

THE MATRIX OF STRATEGIC HRD ORIENTATION IN NGOS: A SEARCH FOR SAO-HRDO PARADIGM PROPINQUITIES

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Abstract

Purpose

This paper explores the Strategic Human Resource Development practices with the combination of SAO and HRDO dimensions among Indian NGOs. NGOs are being critiqued for their project management than focusing on employee line of orientation. In this paper, Researcher has proposed a cluster model of NGOs to study their relationships.

Design/methodology/approach

In the Current Research, Mixed Research Methodology has been employed. There were two questionnaires including SAO and HRDO used to collect the data from HR managers or administrates and Top NGO executives. The data has been analysed through a few statistical tools like Pearson Correlation, Factor analysis and cluster analysis. The findings of SAO and HRDO usage in NGOS were satisfactory.

Findings

The findings have shown how NGOs are faring with the usage of SAO and HRDO aspects. Firstly, Pearson Correlation has used to establish the relationship between SAO-HRDO aspects. Secondly, the aspects of SAO and HRDO are converging into factors. Thirdly, NGOs have been clustered based on are their similarity in practicing SHRD elements with the combination of SAO and HRDO dimensions.

Originality

The current research paper is unique in nature because it has explored the SAO and HRDO dimensions in NGOs and their practices.

Practical implications

NGOs with the combination of SAO and HRDO dimensions are found to be high performing organizations. Though NGOs are over-critiqued for not focusing on employee growth than project management, these SAO-HRDO parameters could be used to enhance organizational excellence and employee engagement practices.

Key Terms : Non-Governmental Organizations (NGOs), Strategic Action Orientation (SAO), Human Resource Development Orientation (HRDO), People Oriented, Internally Oriented, Prospective HRD and Growth-Oriented HRD.

I. Introduction

Non-Governmental Organizations (NGOs) are engaged in the arena of philanthropic and humanitarian interventions and empowering marginalised groups to build sustainable livelihoods. NGOs have been known for promoting development and enhancing the social service delivery across the globe. In recent years, the increasing relevance of NGOs, they have realized the importance of developing their employees as assets of their organisations. NGOs are providing ample opportunities to foster employees' skills, knowledge and capabilities to achieve organisational outcomes. While they are known for managing the funded projects and their outcomes, NGOs are critiqued for their internal management problems and constraints that block the growth of the employees and organizations. Additionally, NGOs are faced with insufficiency of trained personnel, non-existent of placement and promotion, ineffective recruitment and selection, insufficient training opportunities, increasing project costs, resistance of workforce and institutional deficiencies (Patel & Thara, 2003; Aboramadan, 2018; John et al. 2018). In this context, NGOs are revisiting their internal management dimensions and breed their own management innovations like organizational alignment, employee empowerment and equal opportunities. NGOs are recognizing the need for a strategic approach to link Human Resource Development as a tool to enhance their employees and their performance with desired outcomes. The Strategic approach to HRD orientations is relevant in the milieu of NGO Management. It needs an in-depth understanding and applications from the background of NGO. The strategic approach to HRD in NGOs bridges the gap between organizational effectiveness and employee performance. The current research is focusing on Strategic Human Resource development orientations in NGOs. The approach of SHRD in NGOs has a combination of Strategic Action Orientation (SAO) of the top management and their commitment towards employees and Human resource development orientation (HRDO) of the employees and their alignment towards NGOs. Thus, the study of SHRD in NGOs has to be explored in the context of NGO management. The study further has to identify the aspects of SAO and HRDO that are operative and relevant to NGOs in India.

II. Literature review

Several Research experts have been defined the term “NGO” in unique ways. Lewis (2010) indicated the term NGOs as 'non-profit,' and 'charitable,' organisations'. Researchers Like Vakil (1997) has proposed an abridged meaning of NGOs as a self-governed, privately owned, not-for-profit organisations, employed to improve the quality of the life of the marginalised. This definition has led the researchers to understand NGOs in new ways, directing towards the self-governing principles and practices along with orienting their practices towards the quality of life. Lewis (2014) has enumerated that NGOs have specific roles to play in the civil society and have a vital role to play as an enabler of socio-economic development He furthered saying that NGOs have three specific sets of roles namely: implementers, catalysts and partners to implement their projects and programmes with results.

It has been observed that Many NGOs are driven by external funding and donor driven polices. The donors have influenced NGOs in terms of decision making and project implementation. Donors are providing a road map to NGOs to act as their choices than NGOs themselves. Since the professionalization creeps in, NGOs are struggling to cope up and face numerous strategic challenges relating to financial, technological and managerial problems of NGOs. Banks *et al.* (2015) observed that the weak foundation in many NGOs is causing problems and creating an impact and influence locally. Singh (2017) has explained the influence of political interference causing damages to humanitarian service organisations. Bartram, *et al.* (2017) argued that employees of NGOs are lacking their skill enrichment along with managerial problems within the internal management of the organisations. Aparcana (2017) has indicated that NGOs face problems like lack of organisational capacity building, lack of employee development, lack of managerial skills in leadership. The insights of John *et al.* (2018) have indicated that the humanitarian relief organisations are running short of trained personnel due to increasing project costs, the recalcitrance of workforce and institutional deficiencies. Latha (2011) indicated that the NGOs in India are faced with scarcity of funds. Palod (2014) has argued that the problem of accountability is a major concern for NGOs in present times. He further advocated on the importance of following a set of management practices that will enhance NGO governance. Prabhakar (2014) indicated in his research that many NGOs in India are not transparent in matters pertaining to finances and activities. The research-findings of Hailey & James (2004) have indicated certain issues related to NGOs like lack of strategic leadership orientation,

weak governance and structures which are real blocks of NGOs' performance. The research findings of Bitser & Glasbergen (2015) have indicated that Business-NGO partnership is at stake due to the influence of business objectives and making NGOs to compromise their values and mission for the sake of the donors.

