CHAPTER – V
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. INTRODUCTION

The concept of talent management and its influence on talent attraction and talent retention was examined in previous chapters. NGOs are able to attain their objectives efficiently only when they provide uninterrupted quality service for the affected group. This can be achieved with the availability of talented people to work with. Many large NGOs are facing problems relating to human resource. Talent shortage, employee turnover and low motivation are common problems encountered by NGOs. These problems should be solved by adopting a systematic, formal and professional approach to manage the human resource. The human resource management of the NGOs can be made more strategic by adopting talent Management. The analysis presented in previous chapters clearly envisaged that there is a talent gap in NGOs. Further it was examined that talent management influences talent attraction and retention in NGOs. This chapter highlights the major findings of the study and provides suitable suggestions.

5.2. OBJECTIVES OF THE STUDY

The study was made with the following objectives:

1. To study the evolution and growth of NGOs in India.
2. To assess the talent requirement for NGOs.
3. To evaluate the difference in perceived employee talent on the basis of demographic variables in NGOs.
4. To examine the perceptional difference among the respondents about talent attraction in NGOs.
5. To examine the perceptional difference among the respondents about talent retention in NGOs.
6. To examine the relationship of talent management with talent attraction in NGOs.
7. To examine the relationship of talent management with talent retention in NGOs.
5.3. HYPOTHESES OF THE STUDY

The following are the hypotheses of the study:

1. There exists a significant difference between expected and available talent in NGOs.
2. The perceived employee talent in NGOs does not significantly differ with demographic variables.
3. The perceived talent attraction of the respondents differs significantly on the basis of demographic variables.
4. The perceived talent retention of the respondents differs significantly on the basis of demographic variables.
5. There is a significant relationship between Talent management and talent attraction in NGOs.
6. There is a significant relationship between Talent management and talent retention in NGOs.

5.4. RESEARCH METHODOLOGY

The Research is exploratory in nature. Descriptive design is also made use to attain the objectives of the research. The research is an empirical study based on both primary and secondary data. The secondary data was utilised to frame review of literature, conceptual framework and profile of the NGOs. Research papers, reports, government reports, NGO directories and websites were major secondary data sources. The primary data was collected from the full time paid employees of NGOs through questionnaire. In addition to this, semi-structured interview was held with senior managerial staff to obtain additional information. The study is based on the perception of employees on talent management aspects. The study intends to consider those organisations which are registered, formally working, run solely by paid employees and operating in three or more districts, on the issues of disability, children, women and rural development in Karnataka. Those organisations which are operating purely as hospitals, educational institutions, religious groups, cultural associations and philanthropic institutions are not included for the study. Thus the study focuses on large NGOs. The questionnaire was framed on the basis of review of literature, discussion with academicians and researchers in third sector. The questionnaire was devised into two parts, part I for collecting general information of the respondents and part II for talent management. Part I contains 9 questions. Part II
contains 116 questions under 8 different sections. The data was collected on five point Likert’s Scale. The primary data was collected from 863 respondents from 22 organisations through structured and self administered questionnaire. The research was conducted for two years, from 2012 to 2014. Data analysis was made with the help of software package SPSS. Statistical tools like percentages, mean, standard deviations, t test, ANOVA and correlation were used for the purpose of data analysis. Based on this methodology the relevant data were collected and analysed and interpreted to arrive at meaningful suggestions and conclusion.

5.5. FINDINGS

The major findings of the study are presented under the following sections.

Section I: Pattern of the NGO staff

Section II: Talent assessment

Section III: Influence of demographic variables

Section IV: Relationship of talent management with attraction and retention

SECTION I

5.5.1. Pattern of the NGO staff: The following are the major findings relating to the pattern of NGO staff.

1. Majority of the respondents are female constituting 52.84% of the total.

2. The distribution pattern of the employee respondents based on age indicates that the majority of the respondents (44.7%) belong to the age group of 20-30. 40% of the respondents are between ages 31-40. The age group 41-50 constitutes 11.8% and 3.6% belong to the age 51 and above. This indicates that majority (84.7%) of the respondents belong to 20-40 age group.

3. The marital status of the respondents shows that 63.7% of the respondents are married. 33% are single, 2.7% and 0.6% of the respondents belong to the category of widow and divorcee respectively. From this, it is clear that a majority of the respondents are married.

