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FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. Findings related to Socio-Demographic factors

5.1.1. More than half of the respondents (56%) working in NGOs are male and less than half of the respondents (44%) are male.

5.1.2. Less than half of the respondents (44%) belong to the age groups of 30 years and below.

5.1.3. More than one third of the respondents (36%) have post graduate education. Though female respondents pursue school education in large numbers, they gradually dropout when they proceed to the higher education.

5.1.4. More than half of the respondents (58%) are working as coordinators.

5.1.5. More than one third of the respondents (34%) have more than 21 years of experience in the field of development and the average years of service is 17 years.

5.1.6. Majority of the respondents (80%) are earning less than Rs.10,000.

5.1.7. Majority of the respondents (80%) belong to Christian religion.

5.1.8. The vast majority of the respondents (82%) belong to the NGOs which have registered under Societies Act and remaining have been registered under Trust Act.

5.1.9. Almost 90 per cent of them are working in NGOs that operate at District and Block levels respectively.
5.1.10. Vast majority of the respondents (80.7%) are working as full-time staff.

5.1.11. More than one third of the NGOs concentrate on education (36%) and health (34%) sectors.

5.2. **Key findings related to the dimensions of Human Resource Management in NGOs**

5.2.1. More than half of the respondents (53%) have low level perception of HRM practices with respect to the objectives-vision and mission of their NGOs.

5.2.2. More than half of the respondents (55%) have high level perception on the dimension of HRM, namely, governance.

5.2.3. More than half of the respondents (51.3%) have low level of perception on leadership.

5.2.4. Majority of the respondents (61.7%) have low level of perception of financial policies followed by their respective NGOs.

5.2.5. More than half of the respondents (51.3%) have low level of perception on the dimension related to HR policies practiced by their NGOs.

5.2.6. More than half of the respondents (59%) have high level of perception on the HR dimension related to induction training and development offered by their NGOs.

5.2.7. More than half of the respondents (53.7%) are positive on the HRM dimension with regard to performance appraisal system.
5.2.8. More than half of the respondents (52.7%) have expressed low level of perception on the HR dimensions of compensation and reward.

5.2.9. More than half of the respondents (53.3%) have low level of perception on the HR dimension of code of conduct.

5.2.10. More than half of the respondents (52.7%) have high level of perception on organizational culture and relationship.

5.2.11. More than half of the respondents (52%) have low level of perception on organizational reputation and popularity.

5.2.12. More than half of the respondents (55.3%) have high level of perception on overall human resource practices.

5.2.13. z-test has been conducted to know the differences between the gender and the human resource practices. It is found out that there is a significant difference between the male and female respondents with respect to the dimensions of HRM.

5.2.14. ANOVA test has been conducted to know the variance between the educational statuses of the respondents with regard to the dimensions of HRM. The result reveals that there is significant variation between the educational status of respondents and the overall dimension of Human Resource Management.

5.2.15. There is a significant variation among the different designations with regard to the dimensions of Human Resource Management practices.

5.2.16. There is significant variation among the various income groups with respect to the dimensions of Human Resource Management.
5.2.17. The perception of the respondents with regard to the dimensions of Human Resource Management significantly differs based on whether their NGO is registered under Society or Trust Acts.

5.2.18. The perceptions of the respondents with regard to the dimensions of Human Resource Management, significantly differs on account of the working areas of NGOs.

5.2.19. There are significant differences between the full-time staff and part-time staff in their perception with respect to certain dimensions of Human Resource Management practices. However, whether the staff is full time or part time, their perception of overall HRM dimensions does not significantly differ.

5.2.20. It is unearthed from the study that whether NGOs cover minimum or maximum number of beneficiaries, their perception in the context of overall HRM dimensions practiced by NGOs in Tamilnadu is not significantly differing.

5.2.21. It is found that the perception of the respondents on all dimensions of Human Resource Management in relation to the nature of the activities carried out by NGOs significantly differs.