Therefore, there is an urgent need for NGOs to rethink and focus on training, employee development, performance management and other issues associated with the employees NGOs. The research insights of Chandrashekar (2009) have shown that the application of HRD principles and practices in the context of NGOs have an impact. He further has adopted HRD indicators from Pareek & Rao (1987) and tried to analyse and understand the function of HRD practices from the context of NGOs. He has drawn the conclusion that the application of HRD principles is operative and found to be the solutions to NGO problems among Southern NGOS. Nair & Neharika, (2011) have used OD as the key factor for the employees and organisational growth. Organisational development in NGOs helps the organisations to be competitive, creative and successful. At the outset of their research, they have proposed the need for introducing strategic planning process, HR development programmes, aligning with an individual goal performance with organisational outcomes. Budhwani (2006) has made an attempt to analyse the case of 'Ismaili Community Centre in Minnesota' and HRD interventions in a local context. It was to link community developments with HRD practices. He explored the idea of social development of community with HRD interventions and strategies to empower the local Muslim communities. The practice of HRD principles and practices have contributed to the development of the Ismaili community in Minnesota as they were trained to use the HRD applications and find solutions for their problems.

Garavan (2007) explored the idea of “strategic-oriented” HRD function to significantly contribute to the growth of the organization. Beer & Spector (1993) have strongly advocated the role of Strategic HRD practices in the organisations to promote organisational effectiveness and employee development. They have indicated that the organisational change would be successful, as organisations are becoming learning organisations and respecting employee growth and development.

Thus, the above case studies, NGO problems and insights of SHRD have led to believe in SHRD orientation that would help NGOs to adopt and apply SHRD principles and practices among NGOs. Hence, Strategic HRD principles and practices are ingredients for NGO

management and enable NGOs to develop practices to educate their employees, refurbish employee skills and enable them to become high performing employees. This therefore necessitates the need to understand and study the progress and growth of Strategic HRD practices in NGOs.

III. Methodology

3.1. Research Gap

The review of literature paved a way to understand the research gaps existing in the background of Strategic HRD in NGOs. Literature review and the related case studies have shown the limited usage of HRD or SHRD orientation in NGO Management. The researcher has identified considerable gaps in the literature, which in other way justifies the rationale for carrying out a research work on the topic under study. The existing literature largely focuses on different aspects of HRD and SAO among business organisations than in the context of NGOs. In this backdrop, the present research work sets forth the agenda to examine the different facets of strategic HRD in NGOs in India. In this perspective, the general research question that this research work tries to address is *what is the nature of strategic HRD in NGOs in India?* The research work intends to examine and analyse the different aspects and facets of strategic HRD in NGOs by taking different perspectives into account.

3.2. Research Objectives

Research Objectives (ROs) are the guiding radar on the basis of which the researcher can set the parameters to frame the questionnaire, investigate plans and employ the method of computing/analysing. Research objectives are giving direction to engage in the process of research data validation to research findings.

1. To examine Strategic HRD in terms of the nature of the relatedness between the different identified aspects of SAO and HRDO of NGOs in India.
2. To extract the different factors (dimensions) of SAO and HRDO of NGOs and to relate these two dimensions.
3. To examine whether NGOs having similar thrust areas vis-à-vis SAO have similar or different areas of HRDO and vice-versa through cluster analysis.

3.3. Sample Size

The current research used the stratified random sampling structure to determine the samples across six states, representing 50% of the total NGOs in India. From NGO Darpan portal of India, we have identified the top six states namely Uttar Pradesh, Maharashtra, West Bengal, Tamil Nadu, Delhi and Andhra Pradesh. The sample determination of NGOs in across six states has been done with following formula and the results have been enumerated in table

