



## **HRM PRACTICES OF NON-NGO AND NGOS IN SELECTED ORGANIZATIONS OF BIHAR**

**Sadaat Khaiyam**

*Research Scholar, Department Management, SRK University, Bhopal*

### **INTRODUCTION**

Human Resource Management includes planning, job analysis, job design, acquisition, training and development, compensation, appraisal, benefits, rewards, safety, health, motivation, job evaluation, human relations, employee counselling and personnel research of human resources. A HRM system is a set of procedures framed to control, e.g., the system of employment in HRM through selection involving a set of procedures of inviting applications, conducting tests, interviews, physical examination, checking references, issuing appointment letters, their compensations; and beyond that training and other processes to be followed for effective management and total efficiency of all the systems should be effectively planned, developed and executed collectively by human resource manager in consultation with other managers.

Moreover, presently the top managements of commercial Organizations in India are paying increased attention to HRM because they have realized that human resources need to be closely integrated with planning and decision-making. Now for them, the Human Resource Management means viewing people as vital social capital and an effective Human Resource Management has become a must to face challenges on knowledge, skill and technology fronts occurring in global economy. And as such, the effective Human Resource Management has become mandatory for all the industrial and service organisations.

### **REVIEW OF LITERATURE**

Bhaskar and Geethakutty<sup>61</sup> (2001) examined the role of nongovernmental organisations (NGOs) in rural development. It was analysed through a case study conducted on two NGOs in Thrisur district of Kerala State. The study explained the NGOs role in rural development programmes like agricultural

programmes, health programmes, human resource development programmes, community development, etc. The study found that majority of the beneficiaries, non-beneficiaries workers of NGOs and workers of other development agencies considered rural development work of the NGOs as effective for rural development. Like Tiwari and Saxena<sup>43</sup> (2012) in their paper entitled “human resource management practices: a comprehensive review”, have been designed to review the existing literature available on HRM practices. The purpose of the study is to develop an understanding of HRM practices and also examined the unique HRM practices implemented by different companies. Ofori, Abankwa and Borquaye<sup>45</sup> (2012) have observed that perceptions of the HR function among professional in Ghanaian organisations. The results of the study revealed that respondents ranked the recruitment of qualified personnel; training and development; and the retention of qualified staff as the most important function of HRM. It also revealed that the perceived relevance of the HR function is influenced by age, job position, being denied assistance, and being side lined for recognition. Omlol, oginda and otengah<sup>55</sup> (2013), have undertaken the study on “influence of human resource management practices on the performance of small and medium enterprises in Kisumu municipality, Kenya”. The study determined the influence of HRM practices on the performance of SMEs. Have investigated the influence of recruitment and selection, training and development, performance appraisals, employees voice and compensations individually and collectively, on the performance of the SMEs in Kisumu municipality.

### **Statement of Problem**

Among all the commercial Organisations, every Non-NGO and NGO is fighting its own battle from the



perspective of customer perception management. The current scenario is forcing the Services Organisation to move from social Services to market oriented Services. The onset of liberalization brought out many changes in the way of Organisation operations. The HRM practices in Services Organisation have attracted considerable attention over recent past in India, especially since the 1970s.

### IMPORTANCE OF THE STUDY

The study covers those aspects which are directly related to the successful management of manpower laying a strong emphasis on how to put the human resource to the optimum use to improve the productivity and profitability. It can be clearly visualized that Human Resources is the only resource, which can provide and reduce unlimited output through better ideas. The HR profession is considered as a prime contributor to organizational effectiveness, individual growth and productivity. As such, training and development affects the human potentials and plays a significant role in manpower productivity and job satisfaction levels by improving human skills. The research as proposed shall be confined to a comparative analysis of HRM practices undertaken in Non-NGO and NGOs in India, because so far no inters-sectoral comparative study of Indian Organisations have been undertaken.

