Non-Government Organization s - 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 Non-Government Organizations is categorized into three main groups:

1. community-based organizations (CBOs) - which serve a specific population in a narrow geographic area;
2. national organizations - which operate in individual developing countries, and;
3. 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 Non-Government Organization 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 Non-Government Organizations. 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 Non-Government Organizations 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, sectoral expertise and scope of activities. A number of different Non-Government Organization typologies exist. For example, Non-Government Organizations 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.

REVIEW OF LITERATURE

Tilly Chacko M (2010), in his research 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. Like this Tripathi Laxman Kumar (2008), studied "Human Resource (HR) 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 (HR) 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 (HR) 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 Non-Government Organization initiated projects and processes on different target groups/communities.

IMPORTANCE OF HUMAN RESOURCE (HR) MANAGEMENT

Human Resource (HR) management is the part of the organization that is concerned with the "people" dimension (De Cenzo 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 (HR) area are vital elements in the success of any organization. Their jobs require a new level sophistication that is unprecedented in Human Resource (HR) 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 Major 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 (HR) 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 (HR) Certification Institute as necessary for successful handling of Human Resource (HR) 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

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 economic liberalization and political channeling 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 research along with the management challenges and other issues faced by NGOs, social activity, policy-makers and all concerned.

Here Non Governmental Organizations can play improved role in the CSR, the question here is who can play better role in linking industry with community. The answer here is Human Resource (HR) 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.

Review of various literature such as books, journals and unpublished research reports reveals that empowerment of Human Resource (HR) professionals is high on the agenda in development plans and policies. Non-Government Organizations 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 Non-Government Organization exist. Such a systems view would throw light on the differential impact of similar Non-Government Organization 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

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. Various kind 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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