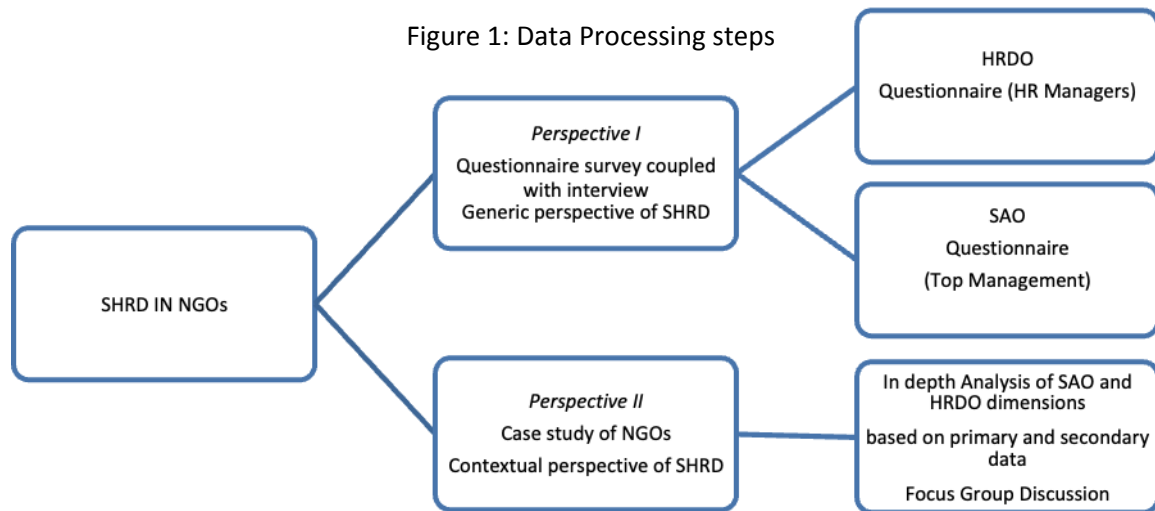
$$nh = [(Nh / N)] * n$$

where *nh* is the sample size for stratum *h*, *Nh* is the population size for stratum *h*, *N* is total population size, and *n* is total sample size. Thus the table below illustrates the sample size and the respondents.

Table 1: Details of the NGOs selected for the study

State and union territories	Total number of NGOs in the state	Sample number of NGOs	Responses to HRDOQ from HR managers	Responses to SAOQ from NGO Directors
Uttar Pradesh	5061	126	31	29
Maharashtra	4035	100	16	17
West Bengal	3031	75	34	35
Tamil Nadu	2749	68	31	31
Delhi	2743	68	26	26
Andra Pradesh	2549	63	43	41
Total	20168	504	181	179
Responses accepted			167	167
Reponses not considered			14	12

3.4. Methodological Considerations



For perspective I, there would be two types of questionnaires for understanding the issues associated with an understanding of SAO and HRDO of NGOs. The Perspective II would be addressed through case study-based approach. Thus, in order to address the identified research objectives, a two-pronged research approach involving a questionnaire survey coupled with interviews with the Heads and HR managers of select NGOs has been conceived. A ‘mixed research approach’ involving quantitative and qualitative methods is being considered.

4. Findings

4.3. Reliability analysis

Nunnally (1978) has pointed out 0.7 as an acceptable reliability coefficient of the items construct and accordingly items would be found to be important for the research construct. The current research has employed SAO Aspects 36 to study the top management commitment towards employees and their development. The SAO questionnaire for Top Management has 36 aspects having a satisfactory value of Cronbach’s Alpha (0.952). To study the employee engagement practices, The HRDO questionnaire for HR managers and administrators has been developed with 65 items having value of (0.933). The combination of SAO and HRDO items 101 is having the value (0.938).

2. Nature of relationship among SAO and HRDO aspects

The objective 1 is to establish the relationship between SAO and HRDO aspects using Pearson's correlation analysis. In this exercise, the first five aspects of SAO that identified in terms of higher number of statistically significant relationships with HRDO and vice versa. We consider an aspect of SAO and HRDO to be strategically relevant in cases where it has statistically significant relationship with other aspects. It has been observed that the first five HRDO aspects having strategically relevant relationship with the SAO aspects vice-versa (in terms of number statistically significant values of correlation coefficient) have been exhibited in table 2.

Table 2 : Number of strategically relevant relationships of SAO-HRDO Aspects

SAO aspects having correlation with HRDO (A)		HRDO aspects having correlation with SAO (B)	
SAO Aspects	HRDO aspects	HRDO Aspects	SAO Aspects
Organisational Key results	14	Learning Environment	8
Project identification vis-à-vis other NGO projects	11	Records management	7
Thrust Areas: Sustainable system	8	Post Training progress	6
Thrust Areas: Relief and welfare	7	Employee Recognition	5
Thrust Areas: People's Movements	6	Social training	5

In the light of the current research framework, we have identified the two aspects of SAO namely (a) organisational key results and (b) project identification vis-à-vis other NGO projects and they have maximum number of statistically significantly relationships with some aspects of HRD (14 and 11 respectively). Organisational key results (OKRs) are important in the background of an NGO since they are manifestation of the strategic action orientation of an organisation. NGOs need to know what they have to do and whether they are able to achieve them with respect to the OKRs. In view of OKRs, out of 14 statistically significant relationships, there are 12 positive and 2 negative statistically significant relationships respectively. In this perspective, HRD aspects like employee growth-performance linkage, training evaluation and training budget are having statistically significant relationship with OKRs.