### OBJECTIVES OF THE STUDY

- To study the Human Resource Management Practices in Non-NGO and NGOs in Bihar state.
- To analyze the employee's perceptions towards recruitment and selection procedure both of Non-NGO and NGOs in Bihar.
- To evaluate the performance appraisal methods and its effectiveness on employees in Non-NGO and NGOs in Bihar.

### Methodology of the study

This present study is based on primary as well as secondary data. For the primary data 250 of national originations i.e., non-NGO employees and 250 of national and state NGO employees' sample have been selected for this study. The primary data collected from Bihar state through questionnaire tabulation of data was done with the help of crosstabs. Average of answers related to each HRM practices, and employee morale was taken and tabulation was done to know their impact according to demographic factors. Descriptive and applied statistics was also done to analyze the data. And the secondary data have been collected from, books, journals, magazine, articles, periodicals and internet etc.

### DATA ANALYSIS AND INTERPRETATION

**Table -1 : Demographical Profile of the Respondents**

Variables	Non-NGO	NGO	Total	X <sup>2</sup>	P value
<b>Gender</b> Male Female	92 (36.8) 158 (63.2)	112 (44.8) 138 (55.2)	204 (40.8) 296 (59.2)	<b>3.312</b>	<b>0.069</b>
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		
<b>Age</b>	73 (29.2)	78 (31.2)	151 (30.2)		
21-30 years	115 (46)	107 (42.8)	222 (44.4)		
31-40 years	32 (12.8)	53 (21.2)	85 (17)		
41-50 years	30 (12)	12 (4.8)	42 (8.4)		
Above 50 years				<b>13.356*</b>	<b>0.004</b>
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		



<b>Qualification</b>					
under Graduate	50 (20.0)	65 (26.0)	115 (23.0)	<b>19.800*</b>	<b>0.000</b>
Graduate	123 (49.2)	130 (52.0)	253 (50.6)		
PG/Professional	54 (21.6)	53 (21.2)	107 (21.4)		
Others	23 (9.2)	2 (.8)	25 (5.0)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		
<b>Variables</b>	<b>Non-NGO</b>	<b>NGO</b>	<b>Total</b>	<b>X2</b>	<b>P value</b>
<b>Location of the house</b>				<b>20.198*</b>	<b>0.000</b>
Urban	89 (35.6)	58 (23.2)	147 (29.4)		
Rural	81 (32.4)	130 (52.0)	211 (42.2)		
Semi urban	80 (32.0)	62 (24.8)	142 (28.4)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		
<b>Number of years of service in Services industry</b>				<b>15.333*</b>	<b>0.004</b>
Up to 5 years	69 (27.6)	46(18.4)	115 (23.0)		
6-10 years	104(41.6)	86(34.4)	190(38.0)		
11-15 years	28(11.2)	48(19.2)	76(15.2)		
16-20 years	29(11.6)	43(17.2)	72(14.4)		
Above 20 years	20(8.0)	27(10.8)	47(9.4)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

In the Non-NGOs, 158 (63.2 per cent) of the employees are female, while only 92 (36.8 per cent) are male. However, in the NGOs, 138 (55.2 per cent) respondent employees belong to female category and the remaining 112 (44.8 per cent) belong to male category.

The above table depicts that as many as 73 (29.2 per cent) and 78 (31.2 per cent) of the total respondent employees from both the Non-NGO and the NGOs respectively are below the age of 21- 30 years. Similarly, as many as 115 (46 per cent) and 107 (42.8 per cent) respondent employees fall under the age category of 31-40 years; 32 (12.8 per cent) and 53 (21.2 per cent) fall in 41-50 years category, whereas 30 (12.0 per cent) and 12 (4.8 per cent) respectively are of above 50 years age in the Non-NGO and the NGOs. The table reflects that majority of the respondent employees are of above 31 years of age in the Non-NGO and NGOs.