5.2.22. There is a significant variation among the NGOs based on the extent of areas covered (number of villages, panchayats, blocks and districts covered) and their perception of overall HRM practices.
5.2.23. There is a significant relationship between the independent variables monthly income with the dependent variable on perception of overall Human Resources Practices. The other variables such as age and years of experience are not significantly related with overall Human resource practices. Further the correlation value indicates that there is moderate positive relationship between the monthly income and perception on overall human resource practices. It is inferred from the result that as the income of the respondents increase, their perception of overall Human Resource practices also increases.

5.3. Hypothesis Testing and related Findings

5.3.1. Research hypothesis: 1

There is a significant difference between gender of the respondents and their perception of overall HRM practices

**Null hypothesis**

There is no significant difference between gender of the respondents and their opinion about overall HRM practices.

**Statistical test and Findings**

To test the above null hypothesis, the researcher has applied students’ t’ test and the result shows that there is a significant difference between gender of the respondents and their opinion about overall HRM practices. Hence, the calculated value is higher than table value \( p < 0.05 \). So the research hypothesis is accepted and the null hypothesis is rejected (Table No-18).
5.3.2. Research hypothesis – 2

There is a significant association between age of the respondents and their perception of overall HRM practices

Null hypothesis

There is no significant association between age of the respondents and their opinion about overall HRM practices.

Statistical test and Findings

To test the above null hypothesis, the researcher calculated Chi-square test and the result shows that there is a significant association between age of the respondents and their opinion about the overall HRM practices. Hence, the calculated value is higher than the table value \((p<0.05)\). So the research hypothesis is accepted and the null hypothesis is rejected (Table No - 19).

5.3.3. Research hypothesis -3

There is a significant difference between educational qualification of the respondents and their opinion about overall HRM practices

Null hypothesis

There is no significant difference between educational qualification of the respondents and their perception of overall HRM practices

Statistical test and Findings

To test the above null hypothesis, the researcher applied One-way ANOVA ‘t’ test and the result shows that there is a significant difference
between educational qualification of the respondents and their opinion about overall HRM practices. Hence, the calculated value is higher than the table value \((p<0.05)\). So, the research hypothesis is accepted and the null hypothesis is rejected (Table No - 20).

5.3.4. Research hypothesis - 4

There is a significant difference between experience of the respondents and their perception of overall HRM practices.

**Null hypothesis**

There is no significant difference between experience of the respondents and their perception of overall HRM practices.

**Statistical test and Findings**

To test the above null hypothesis, the researcher applied One-way ANOVA ‘t’ test and the result shows that there is a significant difference between experience of the respondents and their opinion about overall HRM practices. Hence, the calculated value is higher than the table value \((p<0.05)\). So, the research hypothesis is accepted and the null hypothesis is rejected (Table - 22).

5.3.5. Research hypothesis - 5

There is a significant difference between structure of the NGO and its overall HRM practices.
Null hypothesis

There is no significant difference between structure of the NGO and its overall HRM practices.

**Statistical test and Findings**

To test the above null hypothesis, the researcher applied One-way ANOVA ‘t’ test and the result shows that there is no significant difference between structure of the NGO and its overall HRM practices. Hence, the calculated value is less than the table value \((p>0.05)\). So the research hypothesis is rejected and the null hypothesis is accepted (Table No - 39).

**5.3.6. Research hypothesis - 6**

There is a significant difference between nature of organization of the respondents and their opinion about overall HRM practices.

Null hypothesis

There is no significant difference between nature of organization of the respondents and their perception of overall HRM practices.

**Statistical test and Findings**

To test the above null hypothesis, the researcher applied Student ‘t’ test and the result shows that there is a significant difference between nature of organization of the respondents and their opinion about overall HRM practices. Hence, the calculated value is higher than the table value \((p<0.05)\). So the research hypothesis is accepted and the null hypothesis is rejected (Table - 24).
5.3.7. Research hypothesis - 7

There is a significant difference between designation of the respondents and their perception of overall HRM practices.

Null hypothesis

There is no significant difference between designation of the respondents and their perception of overall HRM practices.

Statistical test and Findings

To test the above null hypothesis, the researcher applied One-way ANOVA ‘t’ test and the result shows that there is a significant difference between designation of the respondents and their opinion about overall HRM practices. Hence, the calculated value is higher than the table value \( p<0.05 \). So the research hypothesis is accepted and the null hypothesis is rejected (Table - 21).