In the light of the overall perspective, the values of Pearson’s Correlation Coefficient have been examined to shed the insights on the relation between HRDO and SAO. We have identified two major aspects of HRDO namely (1) Learning Environment and (2) Records Management and they are found to be having statistically significant relationships with SAO aspects (8 cases and 7 cases respectively). Learning environment and the records management are two most significant aspects of HRDO because these are closely associated with SAO aspects positively. We have observed that the first aspect namely Learning Environment is having statistically significant relationships with 8 cases namely; project identification vis-à-vis financial significance, project identification vis-à-vis key social issues, project identification vis-à-vis existing resources capabilities, project identification vis-à-vis past experience, project identification vis-à-vis advocacy, thrust areas vis-à-vis local self-reliance and thrust areas vis-à-vis peoples' movements. These are issues revolving around project identification and thrust areas. All these SAO aspects are shaping and developing the learning environment of NGOs. Thus, SAO and HRDO aspects are found to be in relevant to NGOs.

Extracting the Different Factors (Dimensions) of SAO and HRDO of NGOs

The objective II has aimed at extracting factors (dimensions) of SAO and HRDO aspects and examining the association of SAO-HRDO dimensions in relation to NGOs. We have carried out exploratory factor analysis coupled with correlation analysis. We have separately carried out factor analysis for the two dimensions. As prerequisites for undertaking exploratory factor analysis for identification of factors relating to SAO and HRDO aspects of NGOs, KMO measure of sampling-adequacy and Bartlett's Test of Sphericity has been carried out and the resulted has been exhibited in table 3.

Table 3.: Results of KMO and Bartlett's Test for Factor Analysis

		SAO	HRDO
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.881	0.827
Bartlett's Test of Sphericity	Approx. Chi-Square	5196.81	9948.18
	Df	595	1653
	Sig.	0.000	0.000

The results of KMO and Bartlett's Test as depicted in table 4.9 reveal that we have obtained satisfactory results. It is evident from the table that the KMO measures for the two questionnaires are satisfactory (0.881 and 0.827 respectively) and we have significant values of Bartlett's Test of Sphericity. The statistically significant values of Bartlett's Test of Sphericity indicate that the aspects considered in this study are adequately correlated for identification of factors (Williams et al, 2010).

Dimensions of SAO

For SAO, there are eight dimensions (factors) which have been named based on the latent facets that underlie each of the identified dimensions. This is discoursed that the internal uniformity of each of the dimensions has been examined through construct reliability values measured on the basis of values of Cronbach's alpha of each dimension.

Table 4.: SAO Dimensions

Sl.No	SAO Dimension	Number of aspects related	Construct Reliability
1	Organisational Imperatives	9	0.928
2	Strategic Benchmarks	7	0.880
3	Competency Development	4	0.892
4	Organisational Outcome	4	0.891
5	Strategic Thrust Areas	3	0.860
6	Strategic Planning	4	0.817
7	Project Identification Yardstick	2	0.650
8	Strategic Intent	2	0.636

The first SAO dimension comprises 9 aspects and has been named as *Organisational imperatives*. *Organisational imperatives* can be considered as guiding principles of the NGOs and their employees. *Organisational imperatives* of SAO indicate the direction in which NGOs have to communicate the organisational outcome results to the employees and make employees to nurture their skills and knowledge for the benefit of the NGOs. The second dimension of

SAO is comprised of seven aspects and is being named as *Strategic Benchmark*. The Strategic Benchmark dimension of SAO is comprised of employee performance, employee competency development and organisational outcome results. The third dimension of SAO is covering four aspects and has been named as *Competency development*. *Competency development* dimension of SAO signifies a set of skills, knowledge and attitudes that govern employees' growth through competency at par with the organisational needs and priorities. The fourth dimension named as an *Organisational Outcome* comprises four SAO aspects. The SAO dimension of organisational outcome in NGOs is driven by work culture, organisational performance, leadership, operational skills, interpersonal problem solutions and human relations competencies. The fifth dimension of SAO comprises three aspects and has been given the name *Strategic Thrust Areas*. The strategic thrust areas guide the organisation to translate the organisational vision into organisational initiatives and the deliverables. The sixth dimension of SAO is covering of four aspects and named as *Strategic Planning Factor*. Strategic planning in NGOs can be considered as a tool to set organisational properties, propose outcomes and identify resource allocation priorities. The Seventh dimension of SAO is covering two aspects and has been named as *Project Identification Yardsticks*. The eighth dimension of SAO is covering of two aspects and named as *Strategic Intent*. The SAO Dimension of *Strategic Intent* is the motivating and guiding force of NGOs' action and their projects.

Dimensions of HRDO

On the basis of the results of factor analysis, there are thirteen HRDO factors (dimensions) which have been named based on the latent facets that underlie each of the identified dimensions. The details of the dimensions have been delineated in table 5. Alike the dimensions of SAO, the internal uniformity of each of the dimensions has been examined through construct reliability values measured on the basis of the values of Cronbach's alpha of each dimension.