The Chi-square test result shows that there is a highly significant difference among the respondent employees belonging to different age categories in both

the Non-NGO and the NGOs. However, there is no significant difference among the respondent employees belonging to sex-wise category.

Regarding the educational status majority of the respondent employees from the Non-NGOs, i.e., 123 (49.2 per cent) possessed graduate degree, whereas the remaining 50 (20.0 per cent), 54 (21.6 per cent) and 23 (9.2 per cent) respondents are under graduate holders, PG/ Professional degree holders and others respectively. The large number of respondents from NGOs, i.e., 130 (52.0 per cent) have post-graduate degree, while the remaining 65 (26.0 per cent), 53 (21.2 per cent) and 2 (8 per cent) respondents represent the categories of graduate/degree holders, professional degree holders and others respectively. The Chi-square value ( $p > 0.05$ ) shows that a significant difference lies between the education profiles of the respondents of both the service Organisations.

The table 1 also shows that majority of the non-NGO employees have house in urban area (35.6



percent), whereas 32.4percent in rural area and 32.0 percent employees are living in semi urban area. In the case of NGO employee's 52.0 percent have house in rural area, 24.8 percent in semi urban area and 23.2 percent in rural area. In Number of years of service in service industry, majority of the respondents (41.6 percent and 34.4percent) have 6 to 10 years' experience both in Non-NGO and NGOs. The lowest of experience

of the respondents (8.0 percent and 10.8 percent) have above 20 years' experience both in Non-NGO and NGOs. The Chi-square test result shows that there is a highly significant difference among the respondent employees belonging to Location of the house and Number of years of service in Services industry in both the Non-NGO and the NGOs.

**Table: 2 Employee's Perception Regarding Recruitment And Selection Polices**

<b>Opinion about your Organisation's recruitment and Selection Polices</b>	<b>Non-NGO</b>	<b>Private</b>	<b>Total</b>	<b>X2</b>	<b>P value</b>
Very Good	74 (29.6)	85 (34.0)	159 (31.8)	<b>7.629</b>	<b>0.106</b>
Good	129 (51.6)	137 (54.8)	266 (53.8)		
Bad	20 (8.0)	13 (5.2)	33 (6.6)		
Very Bad	20 (8.0)	8 (3.2)	28 (5.6)		
Worst	7 (2.8)	7 (2.8)	14 (2.8)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

The above table exhibits that 129 (51.6 per cent) employees from the non-NGOs hold a good opinion about Organisation's recruitment policy, 74 (29.6 per cent) of the respondents have the 'very good' opinion about the recruitment and selection policy of these Organisations. 20 (8.0percent) and again 20 (8.0percent), 7 (2.8 percent) employees respectively hold a bad, very bad and worst opinion in this regard. On the other hand, 137 (54.8 per cent) of the employees from the NGO should a good opinion and 85(34.0 per

cent) of them have the very good opinion about the recruitment and selection policy of these Organisations, while only 13 (5.2 per cent) and 8 (3.2 per cent) of the Organisation employees respectively hold bad and very bad opinion in this regard. The Pearson's Chi-square value shows that there is an insignificant gap between the responses of employees from the both the Non-NGO and NGOs regarding their recruitment and selection policy.

**Table 3: Criteria for Performance Evaluation**

<b>Variables</b>	<b>Non-NGO</b>	<b>NGO</b>	<b>Total</b>	<b>X2</b>	<b>P.value</b>
Performance	26(10.4)	78(31.2)	104(20.8)	<b>33.051*</b>	<b>0.000</b>
Personal traits	165(66)	123(49.2)	288(57.6)		
Skills	59(23.6)	49(19.6)	108(21.6)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

From the above table it can be understood that, majority of the respondents from Non-NGO i.e. 165 (66 percent) felt that the criteria for evaluating the performance is the personal traits, followed by 59 (23.6 percent) stated it as employee skills and 26 (10.4percent) specified it as performance, whereas the case with NGO 123 (49.2 percent) of the respondents felt that the criteria for performance evaluation is

personal traits, followed by 78 (31.2 percent) respondents feel it as performance, and 49 (19.6 percent) specified it as employee skills. The Chi-square test reveals that criteria for performance evaluation have a significant influence over Non-NGO and NGOs since the chi-square value is significant at five percent level.