5.4. Suggestions related to the dimensions of HRM of NGOs

5.4.1. Vision and Mission: It is suggested that the staff members are to be made aware of and oriented towards their organizational objectives, vision and mission. Indicators for measuring the objectives are to be clearly worked out and the same to be shared with the staff of NGOs. The vision and mission statements have to be revisited periodically and up dated in line with the current focus of the organization as well as the changing trends of the society.
5.4.2. **Organizational structure:** It is recommended that NGOs follow a multi-tier organizational structure in order to ensure increased participation, democracy, accountability, transparency, credibility and dynamism of the organization.

5.4.3. **Leadership:** It is recommended to have qualified and experienced persons as leaders of NGOs. The leaders are expected to exhibit and deliver leadership qualities and skills which have direct impact on the HRM.

5.4.4. **HR Policies:** It is recommended that while framing the HR policies, the NGOs have to address the issues and concerns of vulnerable sections like women, Children, aged, differently able and marginalized. It is also suggested that HR policies of the organizations need to be well defined and communicated to the staff at all levels in NGOs.

5.4.5. **Financial Policies:** It is necessary that NGOs need to have clear and well-defined financial policies in order to ensure proper checks and balance for continuity and sustainability of the organizational function. It is advisable that NGOs have financial manuals in black and white which is an indication of transparency and accountability.

5.4.6. **Recruitment and Selection:** NGOs need to pay greater attention to the systems for assessing the Human Resource Needs and forecasting. NGOs are expected to ensure and maintain the minimum required qualification, experience and job skills demanded of particular position
in the project / organization without any room for compromise. In the recruitment process, priority needs to be accorded to vulnerable communities with whom NGOs work with. It will enhance the level of ownership, commitment and understanding.

5.4.7. Induction training and Development: The newly inducted staff needs to be given proper orientation and training. Update of knowledge and skills trainings are also required for ensuring continued performance and desired results.

5.4.8. Performance Appraisal: The study indicates that targets are given to staff and review is done regularly. However, annual performance appraisal has to be carried out using appropriate tools of measure.

5.4.9. Compensation and Reward: It is suggested that based on the study that the compensation and welfare measures (Provident Fund, Gratuity, EL, per-diem / special allowance and paternity leave with pay) need to be given to the staff taking into account the years of experience, educational qualifications and performance of the individual staff.

5.4.10. Code of Conduct: It is suggested that the Staff grievance redress system has to be strengthened. It is observed from the study that there needs to be an establishment of anti - sexual harassment cell in all NGOs and it should be activated.

5.4.11. Organizational culture & Relationship: It is observed that a positive organizational culture and relationship is maintained in NGOs. It further needs to be encouraged and supported.
5.4.12. **Organizational reputation / popularity:** A vast majority of the respondents hold the view that organizational reputation and popularity is very high. This has to be sustained.

5.5. **Suggestions to Policy Makers**

5.5.1. International Labour Organization (ILO) mandate the civil society organizations all over the world to comply with international labour laws. It ought to monitor legal compliance with regard to human resource management so as to ensure social justice to the workers of NGOs. It will be appreciated if ILO establishes special fund for supporting NGOs to enhance their organizational capacity and competency to manage the HR on par with the international and established standards / norms.

5.5.2. The findings of the study reveal that the workers in NGO sector are paid very low. The compensation and welfare measures extended to them are inadequate and hence their dignified living remains a challenge.

5.5.3. Hence the department of Labour welfare should take concrete measures to mainstream the employees into the government’s rule of labour law and also make genuine effort to include the social workers in the unorganized workers welfare board and other safe net programmes.

5.5.4. The policy makers shall make appropriate amendments to streamline the management of HR in NGOs by mandating them to comply with the labour welfare measures such as provision of Provident fund and gratuity.
5.5.5. The government may ensure transparency and accountability of the NGOs by directing them to submit annual work reports, account statement, particulars of staff, compensation, board of governance and fund flow statement etc.

