

Prevalence of SHRM Practices in Operational NGOs in Kerala

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Abstract: Strategic Human Resource Management has become the buzz world today owing to its potential to bring forth result oriented management of the vital resources of an organization; the Human Resources. There has been many attempts to relate or rather prove the impact of SHRM practices upon the performance of various industries and this research paper is drafted depending on a study conducted on SHRM in operational NGOs in Kerala. Through this paper, an attempt is made to probe the way SHRM practices are being implemented in the NGOs by way of effective Talent Management. The analysis revealed a strong prevalence of SHRM practices especially with regard to Talent Management in the NGOs under study.

Keywords: Employee Engagement, Performance Appraisal, SHRM, Talent Management, Team work, Training.

I. INTRODUCTION

Strategic Human Resource Management has gained great significance over the decade as gaining competitive advantage is inevitable for any firm to survive and it surely depends on the vital resource of any organization which is the human resources. Especially in the VUCA world where business environment has transformed into a Volatile, Uncertain, Complex and Ambiguous World, organizations need to bring forth all the possible initiatives to keep them ahead of the game. It's definitely the operational efficiency and executional excellence of the employees that aid the management in better implementation of the strategies they devise to have a cutting edge over their competitors. Human resource of an organization represents the Talent pool available or the Human Capital by way of the knowledge, skills, potentials and abilities they possess. The management must adopt measures to transform this Human Capital into firm capability that is valuable, rare and difficult to imitate (Amit & Shoemaker, 1993; Barney, 1991).

A Non Governmental Organization or NGO, being a non profit task oriented association driven by people with common interest perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocates and monitors policies and encourages upliftment of the weaker fragments of the society and ensures development of the less reached. As development actors, NGOs have become the main service providers in countries where Government is unable to fulfill its traditional roles. In the educational terrain, many NGOs have moved beyond 'gap- filling' initiatives into capacity building initiatives. For any NGO for that case, to attain their institutional objectives, committed workforce who work for a collective goal is essential. The employees are to be equipped with a work culture and professional ethics which will let them to be driving force towards successful application of strategies

II. STATEMENT OF THE PROBLEM

Undoubtedly, Human Resources possess immense potential to accelerate the organizational journey in pursuit of collective goals. They are to be trained and developed in such a way that their general execution of responsibilities is in tune with the performance indicators of the organization. But as a pre requirement, organizations should realize the expectations required from employees so that employees show their skills, be motivated and behave in the manner required by the organization to achieve performance (Cania, 2014). Strategic HRM is a holistic approach of managing the

vital resources of an organization by integrating the individual potentials and goals with that of the firm's goals and strategies. It enables the organization to strengthen their man power planning through acquisition of the right and competent talent and properly inducting and placing them at right positions so as to foster their growth and thereby the growth of the organization itself.

The research study undertaken was intended to explore the prevalence of Strategic Human Resource Management in the context of operational NGOs in Kerala to learn how competent human resources in NGOs are and how are they managed effectively for the comprehensive development of the NGOs and hence the study is titled "Prevalence of SHRM Practices in Operational NGOs in Kerala".

III. OBJECTIVES

1. To study Strategic Human Resource Management in the context of NGOs in Kerala.
2. To understand how SHRM practices lead to effective Talent Management in NGOs in Kerala

IV. METHODOLOGY

For the purpose of gathering relevant data both primary and secondary sources were made use of. Primary data were collected from 200 employees of 12 NGOs from across the State. The research tool used was structured Interview Schedule and the data collected could reveal the relevance of SHRM to NGOs operating in the State. Secondary sources of data such as research journals, SHRM website, articles, books and newspapers were also utilized effectively while constructing the interview schedule as well as the research paper.

V. RESEARCH DISCUSSIONS

The data collected were analyzed to understand the extent to which Strategic Human Resource Management exists in organizations and the manner in which it is prevalent in the form of Talent Management or Managing the Human Capital.

Talent Management:

Talent Management means managing the talent in the organization so as to result in worthy organizational outcomes or in other words it denotes managing the ability, skills and competency of the employees effectively so that organizational goals are attained. Here in this study, the effectiveness of Talent Management function carried out by operational NGOs is being understood with regard to the following terms such as:

(a) Training:

Respondents' opinion about training was collected on a *three point scale* asking them to express their level of agreement towards a few statements. Focus was given on the outcomes of training programme implemented.