Performance appraisal is done by various persons. Some of the important personnel who do performance appraiser superior, superior in consultation with peers,

superior in consultation with appraise and others. The following table shows the Organisation wise analysis of performance appraisers in Organisation.

**Table 4: Organisation Wise Analysis of Performance Appraiser**

Variables	Non-NGO	NGO	Total	X2	P.value
Superior	92(36.8)	61(24.4)	153(30.6)		
Superior in consultation with peers	82(32.8)	62(24.8)	145(29)		
Superior in consultation with appraise	39(15.6)	77(30.8)	116(23.2)		
Others	36(14.4)	50(20)	86(17.2)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

Data shown in table 4 reveals that majority of the respondents from non-NGO i.e., 92 (36.8percent) felt that performance appraisal is done by the superior, followed by 82 (32.8 percent) stated that it is done by superior in consultation with peers, 39 (15.6 percent) specified that it is done by the superior in consultation with appraise and 36 (14.4 percent) respondents stated that performance appraisal is done by others, whereas

the case with NGO is totally different from Non-NGOs. Majority of the respondents opined that the performance appraiser is Superior in consultation with appraise 77 (30.8 percent), 62 (24.8 percent) stated that it is done by superior in consultation with peers, 61 (24.4 percent) felt that performance appraisal is done by the superior and 50 (20 percent) respondents stated that performance appraisal is done by others.

**Table 5: Organisation Wise Analysis Of Frequency Of Performance Appraisal**

Variables	Non-NGO	NGO	Total	X2	P. value
Within 1 year	97(38.8)	56(22.4)	153(30.6)		
1 to 3 years	78(31.2)	60(24)	138(27.6)		
Above 3 years	38(15.2)	84(33.6)	122(24.4)		
Never	37(14.8)	50(20)	87(17.4)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

From the above table it is evident that, majority of the respondents from Non-NGOs i.e. 97 (38.8 percent) felt that performance appraisal is being done within one year, followed by 78 (31.2 percent) as one to three years, 38 (15.2 percent) as above three years and 37 (14.8 percent) felt that it hasn't been done, whereas the case with NGO is 84 (33.6 percent) of the respondents felt that performance appraisal is being done above three years, followed by 60 (24 percent)

felt that it is being done one to three years, 56 (22.4 percent) as within one year and 50 (20 percent) felt that it hasn't been done.

The Chi-square test reveals that frequency of performance appraisal has a significant influence over Non-NGO and NGOs since the chi-square value is significant at five percent level.

**Table 6: Organisation Wise Analysis Of Criteria For Promotion**

Variables	Non-NGO	NGO	Total	X2	P. value
Seniority	62(24.8)	53(21.2)	115(23)	<b>4.045</b>	<b>0.400</b>
Merit	79(31.6)	79(31.6)	158(31.6)		
Merit- cum- seniority	23(9.2)	15 (6)	38(7.6)		
Written test and merit	44(17.6)	50 (20)	94(18.8)		
Any other	42(16.8)	53 (21.2)	95(19)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

Analysis of the table shows that 79 (31.6 per cent) of the non-NGO respondent Organisation employees get promoted through merit. 62 (24.8 percent) among them have been promoted through seniority basis, while 44 (17.6 percent) and 42 (16.8 per cent) of the Organisation respondent employees have been promoted on written test and merit and any other basis, and 23 (9.2 percent) among them have been promoted through merit cum seniority, whereas, in the NGOs 79 (31.6 per cent) of the Non-NGO respondent

Organisation employees get promoted through merit, while 53 (21.2 percent) and 53 (21.2 per cent) of the Organisation respondent employees have been promoted on any other and written test and seniority, 50 (20 percent) among them have been promoted through merit basis and 23 (9.2 percent) among have been promoted through merit cum seniority. The Pearson's Chi- square, p-value 0.400 shows that there is an insignificant gap between the responses of both the Non-NGO and NGO employees on the statement.