4. From the perspective of a number of dependent family members, it was found that 40.2% have 1-3 dependent family members and 47.5% have 4-6 dependent family members. There are 8.9% of the employees having more than 7 dependent family members, only 3.4% of respondents have no dependent family members. Thus, majority of the respondents (96.6%) have dependent family members.
5. 98.4% of respondents have formal education. 53% of the respondents are graduates. 20.7% have post graduation. Majority of the respondents are educated.

6. With respect to the total work experience of the respondents, it was observed that majority of the respondents (45%) have 1-5 years of total experience. 25% of the respondents have 6-10 years of experience, 11.4% have 11-15 years of experience, 11.1% have less than one year experience and 7.5% have more than 15 years of total work experience.

7. Experience of the respondents in present organisation shows that 21.8% of the employees are new to the organisation, having an experience less than a year. 48.7% respondents are working from 1-5 years, 20.5% have an experience of 6-10 years in their present organisation, 6.4% with 11-15 years experience and 2.7% with more than 15 years of work experience in present organisation. This indicates that the percentage of respondents who stay with the organisation, for longer period is very less.

8. High degree of employee turnover is found in case of NGOs. This is supported by the fact that only 2.7 per cent of the employees had 15 years of experience in the same organisation. The percentage of respondents working in present organisation for more than 10 years is very less (around 9%).

9. Majority of the respondents’ monthly salary is between 5000-15000. 28.3% of the respondents’ monthly salary is below Rs 5000. 61.5% have monthly salary 5000 to 15000. 9.7% respondents draw monthly salary of 15000-30000. 0.2% of the respondents’ salary is 30000-60000, and there are only two respondents drawing monthly salary above 60000 constituting 0.2%. The salary paid by NGOs is very low compared to other sectors. It is also observed that there is an unequal salary for equal work. The fixation of salary is on ad hoc basis, without any scientific procedure.

10. From the point of view of type of work, majority are field workers. The pattern of work is 45.3% field workers, 31.4% office and administration (support service), 9.8% managerial and ‘others’, constituting the combination of all the three work type is 13.4%. NGOs require more field and support service workers.
5.5.2. Section II: Talent assessment: The major findings are as follows:

1. The mean value of observed talent (4.17) is less than the expected talent (5). This indicates talent requirement of NGOs are not completely met and there is a shortage of talent.

2. According to the respondents’ perception of various talent dimensions, accountability ranked first with 85.08%, followed by safety (85.05%), professionalism (84.75%), project management (84.68%), collaboration (83.63%), empathy (82.90%), leadership (81.93%) and pressure tolerance (81%).

3. In project management, maintaining quality of the project has highest mean value (4.35) and thereby ranked first; designing of project has lowest mean value (4.09) and thus ranked last. NGOs should pay attention for designing of the projects.

4. In accountability dimension, utilisation of resource in its restricted availability has lowest mean value (4.07). Therefore more efforts are essential in utilisation of scarce resources.

5. Managing work related stress (3.93) is the lowest perceived aspects of pressure tolerance. Discussions, experience sharing and proper guidance is required to cope with the work stress.

6. In collaborative skills, ‘following organisation’s code’ (3.84) is ranked last. Many times there will be deviation from organisational code. NGOs should take care that this is within the permissible limit. This should not hamper the transparency or any other aspect of discipline.

7. In leadership talent, getting feedback for improvement (4.43) is perceived at higher level and deciding in the absence of specific guidelines (3.33) is viewed at lowest level. Usually in NGOs’ work scenario, in many unanticipated occasions, decisions have to be taken immediately. Employees have to be trained to take decisions in such unexpected situations.

8. The mean value of able to serve the needy (4.36) and responding to the target group (4.05) are respectively, the highest and lowest perceived aspects of empathy.

9. Designing of project, utilisation of resource, managing work related stress, following organisation’s code, prioritising and planning, deciding in the
absence of specific guidelines and responding to the target group are the various areas where training and improvements are essential for the respondents.

5.5.3. Section III: Influence of demographic variables: The influence of demographic variables on talent reveals the following aspects.

1. Gender, age, number of dependent family members, level of education, experience and salary does not influence talent. The statistical tests show that there is no significant difference of talent across gender, age, education, experience and salary.

2. Talent significantly differs for various types of work (F=7.090; p=.000). The mean value of accountability (4.35) is more for managerial work. The mean value is highest in the work type of “others”, for all the dimensions of talent. This indicates that the perceived talent is high for the combination of all three categories of work namely; field work, administration work and managerial work.

3. The mean value of leadership talent increases with level of education, as the mean value of leadership talent is highest for post graduation and lowest for no education. This signifies the importance of education for enhancing leadership.