The frequencies of opinion of respondents regarding Training imparted at NGOs have been found and the general frequency of such opinions was arrived at by considering the following criteria;

Mean score 1 to 1.7 = To No Extent

1.7 to 2.4 = To Some Extent

2.4 to 3 = To a Great Extent

TABLE 1: Training

Particulars	To a Great Extent	To Some Extent	To No Extent	Mean
Positive Attitude	162 (81)	38 (19)	0	2.81
Better Efficiency	155 (77.5)	45 (22.5)	0	2.775
Orientation/ Induction Given	156 (78)	44 (22)	0	2.78
Timely Guidance	151(75.5)	49 (24.5)	0	2.755

It is found that employees have a very positive attitude towards the training programmes implemented at their respective organizations. They agree with all the statements to a great extent scoring a mean of above 2.40. Among the resultant impacts of training programmes, *Positive Attitude towards work* (mean=2.81) is identified to be the main outcome followed by *Orientation/ Induction given* (mean=2.78), *Imparting Better Efficiency* (mean=2.775) and *Timely Guidance* given regarding execution of tasks (mean=2.755).

For any organization to survive the positive attitude of employees is an imperative factor and that's very much there as far as the NGOs in Kerala are concerned. Moreover proper orientation and induction programmes make the employees part of the organization in the proper way.

(b) Development:

Respondents' opinion about development of employees was collected on a *three point scale* asking them to express their level of agreement towards a few statements. The intention was to understand their perception on employee development initiated at the organizations they work with.

The frequencies of opinion of respondents regarding development initiated at NGOs have been found and the general frequency of such opinions was arrived at by considering the already mentioned criteria.

TABLE 2: Development

Particulars	To a Great Extent	To Some Extent	To No Extent	Mean
Consistently Motivated	115(57.5)	82 (41)	3 (1.5)	2.56
Room for Creativity	99 (49.5)	68 (34)	33(16.5)	2.33
Capacity Building Measures	122 (61)	62 (31)	16 (8)	2.53
Democratic Leadership Style	123 (61.5)	44 (22)	33 (16.5)	2.45

As the Table depicts, the best thing the employees think about the development programmes/ approaches initiated at their organizations is that they are *Consistently Motivated* (mean=2.56) to do well in their job. They do believe *Capacity Building Measures* (mean=2.53) are being undertaken for the betterment of the employees. They also agree to a great extent that *Democratic Leadership Style* (mean=2.45) is being followed in their organization. But they feel there is not much *Room for Creativity* (mean=2.33) as they agree to some extent with the statement.

The results are truly in tune with the first observation on training that it creates a positive attitude towards work. Along with that with consistent Motivation for better performance and proper Capacity building measures, the NGOs can assure a significant contribution for their successful operation through committed workforce.

(c) Performance Appraisal:

Respondents' opinion about Performance Appraisal was collected on a *three point scale* asking them to express their level of agreement towards a few statements. The intention was to understand their perception on the way their performance is being appraised at their organizations and their level of agreement to it.

The frequencies of opinion of respondents regarding Performance Appraisal conducted at NGOs have been found and the general frequency of such opinions was arrived at by considering the already mentioned criteria.

TABLE 3: Performance Appraisal

Particulars	To a Great Extent	To Some Extent	To No Extent	Mean
Regular & Systematic Appraisal	149 (74.5)	53(26.5)	0	2.765
Satisfaction with Performance Assessment	102 (51)	83(41.5)	15(7.5)	2.435
Appropriate Coordination & Control of Work Done	145(72.5)	55(27.5)	0	2.725
Application of Competency Mapping	123 (61.5)	55 (27.5)	22 (11)	2.505

From the analysis it was observed that employees do agree to a great extent with the statements regarding Performance Appraisal. They feel Performance Appraisal is *Regular and Systematic* (mean=2.765), the work done is appropriately *Coordinated and Controlled* (mean=2.725), that the organization is applying proper *Competency Mapping Techniques* (mean=2.505) and they also express their *satisfaction with the way their performance is being assessed* (mean=2.435).

A systematic and efficient system of Performance Appraisal is quite imperative for the effective implementation of organizational goals. Employees are to be provided a platform for a SWOT analysis so that they can better their contribution. Their satisfaction with the prevailing assessment system is also significant. Hence the picture emerging in this regard holds prospects.

(d) Team Work:

Respondents' opinion about Team work existing in their NGOs was collected on a *three point scale* asking them to express their level of agreement towards a few statements. The purpose was to understand their perception on the way Team work is being fostered at the organizations they work with.

The frequencies of opinion of respondents regarding development initiated at NGOs have been found and the general frequency of such opinions was arrived at by considering the already mentioned criteria.

TABLE 4: Team Work

Particulars	To a Great Extent	To Some Extent	To No Extent	Mean
Enhanced Team Work	148 (74)	47 (23.5)	5 (2.5)	2.715
Enhance Employee Participation	124 (62)	70 (35)	6 (3)	2.59
Timely Interventions of Superiors	148 (74)	52 (26)	0	2.74
Better Team Spirit & Commitment	144 (72)	52 (26)	4 (2)	2.7

The situation of NGOs under study is really encouraging with regard to Team work existing among employees. Employees agree to a great extent with all the statements given regarding Team work. They opined that there are *timely interventions from the part of superiors or heads* (mean=2.74) to ensure they maintain good team work, there are initiatives to *enhance team work* (mean=2.715) among employees from the part of the organization, efforts are made to *induce team spirit and commitment* (mean=2.70) among employees and that there are efforts to *enhance employee participation* (mean=2.59) in the daily activities of the organization.