Table 5: HRDO Dimensions

Sl. No	HRDO Dimension	Number of aspects related	Construct Reliability
1	Training Typology	10	0.954
2	Employee growth facilitator	7	0.937
3	Integrated Skill development	6	0.707
4	Employee Maintenance	6	0.897
5	Performance Management Imperatives	6	0.859
6	Context Analysis	5	0.887
7	Contemporary Training Issues	3	0.893
8	Instrumental Aspects of Training	3	0.893
9	Skill Identification	3	0.807
10	Career Development	3	0.766
11	Skill Requirement Context	2	0.844
12	Human Resource Planning	2	0.721
13	Inhouse Training	1	-

The first HRDO dimension comprises 10 aspects largely covering the various types of training conducted in NGOs and the dimension is according named as *Training Typology*. In the current research, it is observed that NGOs are required to emphasise on the Training Typology as a module to prepare training plan for employees for effective HRD orientation and employee skill development thrust. The Second HRDO dimension is covering 7 aspects and has been named as *Employee Growth Facilitator*. Employee growth facilitator highlights the alignment of training needs and other aspects of skill development process. The third HRDO dimension is covering 6 aspects and has been named as *IntegratedSkill development*. Skill development in NGOs is aimed to bridge the skill gaps; honing employee abilities in order to enable them to succeed in accomplishing expected performance outcomes. The fourth HRDO dimension is

covering 6 aspects and has been named as *Employee Maintenance*. The Employee Maintenance dimension in NGOs promotes employee well-being. NGOs use Employee Maintenance as the retention strategy of the organisations. The fifth HRDO dimension is covering 6 aspects and has been named as *Performance Management imperatives*. Performance management in NGOs is somewhat different in NGOs in the sense that the performance of employees needs from the societal perspectives. The Sixth HRDO dimension comprises 5 aspects and has been named as *Contextual Analysis*. Contextual analysis for NGOs is required to enable employees to be aware of both internal and external context of the organisation and to develop required skills to comprehend the issues related to managerial problems and project area concerns.

The Seventh HRDO dimension comprises 3 aspects that are largely associated with some present-day, NGO-relevant training aspects and this dimension has been named as *Contemporary Training Issues*. The Contemporary Training Issues have to be emphasised in the right perspective by NGOs as they are facing the challenges of gap in project management, exactitude of outcomes and the quality of employees. The eighth HRDO dimension has been named as *Instrumental Aspects of Training* since it covers the main aspects of training that need to be emphasised in the right perspective in organizing training in NGOs. The Ninth HRDO dimension is covering 3 aspects and has been named as *Skill Identification*. Skill Identification is a process of detecting gaps in skill, competency and learning, identifying the skill requirement, recognising the role of training to develop employee potential and enabling them to perform with focus. The Tenth HRDO dimension is encompassing 3 aspects and has been named as *Career Development*. Career Development connotes as a continuous and formalized approach aimed at enhancing employees KSA to advance in their career with changing job roles and positions.

Based on the aspects that make up the dimension, the eleventh HRDO dimension has been named as *Skill Requirement Context* and comprises aspects signifying cost benefit analysis of training and skill development aspects. The twelfth HRDO dimension is embracing 2 aspects and has been named as *Human Resource Planning*. HR planning as a process that enables NGOs to identify the existing and forthcoming manpower requirements to achieve goals. Subsequently, NGOs can develop the potential of employees as resources through training and development initiatives. Through human resource planning NGOs are required to systematically link employee requirement, strategies and performance for achieving the desired outcome. The last dimension has a single aspect *Inhouse Training* which in itself has somewhat a different perspective in NGOs since it has to be organised by taking into account the training

design process in the light of the situation and constraint of NGOs which are different from that of a business organisation. Thus, the dimensions of SAO and HRDO are building blocks of NGOs.

Cluster Analysis

The objective III is to examine whether NGOs can be grouped on the basis of SAO and HRDO. NGOs have been grouped based on commonalities with the help of cluster analysis. In the current research, we have carried out hierarchical clustering separately for SAO and HRDO followed by K-Means clustering.

As part of hierarchical clustering we have examined the dendrograms with respect to SAO and HRDO. From the dendrogram, four clusters for SAO and HRDO could be identified. Subsequently, K-Mean clustering is chosen to recognize cluster membership. The number of clusters in each of the clusters has been obtained from the results of K-Means clustering and these have been exhibited in table 4.12.

Table 6 : Number of Cases in each Cluster

Cluster Formation of NGOs			
	SAO		HRDO
Cluster	1	25	3
	2	94	60
	3	21	75
	4	27	29
Total		167	167

Based on commonalities of the NGOs that make-up the clusters, the clusters have been named separately for SAO and HRDO. These therefore denote SAO and HRDO propinquities. The names for the SAO and HRDO clusters i.e. the SAO and HRDO propinquities are enlisted in the following table 4.14.

Table 7: SAO and HRDO clusters

Cluster	SAO	HRDO
1	Generic NGOs	NGOs with Bundled HRD
2	Strategically Oriented NGOs	NGOs with Routinised HRD
3	People Oriented NGOs	NGOs with Prospective HRD
4	Internally Oriented NGOs	NGOs with Growth-oriented HRD

1.1. SAO Clusters NGO's Characteristics

The *Generic NGOs* are considered to give adequate focus on the general concerns that are acknowledged as part of SAO. Higher emphasis has been observed in communication of mission, development of specific goals and solving interpersonal goals of employees which appear to be generic and contemporary issues in running an NGO.