4. The mean values clearly indicated that male respondents had higher talent attraction scores than female respondents (mean 3.94 and 3.86 for male and female respectively). There is a significant difference in the mean value of talent attraction among male and female respondents (t=2.514, p=.012). Thus gender influences talent attraction. Perceived intention to join to work with NGOs, is much high among male employees.

5. The perceived talent attraction is high among the respondents belonging to age group 41-50 (3.99) and 51 and above (4.97), than that of young and middle age groups.

6. The mean value for talent attraction of graduates (3.89) is low. Graduates are less attracted towards NGOs compared to post graduates.

7. The mean difference (-.1929) between administrative workers and others being significant (p=.002), the difference in perception is noted. Administrative workers and others differ in their perception about talent
attraction significantly. The ‘others’ have mean value of 4.0407 for talent attraction which more than the mean value of (3.84) administrative work. This indicates that the employees of the group ‘others’ (combination of all three type of work), are more attracted towards NGO than ‘administrative work’.

8. Age of the respondents influences talent retention (F=7.182, p=.000). The mean value of talent retention for 20-30, 31-40 age groups is less than that of 41-50 age groups. Highest mean value for talent retention is noted for the age group of above 51 years (4). Intention to stay in the organisation is stronger among the age group 41-51 and 51 andabove. The mean value of retention is low for young and middle age group, indicating that the intention to stay with the organisation is weak. More planned efforts are essential to retain young employees.

9. When influence of educational qualification on retention was examined, it was observed that there is a significant difference in mean score of talent retention (F=2.176, p=.043). In talent retention, the mean value is highest for post graduation, followed by graduation, PUC, diploma. Employees without education and below SSLC have less mean scores. The mean value of talent retention is more for post graduates (52.56) and less for illiterates (48.86). This indicates that intention to stay is higher among educated respondents.

10. The significant difference of .3127 is found in the perception of talent retention between the employees belonging to two different experience group namely ‘experience less than one year’ and experience ‘more than 15 years’. The mean value for less experience is lower than the mean value for experience more than 15 years. This indicates that perception of retention varies on the basis of experience. As the experience increases the intention to stay becomes stronger.

11. The mean value of talent retention is lowest for the salary below 5000 and is highest for the salary 30001-60000. Monthly salary of the respondents significantly influences talent retention (F=2.616, p=.034). The mean value of retention increases with the higher salary levels.

5.5.4. Section IV: Relationship of talent management

1. Talent management has positive relationship with talent attraction and talent retention.
2. All the practices were correlated positively and significantly with talent attraction. The obtained correlation coefficients for recruitment and selection ($r=.185$), training and development ($r=.453$), salary and benefits ($r=.401$), promotion ($r=.385$), performance appraisal ($r=.412$), working conditions ($r=.529$) and leadership ($r=.438$), were all found to be significant at .000 level with 861 degree of freedom. This indicates that the improvement in talent management increases attraction.

3. There is a positive relationship between talent retention and talent management. The obtained correlation coefficients for recruitment and selection ($r=.530$), training and development ($r=.450$), salary and benefits ($r=.149$), promotion ($r=.129$), performance appraisal ($r=.210$), working conditions ($r=.390$) and leadership ($r=.338$), were all found to be significant at .000 level. This shows that talent management leads to better talent retention.

5.6. SUGGESTIONS

On the basis of the above findings the following suggestions are provided:

1. It is time for NGOs to adopt a systematic and formal HR unit to manage human resource problems. Talent management can be used as a strategy to overcome talent shortages. This will be a step towards good governance. NGOs can adopt segmentation approach or exclusive people approach for managing talent. This leads to better utilisation of scarce resource.

2. Over the years, NGOs have not built their brands. Even today, joining NGO is not the first preference of the graduates and post graduates. The intention to join NGO is low among youngsters. In order to attract young and talented people, NGOs need to build their own brand through a systematic people management approach.

3. Regular talent assessment programmes will facilitate to identify talent gap and plan for the talent requirement.

4. Proper employment contract can be framed to overcome the problems of sudden uninformed job hops.

5. Talent assessment can be used as guide to identify the training type and pattern. NGOs should realize that ignoring employee training and development, results in more costly turnover. Therefore NGOs have to invest
on training and development of staff. In order to enhance employee talent, project specific training and development programmes, experience sharing lectures/discussions should be introduced. The leadership skill and pressure tolerance of the employees can be enhanced by various planned programmes in the areas of personality development. Work related stress should be identified and measures should be taken to pacify the stress. Project based training has to be imparted before the execution of each project.