5.6. Suggestions to Social Workers / NGOs

5.6.1. It is imperative for NGOs to establish their credibility in the larger society by making their management systems and in tune with the professional and international standards. All NGOs should have written and shared policy manuals related to HR and Financial dealings and above all, they are fully adhered to by the members.

5.6.2. It is appreciated that NGOs remain role models to the other two sectors, namely, government and corporate in addressing the social issues of the common people. The same kind of commitment and spirit is expected in managing the internal systems, strategies and practices related to human resource management.

5.6.3. It is also ethical that NGOs exhibit transparency and accountability in all dimensions of HR management practices. It will further contribute to the NGO popularity and recognition and prove that they are the voice of the common people.

5.6.4 NGOs need to understand that proper management systems and practices not only help them retain committed and competent staff but also motivate and attract other partners, be it government, corporate, individual well-wishers or external funding agencies to come forward to support their programmes and projects.
5.6.5 The NGOs networks / umbrella organizations should organize wider and
detailed discussions at state and national levels on the HRM issues in
NGOs to find amicable and appropriate solutions to them in a participatory
approach.

5.7. Conclusion

Standardization of HR practices on par with the current trends influenced
by corporate and INGOs, is a major challenge for small and medium level
NGOs operating at grassroots level. However, this present study undertaken by
the researcher on the various dimensions of HRM practices reflects that
professional management practices supported by proper systems and polices
contribute to the effective and efficient functioning of NGOs. This study results
show that more than half of the NGOs accord importance to HRM practices
that ensure sustainability and credibility of the organization.

Moreover, the present study has identified some gaps in the existing
systems and practices of NGOs related to vision and mission, leadership,
financial policies, HR policies, compensation, code of conduct and organizational
reputation. Today, retaining qualified, competent and experienced human
resource is another important factor for an organization. Hence giving utmost
priority to compensation including non-monetary measures like appreciation,
promotion, reward and recognition etc will motivate and stimulate the
employee’s engagement, commitment and contribution. Since NGOs are
considered to be the voice of the society, effective HRM systems and practices of NGOs would ultimately benefit the larger society.

5.8. Scope for the future research

The future researchers have lot of scope for conducting qualitative research on successful HRM practicing NGOs. It is also suggested that future researchers can study the individual HR dimensions like compensation, leadership pattern, credibility of NGOs, HR policies, financial management etc. There is also scope for taking up a comparative study of NGOs with Corporate or Governments.

5.9. Executive Summary

NGOs functioning in Tamilnadu have been involved in improving the living conditions of the marginalized in the society. Majority of the NGOs are small and community-based organizations. Most of the NGOs in Tamilnadu have begun to realize the need for enhancing their professionalism through revisiting and updating their policies and systems. The employees are the most important assets in any organization and therefore effective Human Resource Management (HRM) practices will contribute to the sustainable growth.

In this present study, the researcher aims to investigate and analyze the existing HRM systems and practices followed by the NGOs operating in the state of Tamilnadu, India. The researcher has undertaken this study during the period 2009-2013. Out of 3002 NGOs registered under Societies and Trust acts
as per the records of the state government of Tamil Nadu through the Department of Registration, 1803 NGOs were shortlisted by the researcher as the universe of the present study. Using inclusive and exclusive criteria, from this definite universe, using simple random sampling procedure with Tippet table, 300 NGOs were identified and one respondent who had put in the highest term of experience in the respective organization was selected for this study. The self prepared and tested tool consists of 13 different HRM strategies followed by the NGOs.

The researcher mailed the questionnaire by post and collected the required data. Appropriate statistical tools are used to analyze the data. The results of the study shows that more than half (55%) of the employees have higher level of perception on overall human resource practices. The study also reveals that more than half of the employees have low level of perception on organization’s vision and mission, leadership, policies related to finance and HR, compensation and reward, code of conduct and organizational reputation / popularity. These dimensions are also very important for the sustainability and success of NGOs. Hence the researcher has proposed practical measures to various stakeholders, namely, Governments, INGOs and NGOs and Social Work professionals for improving the HRM practices of NGOs.