The second cluster of NGOs has been named as *Strategically-Oriented NGOs* in view of their emphasis on the strategic issues. In these NGOs, added emphasis has been observed on aspects concerning communication of mission, planning with respect to the link between internal and external factors, understanding the environment, operational skills of leaders, identification of key social issues, advocacy etc. These are important from a strategic perspective and hence this cluster of NGOs has been appropriately named as strategically oriented NGOs.

The third cluster of NGOs appears to have a focus around people-oriented issues as evident from their response and the importance attached to projects having widespread impact on key social issues and advocacy. These are aspects that are directed towards the mass in addressing their problems. Hence NGOs in this cluster are considered to pursue a people-oriented approach.

The fourth clusters of NGOs have a unique pattern of strategic action orientation in the sense that they tend to de-emphasize on certain areas that have been considered in this research work. They have their own way of channelizing activities. They give more importance on identifying projects that have strategic importance with respect to their internal competencies. In the light

of this, we prefer to call these NGOs as *Internally-oriented NGOs* and they possibly try to have an orientation in terms of where they are good at and hence give less importance on generic issues like understanding the environment, past experience, projects of other NGOs etc. Because of these reasons we prefer to consider these NGOs as internally-oriented.

1.2.HRDO Clusters Characteristics

In the perspective of HRDO, the four clusters of NGOs have been named with the respect to the embedded commonalities in HRD aspects.

1.2.1. NGOs with Bundled HRD

Bundled HRD signifies the clubbing of some HRD practices and is restrictive in nature. Hence, NGOs with Bundled HRD have emphasis on specific bundles of HRD and the other aspects outside these bundles tend to be de-emphasized. In these NGOs, HRD aspects like training, skill development, organisation development, training evaluation, training budget tend to be de-emphasized. NGOs take and pursue a few of the HRD practices.

1.2.2. NGOs with Routinised HRD

The second cluster of NGOs has been named as *NGOs with Routinised HRD*. Routinised HRD connotes the regular or generic HRD practices that are purportedly common to organisations in general and NGOs in particular. A significant number of NGOs falls under this cluster of NGOs and we have observed emphasis on some specific HRD aspects like human resource planning, career opportunities, etc. One unique research finding in this regard is that there are few HRD aspects in this cluster where there is less or more mean values. This in other words, implies a larger spread in HRD with less emphasis on the depth. Thus, extremely high or low mean values are largely absent excluding aspect like emphasis on combined training. Hence, we prefer call the NGOs following this approach as NGOs with Routinised HRD.

1.2.3. NGOs with Prospective HRD

The third category of NGOs are those that have focus on some specific aspects of HRD like Performance management. The Performance guidance is the sole importance of NGOs and they are trying to help the employees to assess the employee performance towards achieving the organisational outcomes. We prefer to consider this cluster as *NGOs with Prospective HRD*. It has been observed that NGOs are having practice of performance guidance relating to management of employee performance through planning, developing, monitoring and rewarding the employees.

1.2.4. NGOs pursuing employee growth-oriented HRD

NGOs pursuing employee growth-oriented HRD approach emphasise on aspects of HRD that support and enable employee growth. It has been observed that majority of the NGOs that are grouped in this cluster have high values in the aspects of HRD and hence the approach of these NGOs tends to be supportive of employee growth. In these NGOs there is a constructive approach in the context of HRD. Among the aspects signifying high values, OD, Field research, trustful relation, etc. are aspects that have been underscored. The organizational development characters such as team building and customized learning are less in practice in NGOs. It has been observed that the retention is one of the major problems in NGOs and NGOs are critiqued for lack of organisational trust. Training on project reporting is one of the aspects where highest emphasis has been observed to have been accorded signifying the organisational inclination in orientating its employees on the aspect which is important for an NGO in general.

THE MATRIX OF STRATEGIC HRD IN NGOS

On the basis of distribution of the NGOs in the four different clusters separately for SAO and HRDO, a 4 X 4 cell matrix has been formed wherein the cluster memberships of the NGOs have been considered in the horizontal axis (Four HRDO clusters) and vertical axis (Four SAO clusters). This matrix has been named as *Strategic HRD Propinquity Matrix* with 16 cells. Now, corresponding to each NGO, we have four groups of assigned clusters, one for the SAO and the other for HRDO. The position of each NGO can be mapped on the two-dimensional Strategic HRD Propinquity matrix wherein a particular NGO can be located on the matrix with respect to its position in the two specific clusters. The NGOs' positions on the matrix, as have been mapped. On the basis of cluster members, the identified NGOs have been mapped into the matrix. The Sixteen Strategic HRD 'Archetypes' of NGOs could be identified. The NGOs and their positions in the matrix within a particular cell of the matrix indicate a particular aspect of Strategic HRD comprising SAO and HRDO. It is evident from the figure that the NGOs are differently located in the different cells of the matrix and hence NGOs have different Strategic HRD orientation of the two perspectives. Thus, each cell has a combination of SAO and HRDO aspects that are used to enhance NGOs to become high performing organization.