**Table 7: Perception Regarding Outcome Of Performance Appraisal**

Variables	Non-NGO	NGO	Total	X2	P. value
Identifying training	15(6)	7(2.8)	22(4.4)	<b>23.276*</b>	<b>0.000</b>
Transfers	19(7.6)	29(11.6)	48(9.6)		
Salary raising	46(18.4)	73(29.2)	119(23.8)		
Stoppage of increments	42(16.8)	58(23.2)	100(20)		
Promotion	128(51.2)	83(33.2)	211(42.2)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

It is observed from the table 6 that, among the respondents from Non-NGOs 128 (51.2 percent) stated that the outcome of performance appraisal is promotions, followed by 46 (18.4 percent) stating it as rise in salaries, 42 (16.8 percent) stated it as stoppage of increments, 19 (7.6 percent) stated it as transfers and 15 (6 percent) identifying training, whereas among the respondents from NGOs, 83 (33.2 percent) stated that the outcome of performance appraisal is promotions,

followed by 73 (29.2 percent) stated it as rise in salaries, 58 (23.2 percent) stated it as stoppage of increments, 29 (11.6 percent) stated it as transfers and 7 (2.8 percent) identifying training. The Chi-square test reveals that outcome of performance appraisal has a significant influence over non-NGO and an NGO since the chi-square value is significant at five percent level.

**Table 8: Perception Regarding Promotion**

Variables	Non-NGO	NGO	Total	X2	P. value
Very good	46(18.4)	73(29.2)	119(23.8)	23.276*	0.000
Good	128(51.2)	83(33.2)	211(42.2)		
Very fair	15(6)	7(2.8)	22(4.4)		
Fair	42(16.8)	58(23.2)	100(20)		
Somewhat fair	19(7.6)	29(11.6)	48(9.6)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

Table 8 reveals the distribution of opinion about promotional policy among the employees of Non-NGO and NGOs. In Non-NGOs majority of the respondents 128 (51.2 percent) stated their opinion about promotional policy as good, followed by 46 (18.4 percent) as very good, 42 (16.8 percent) as fair, 19 (7.6 percent) and 15 (6 percent) as somewhat fair and very

fair, whereas among the respondents from NGOs, majority of the respondents 83 (33.2 percent) stated their opinion about promotional policy as good, followed by 73 (29.2 percent) as very good, 58 (23.2 percent) as fair, 29 (11.6 percent) and 7 (2.8 percent) as somewhat fair and very fair.

**Table 9: Organisation Wise Satisfaction Level Towards Existing Performance Appraisal System**

Variables	Non-NGO	NGO	Total	X2	P. value
Yes	190(76)	184(73.6)	374(74.8)	0.382	0.537
No	60(24)	66 (26.4)	126(25.2)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

From the above table, it can be interpreted that, majority of 190 (76 percent) of non-NGO and 184 (73.6 percent) of private expressed their satisfaction towards existing performance appraisal system. But

60(24) of 184 Non-NGO and 66 (26.4) of NGO respondents have expressed their Dissatisfaction towards existing performance appraisal system.