6. Field staff should be provided at least drinking water, food and safe accommodation. In many instances field staff suffered from exertion and deterioration in health, which makes them to quit job. As there are more number of female workers, NGOs should provide safe, secured and friendly work environment. Especially for female field staff, adequate basic facility is to be provided. Proper mode of transport and adequate facility to stay in remote places should be made. This helps to retain them and improves talent attraction.

7. Field staff should be made aware of the risks, unpleasant conditions of their work through proper orientation. Safety training has to be initiated in line of self defense. Especially while dealing with problems like child labour and women trafficking. Strategies to deal with the issues need to be imparted as a part of safety education. Such issues can be tackled better with pre plan and police support.

8. The young blood of the NGOs can be retained by making the job more challenging and meaningful. Many young employees are not properly allocated with the work responsibility. Either it will be too much work or no work situation. This extreme of over work and over leisure is to be balanced to engage the young teams. In order to retain young workers, salary and benefits has to be made more attractive. In addition to this, career growth avenues have to be planned for young employees. Senior employees must be given suitable platform and their experiences can be utilised to educate youngsters.

9. Induction/orientation programme is very much essential to new employees to make them aware of NGO work environment. They must be made familiar to organisation purpose and work culture, thereby they will be clear with what organisation expects from them. This brings congruence between individual and organisation by relating individual with organisation. This relation and
feeling of oneness, automatically brings coordination between them and leads to successful implementation of projects.

10. NGOs have very few workers with long stay in the organisation. The study shows that the senior staff is not happy with the promotion policy. Recognition and special rewards to those who are working in the organisation for more than 8-10 years can be planned seriously. Such recognition will enhance the retention of experienced employees.

11. The employee salary aspect cannot be neglected on the grounds that people work in NGOs for other than the salary. Though people work with service orientation, it does not mean that they do not want good salary. Attractive or at least market related pay will definitely improve attraction and retention of employees. Monthly salary of the NGO employees is very low. During the field study, it was also observed that there is a genderwise and regionwise discrimination in salary. The salary of the employees in districts and metro cities is high enough, whereas it is very low in Taluks, villages and remote locations. The monthly salary of the employees should be increased to improve attraction and retention. Discrimination through salary is to be resolved to avoid non-cooperation and low morale.

12. Donor agencies can reserve part of their donations for staff development and specific project training. This helps organisation to impart training and development programme without sacrificing the amount reserved for target groups or beneficiaries.

13. NGOs have to strengthen network among them. This facilitates to arrange training and other staff development programmes collaboratively, which will in turn, reduces the cost of staff development programme.

14. Two or more NGOs can plan for getting the services of high profile jobs like physio-therapists, psychiatrist etc. on consultation basis which can help them to meet talent requirement of special and professional service easily.

15. Government, through NGO partnership programmes can assist NGOs for creating staff security measures like retirement benefit, pension, medical facility etc.

5.7. SCOPE FOR FURTHER RESEARCH

The research can be extended further in the areas of talent management in NGOs. The following aspects can be addressed in future research areas relating to talent management of NGOs.
1. The study can be conducted to know whether talent management relates to beneficiary satisfaction, number of projects executed and availability of funds.

2. Influence of talent management on talent retention, keeping employee talent as mediating variable.

3. Talent management for enhancing employer brand value.

5.8. CONCLUSION

The contribution of NGOs in attaining social development cannot be ignored. NGOs are striving to tune themselves to become more professional. Problems of NGOs mostly revolve around people management. Challenges like employee turnover, low salary, inadequate work facility, difficulty to attract competent persons are limiting their strength. In Indian scenario, where the long journey is ahead towards sustainable development, NGOs role is vital. But the credibility of the entire NGO sector is questioned and doubted due to the hidden goals and ill motives of few organisations. Especially, international agencies with huge donations have created doubts in the minds of public as to the governance of NGOs. In such situation, it is still more difficult to attract and retain competent people for NGOs. Therefore systematic and transparent ways and means have to be adopted by NGOs to manage themselves. Talent management, by linking talent and human resource practice towards retention will provide systematic way of managing people. Talent, as an important source of the strength of organisation, need to be managed systematically. Talent management as a strategy of human resource management can resolve the problems of NGOs by providing structured, formal and professional approach to manage its people. This becomes a major step to strengthen the sector with good governance and credibility and thereby strengthen the process of achieving sustainable development.