Objective I of SAO and HRDO dimensions

The objective 1 is to examine whether NGOs having similar thrust areas vis-à-vis SAO have similar or different areas of HRD and vice-versa After locating the position of NGOs, we wish to test the nature of relationship between SAO propinquities and the identified aspects of HRD and vice-versa. In this exercise, considering the four clusters of SAO as four independent groups, we have tried to examine whether NGOs having similarity in SAO (SAO propinquities) have similar or different HRD aspects and vice-versa. The results have been interpreted on account of the results of Independent-Samples Kruskal-Wallis Test. To this end, as has already been mentioned, we have formulated the following two null hypotheses:

1. There is no relationship between SAO propinquities and HRDO aspects. Alternately, we hypothesise that HRD aspects do not have SAO cluster-wise variation.
2. There is no relationship between HRDO propinquities and SAO aspects. Alternately, we hypothesise that SAO aspects do not have HRDO cluster-wise variation.

SAO Cluster Variation

In the context of the first null hypothesis, we observe that out of the 65 identified aspects of HRD, there are 10 aspects of HRD where there are SAO cluster-wise variations. Thus, we observe that in majority of the cases (55 out of the 65 identified aspects) the HRD aspects do not have SAO cluster-wise variation. In other words, HRD aspects largely have cluster wise similarity.

Table 8. Results of Independent Samples Kruskal Wallis Test:Whether SAO cluster-wise variations exist in case of HRD aspects

1	Number of HRD aspects considered	65 aspects
2	Retain/Accept null hypothesis	55 aspects of HRD
3	Rejected null hypothesis	10 aspects of HRD 1. Career opportunities, 2. Employee appreciation 3. Employee welfare, 4. Records of training performance, 5. Mechanism role, 6. Adherence of performance standard, 7. Trustful relationship, 8. Training needs 9. Social Training, 10. Responsibility in decision-making

The outcomes of the Independent Samples Kruskal Wallis Test with respect to the first case, and the corresponding null hypothesis have been tabulated in the table 4.15. It can be observed from the table that differences exist in case of aspects like career opportunities, employee appreciation, and employee welfare, records of training-performance, mechanism role, and adherence of performance standard, trustful relationship, training needs, and social training.

These HRD aspects tend to change with change in the NGO clusters. In other words, these items signify the variational facets of HRD. The cluster of NGOs changes, these tend to be in consonance with the relevant cluster. Thus, in the framework of this research objective, HRD aspects can be segregated into two categories namely SAO cluster-dependent HRD aspects and SAO cluster-independent HRD aspects. In the light of the findings in this section, there are 10 SAO cluster dependent HRD aspects (15%) and 55 SAO cluster independent HRD aspects (85 %).

4.8.2. *HRDO cluster Variation*

Results of Independent Samples Kruskal Wallis Test for recognising whether HRD cluster-wise variations exist in case of SAO aspects, reveal some insights as well. In the context of the second null hypothesis, we have observed that out of the 36 aspects of SAO, there are 5 aspects of SAO where there are HRDO cluster- wise variations. Thus, in these cases null-hypothesis is rejected. The results have been tabulated in the table. We therefore observe that alike the HRD aspects, some SAO aspects have cluster wise variations. The findings of the Independent Samples Kruskal Wallis Test with respect to the second case, and the corresponding null hypothesis have been tabulated in table 9.

Table 9- Results of Independent Samples Kruskal Wallis Test for whether HRD cluster-wise variations exist in case of SAO aspects-wise variations exist in case of HRD aspects

1	Number of SAO aspects considered	36 aspects
2	Retain/Accept null HYPOTHESIS	31 aspects
	Rejected null hypothesis	5 aspect <ol style="list-style-type: none">1. Relief and welfare2. Sustainable system development3. Situational diagnosis4. Interpersonal problem solving5. Plan based on external-internal aspects

Thus, in the background of this research objective, alike the HRD aspects, SAO aspects can also be divided into two categories, namely HRD cluster-dependent SAO aspects and HRD cluster-independent SAO aspects. In observation of the findings in this section, there are 5 HRD-cluster dependent SAO aspects (14%) and 31 HRD cluster-independent SAO aspects (86%). The findings are significant to observe that the extent of variation in HRD aspects vis-à-vis SAO clusters and vice-versa appear to be same (14-15%).

SAO-HRDO Implications for NGOs

The aspects of the SAO and HRDO are common to all NGOs irrespective of their size and establishment. The SAO aspects like mission communication, specific goal settings, project planning, organisational structure, Project identification and project quality assurance are found to be complementary to all NGOs. The HRDO aspects are important to all the NGOs and their functions. It is evident from the current research that HRDO aspects, namely human resource planning, fostering employee growth, Formalized Selection process, potential appraisal, Contextual Analysis, Performance Review system, Performance contribution, Employee empowerment, Organisational trust, Training Evaluation and types of training. These aspects of HRDO are significant in the background of NGOs and shaping Strategic HRD. At CRY, Flexi hours for employees is another aspect of CRY's initiative in the background of Strategic HRD initiatives. The working hours of jobs are basic to employees. CRY has adopted the new initiative to introduce the flex hours at the work place. Based on the employees' need, availability, quality of employees and time factor, CRY has designed Flexi hours to have mutual benefits and allow employees to make work-life balance in their personal lives. In Seva Kendra, employees appreciate the initiative of introducing 'Employee Grievance Cell (EGC)'. This cell works for the welfare of the employees. Employees could address the following; employees addressing their grievances to the cell, the inquiry report submitted and final solutions given to protect the employees. SKC has laid polices namely Organisational policy, employee grievance policy, financial policy, Sexual atrocities policy, child protection policy and environmental policy. These are policies formulated to support the employees, target population and benefiting the larger society.