**Table 10 Satisfaction Regarding Promotional Policy**

Variables	Non-NGO	NGO	Total	X2	P. value
Highly satisfied	83 (33.2)	86 (34.4)	169 (33.8)	4.199	0.380
Satisfied	94 (37.6)	92 (36.8)	186 (37.2)		
No opinion	33 (13.2)	30 (12)	63 (25.2)		
Dissatisfied	16 (6.4)	26 (10.4)	42 (8.4)		
Highly dissatisfied	24 (9.6)	16 (6.4)	40 (8)		
<b>Total</b>	<b>250</b>	<b>250</b>	<b>500</b>		

The above table presents the data regarding the satisfaction levels expressed by the respondent

Organisation employees of both the Non-NGO and NGOson promotional policies. Large numbers of



Organisation employees of both the Non-NGO and NGOs94 (37.6 per cent) and 92 (36.8 per cent) respectively have expressed their satisfaction with the satisfaction regarding promotional policy. In the Non-NGOs and NGOs83 (33.2 per cent) and 86 (34.4 percent) of the respondents are highly satisfied, while, 33 (13.2 per cent) and 30 (12 percent) of them are not ready to share their opinions. 24 (9.6 percent) and 16 (6.4 percent) employees expressed highly dissatisfied, and 16 (6.4 percent) of the non-NGO respondents shows that dissatisfied, while on other hand, 26(10.4 percent) of NGO respondents are dissatisfied regarding promotional policy. The Chi-square p-value 0.380 shows that an insignificant gap exists between the opinions of the Organisation employees of both the service Organizations.

## CONCLUSION

Human resources play a crucial role in the development process of modern economics. With increasing globalization of economy, market place has become increasingly complex, competitive and highly uncertain. The present study has been an attempt to make a comparative analysis-based discussion on the human resource management policies and practices related to employees' demographic profile, recruitment and selection, training and development in both the Non-NGO and NGOs in India. The result of the present study shown that the training practices in the Non-NGO and NGOs are average and there is lot of scope for improvement. Appraisal is often the central pillar of performance management in the Organisation to keep the motivation of the employees high. Employee motivation must be deeply observed the people and recognize that employees are the most important resource. The findings of this study conducted from the 500 employees of Non-NGO and NGOs seem to suggest that Organisations interested in improving their motivation level through job involvement and giving incentives to the employees of the organization. Organisations should seek to enhance the employee's motivation so that they become satisfied. The study can provide advantage of both Non-NGO and NGOs for improving their employee's motivation level through incentives and job involvement.

## REFERENCES

1. Alex B. Fernandez and K. Geethakumari, "Social Work and NGOs", Pacific Books International, Delhi, India. 2014.
2. Amanda Murdie, "The Impact of Human Rights NGO Activity on Human Right Practices"

*International NGO Journal, Vol.4, 2009. www.academicjournals.org/ingoj.*

3. Dr. H. Ramakrishna "The Emerging Role of NGOs in Rural Development of India: An Assessment" *International Journal of Social Science and Interdisciplinary Research-IJSSIR, Vol. 2(4), April-2013.* Dr. Jerome Nyamesh and Altine Nuhu James "Human Resource Management, Civil Service and Achieving Management Objectives", *International Journal of Business and Management Invention, Vol. 2, Issue 4, April – 2013*
4. Normal Binti Daud "Human Resource Management Practices and Firm Performance: The Moderating Roles of Strategies and Environmental Uncertainties", Thesis work, University Sains Malaysia, 2006. O. P. Goel, 'Role of NGOs in Development of Social Sytem', Isha Books, Delhi.
5. R. Sooryamoorthy and K. D. Gangrade, "NGOs in India-A Cross Sectional Study", Rawat Publications, Jaipur, India. Reprint 2006.
6. Samuel H. Taylor and Robert W. Roberts, "Theory and Practice of Community Social Work", Rawat Publications, Jaipur, India. Reprint 2013. Sarah Michael "The Role of NGOs in Human Security" November-2002, Working Paper-12.
7. Stella Li and Paul Li Nesbit "An Exploration of the HRM values of Chinese Managers Working in Western Multinational Enterprises in China: Implications for HR practices" *The International Journal of Human Resource Management, Vol.25, No. 11, 2014.*
8. Sooryamoorthy and K. D. Gangrade, 'NGOs in India-a sectional Study', Rawar Publication, New Delhi. www.rawarbooks.com