Together we achieve more; that's highly applicable to any organization which needs to accomplish tasks in a time bound manner. The favourable climate with regard to Team work hints an organizational scenario truly hopeful.

(e) Employee Engagement:

Respondents' opinion about Employee Engagement prevailing in their organizations was collected on a *three point scale* asking them to express their level of agreement towards a few statements. The idea was to understand their perception on the way they are being engaged in the organizations.

The frequencies of opinion of respondents regarding Employee Engagement measures at NGOs have been found and the general frequency of such opinions was arrived at by considering the already mentioned criteria.

TABLE 5: Employee Engagement

Particulars	To a Great Extent	To Some Extent	To No Extent	Mean
Proper Employee Engagement	149 (74.5)	51 (25.5)	0	2.745
Strengthened Employee Loyalty	152 (76.5)	48 (24)	0	2.76
Flexibility in Job Execution	140 (70)	60 (30)	0	2.70
Retention Strategies	145 (72.5)	51 (25.5)	4	2.705

The Table of analysis represents an ideal scenario with regard to the Employee Engagement initiatives existing in organizations. Respondents have agreed with all the statements to a great extent resulting in a top bracket mean score in between 2.40- 3.00 category. According to them, there are *efforts to strengthen employee loyalty* (mean=2.760), initiatives for *proper employee engagement* (mean=2.745), implementation of *retention strategies* on time (mean=2.705) and that they are given *flexibility in execution of their job* (mean=2.70).

If the employees are not properly engaged at their work, they tend to feel less motivated and less committed to their work. The results arrived at here coincides with that of Training, Development and Team work and gives a concluded outcome as presence of a highly loyal and properly engaged workforce in the Operational NGOs in Kerala.

Findings:

With regard to the research objectives, the findings arrived at are listed down under five headings.

(a) Training

It was found that employees have a very positive attitude (*Full Agreement*) towards the training programmes implemented at their respective organizations. Among the resultant impacts of training programmes, *Positive Attitude towards work* (mean=2.81) is identified to be the main outcome followed by *Orientation/ Induction given* (mean=2.78), *Imparting Better Efficiency* (mean=2.775) and *Timely Guidance* given regarding execution of tasks (mean=2.755).

(b) Development

Regarding the Development opportunities provided to them, employees have expressed Full agreement towards statements such as they are *Consistently Motivated* (mean=2.56) to do well in their job and *Capacity Building Measures* (mean=2.53) are being undertaken for the betterment of the employees. They also agree to a great extent that *Democratic Leadership Style* (mean=2.45) is being followed in their organization. But they feel there is not much *Room for Creativity* (mean=2.33) as they agree to some extent with the statement.

(c) Performance Appraisal

It was found that employees do agree to a great extent with the statements regarding Performance Appraisal. They feel Performance Appraisal is *Regular and Systematic* (mean=2.765), the work done is appropriately *Coordinated and Controlled* (mean=2.725), that the organization is applying proper *Competency Mapping Techniques* (mean=2.505) and they also express their *satisfaction with the way their performance is being assessed* (mean=2.435).

(d) Team Work

It was observed that employees agree to a great extent with all the statements given regarding Team work. They opined that there are *timely interventions from the part of superiors or heads* (mean=2.74) to ensure they maintain good team work, there are initiatives to *enhance team work* (mean=2.715) among employees from the part of the organization, efforts are made to *induce team spirit and commitment* (mean=2.70) among employees and that there are efforts to *enhance employee participation* (mean=2.59) in the daily activities of the organization.

(e) Employee Engagement

Regarding Employee Engagement, respondents expressed agreement to a great extent as they opined that, there are *efforts to strengthen employee loyalty* (mean=2.760), initiatives for *proper employee engagement* (mean=2.745), implementation of *retention strategies* on time (mean=2.705) and that they are given *flexibility in execution of their job* (mean=2.70).

VI. CONCLUSION

The operational NGOs being studied provides a favourable ground for better implementation of SHRM practices in the NGO sector as the employees being the Human Resources are highly motivated and well developed within the sectors they work in and they express a positive note regarding the work environment, including the reward system that they are part of. As the NGOs can be looked upon as driving forces towards holistic development of the nation, capable of influencing and improving the lives of masses; their contribution should be ensured along with governmental initiatives for economic well being. For all these it's imperative that the workforce within such NGOs is consistently motivated to deliver their best and it's in this realm that Strategic Human Resource Management gathers significance.

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