Teach to Lead has an innovative framework of impact assessment of Employees named "CSIL". This CSIL model has the basic foundation to understand the role of oneself to the group and the role between groups towards oneself. This CSIL framework has indicators, namely; contributing, inspiration, support and Learning. These are the four basic assessment factors that help the employees to understand their performance and the impact made through

the project intervention. This is a unique learning for the researcher because this model provides double-loop understanding of performance contribution from individual to teams and teams to the individual. Manitham has the best organisational support for employees. Employees have enumerated that employees are with mentors and vice versa. If any employee or mentor has a family or a social problem, the entire organisation is with them and show their solidarity to contribute and extend the helping hand to propose a solution and solve the problems. The group solidarity within Manitham is noteworthy and employees feel that they are supported to face the problems alone. When one employee goes through difficulties, the job sharing is done and helped with organisational support. Thus, the application of SAO and HRDO dimensions in the context of NGOs is found to be enabling and empowering.

Conclusion

At the outset of current research, the insights of SHRD practices in NGOs have indicated that NGOs are aware of SHRD principles and practices. The current research was enriching for the researcher to draw new insights on NGOs and their Strategic HRD practices using SAO and HRDO aspects and dimensions.

The objective 1 with Pearson's Correlation, we have identified the two aspects of SAO namely (a) organisational key results and (b) project identification vis-à-vis other NGO projects and they have maximum number of statistically significantly relationships with some aspects of HRD (14 and 11 respectively). Organisational key results (OKRs) are important in the background of an NGO since they are manifestation of the strategic action orientation of an organisation. The outcomes of objective 1 are indicating the strength of SAO and HRDO aspects being used in NGOs. In the light of the overall perspective, the values of Pearson's Correlation Coefficient have been examined to shed the insights on the relation between HRDO and SAO. We have identified two major aspects of HRDO namely (1) Learning Environment and (2) Records Management and they are found to be having statistically significant relationships with SAO aspects (8 cases and 7 cases respectively). The objective II has aimed at extracting factors (dimensions) of SAO and HRDO aspects and examining the association of SAO-HRDO dimensions in relation to NGOs. We have carried out exploratory factor analysis coupled with correlation analysis. We have separately carried out factor analysis for the two dimensions. The objective III is to examine whether NGOs can be grouped on the basis of SAO and HRDO. NGOs have been grouped based on commonalities with the help of cluster analysis. In the current research, we have carried out hierarchical clustering separately for SAO and HRDO followed by K-Means clustering.

As part of hierarchical clustering we have examined the dendrograms with respect to SAO and HRDO. It has been observed that Organisational Matrix and the positioning of NGOs were one of the breakthroughs of the current research data analysis. The current research explains the uniqueness of research findings covering two aspects; cluster membership, naming and positioning of NGOs in an organisational matrix. In addressing the first and second objectives of this research work, NGOs have been grouped based on commonalities with the help of cluster analysis. On the basis of the commonalities of the NGOs that make-up the clusters, the clusters have been named separately for SAO and HRDO. On the basis of the four types of clusters for SAO and HRDO, we have developed a Strategic HRD Proximity Matrix with 16 cells. Now, corresponding to each NGO, we have two assigned clusters, one for SAO and the other for HRDO. In other words, the position of each NGO has been mapped in the two-dimensional Strategic HRD Cluster matrix wherein a particular NGO can be located on the matrix with respect to its position in the two specific clusters. Thus, the current research has been used the positioning matrix for the NGOs and understand the placing of NGOs in the cells of the matrix. Thus, the current research has given importance to understand NGOs from different perspectives and shows how NGOs can empower the local communities with several areas of operations, in the light of the matrix. The SAO and HRDO aspects have been used comprehensively in this research and the findings reveal some relevant and best practices can be adopted by many NGOs. NGOs have a number of learning lessons to take it forward and develop them for the organisational growth and development. With Strategic HRD practices, employees could become high-performing employees by developing skills, knowledge and attitudes at par with the organisational thrust areas. NGOs with high-performing employees would be translated into high-performing organisations with a learning environment and growth-oriented culture. This is my firm belief that NGOs in India could use SHRD principles and practices to enhance their employees and become high performing NGOs with commitment and professional approach.

As the researcher has attempted to probe the topic, there are certain limitations which were unavoidable. Firstly, the questionnaires for Director and HR managers were sent to 504 NGOs across six Indian states. The responses received were limited to 167 organisations. Some organisations were rejected as they have responded to a single questionnaire. It has observed that there were replies as bounced emails, mail redirected and non-responses from NGOs. This restricted the number of responses received. Secondly, a few statistical tools have been used in current research. The research could have been used more tools.

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