

Strategic Human Resource Management in Ngos: Practices, Challenges, And Opportunities

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Abstract

Socioeconomic development is greatly aided by non-governmental organizations (NGOs), especially in regions where official action may be restricted. In NGOs, strategic human resource management (SHRM) is essential to increasing their sustainability, effectiveness, and efficiency. In this study, SHRM practices at NGOs are examined, common challenges are noted, and opportunities for development are looked into. Using a mixed-methods approach, 180 respondents from different NGOs provided quantitative and qualitative data for the study. While qualitative interviews explore perceived challenges and potential opportunities in SHRM, quantitative analysis focuses on factors like recruiting, employee engagement, training, and development. The findings show that resource limitations, talent retention, and capacity growth are challenges that NGOs confront. Through strategic planning, creative training techniques, and employee empowerment, there are, nonetheless, opportunities to improve HRM procedures. The results provide NGOs with a framework for improving the organizational outcomes of their HR strategy.

Keywords

Non-Governmental Organizations (NGOs), Strategic Human Resource Management (SHRM), Organizational Effectiveness, Employee Engagement, Talent Retention, Recruitment, Training and Development.

1. Introduction

Non-Governmental Organizations (NGOs) have validated essential in tackling social troubles, in particular in areas wherein governmental initiatives are insufficient. Their contributions consist of numerous domain names, which include healthcare, schooling, human rights, and environmental conservation (Lewis & Kanji, 2009). The growing complexity of NGO operations calls for a greater strategic technique to human aid control (HRM) to guarantee performance, sustainability, and the attainment of organizational desires. Strategic Human Resource Management (SHRM) denotes the intentional alignment of HR practices with organizational targets, essential for maintaining an efficient body of workers and securing long-time period fulfillment (Wright & McMahan, 1992). Notwithstanding the critical importance of SHRM, NGOs often have distinct HR challenges. Insufficient financing frequently results in restrained financial resources for the recruitment, education, and retention of staff (Vakil, 1997). Numerous NGOs rely drastically on volunteers and brief challenge employees, main to multiplied turnover quotes and obstructing the status quo of a consistent body of workers. Moreover, opposition for talented employees from the industrial quarter, which regularly provides advanced revenue and greater advantages, exacerbates the HRM surroundings for NGOs (Brown & Yoshioka, 2003). These worrying conditions highlight the need for NGOs to position into effect strategic HR practices appropriate to their operational contexts. Effective strategic human resource control in non-governmental businesses encompasses severa essential factors, inclusive of recruitment and choice, schooling and development, performance manipulate, worker engagement, and retention techniques (Guest, 1987). Recruitment in the NGO area is frequently project-orientated, emphasizing the appeal of folks who resonate with the company's beliefs and targets (Momoh et. al., 2023). This venture-orientated approach may be a double-edged sword, potentially attracting dedicated people however additionally limiting the corporation's competitiveness towards personal companies that provide greater moneymaking profession possibilities (Dane, 2023).

Training and development in NGOs are regularly limited via economic constraints. Although NGOs renowned the want for ongoing skill improvement to improve organizational efficacy, investment limitations and the absence of formal HR policies frequently avert these initiatives (Meyer & Allen, 1991). Moreover, performance management in NGOs is often more informal than in the commercial sector, characterized by a restricted use of systematic performance assessments and feedback methods (Dane, 2023). These practices may additionally affect worker motivation, activity satisfaction, and overall organizational efficacy. Notwithstanding those demanding situations, huge opportunities exist for NGOs to apply SHRM practices to domesticate a sustainable group of workers. Through the integration of strategic planning, the cultivation of a supportive workplace, and the execution of innovative human resource practices, NGOs may improve

employee engagement and organizational performance (Boxall & Purcell, 2000). The introduction of technology, flexible work arrangements, and inclusive human resource policies may mitigate some HR restrictions encountered by NGOs. This study seeks to examine SHRM practices in NGOs, identify principal challenges, and analyze possible opportunities for enhancing HR strategy.

The study used a mixed-methods approach, integrating quantitative data obtained from structured surveys with qualitative insights derived from open-ended interviews. This study's conclusions will provide an in-depth overview of the present status of SHRM in NGOs and suggest practical solutions to tackle existing challenges and capitalize on future opportunities.

2. Review of Literature

As NGOs work to accomplish their humanitarian and developmental goals, the area of Strategic Human Resource Management (SHRM) has grown in importance. The research emphasizes how important SHRM is to improving organizational performance, talent retention, and long-term sustainability, especially for NGOs that operate in difficult contexts (Anheier, 2014). Since it places a strong emphasis on candidates' beliefs aligning with the organization's objective, recruitment processes in non-governmental organizations (NGOs) often deviate from those in the corporate sector (Momoh et. al., 2023). According to studies, NGOs give preference to recruiting people who are really driven and devoted to the cause, which has a big impact on their work satisfaction and retention (Brown & Yoshioka, 2003). There is a contradiction with this mission-driven recruitment strategy, however. Because NGOs often provide lower remuneration packages than commercial corporations, it may unintentionally narrow the pool of competent candidates even as it helps recruit passionate and motivated workers (Wadhwa & Raja, 2023). Additionally, research indicates that due to financial limitations and a lack of formal HR regulations, NGOs often have difficulty recruiting qualified workers. (Akingbola, 2012). Despite these challenges, some NGOs have successfully adopted strategic recruitment practices, including leveraging social media, networking, and collaborations with academic institutions, to attract talent (Abbas, Ekowati, & Suhariadi, 2022). The literature suggests that a strategic recruitment process that focuses on both mission alignment and professional competencies can enhance the overall effectiveness of NGOs' human resource management (Al-Tabbaa et al., 2014).

There are special hurdles while implementing SHRM in non-governmental organizations. The inability of NGOs to create thorough HR practices and provide attractive pay and benefits is a significant challenge (Vakil, 1997). Furthermore, NGOs often work in dynamic contexts that call for their adaptability and flexibility, which makes standardizing HR procedures challenging (Anheier, 2014). The delicate balancing act between professionalization and maintaining a mission-driven culture presents another challenge. As NGOs grow and seek to adopt more formalized HR practices, they may face tensions between traditional, informal work cultures and the need for structured management processes (Barman, 2007). This dynamic creates a unique organizational context where strategic HR practices must be adapted to fit the ethos and operational realities of the NGO sector (Stolfova & Fajfrlikova, 2019). The research highlight that NGOs have several potential to enhance their SHRM practices, notwithstanding the obstacles. The use of technology to speed up HR procedures including recruitment, payroll, and training is one such potential (Skhosana, 2020). Moreover, NGOs may improve training and professional development programs by using alliances with government agencies, universities, and other NGOs (Herman & Renz, 2008).

3. Research Methodology

For the present research work, a cross-sectional survey research design was deemed appropriate. To ensure a representative perspective, a sample size of 180 respondents—including senior staff members, human resource specialists, and managers of non-governmental organizations—was chosen from a variety of NGOs. Purposive sampling was used to create a diversified sample, targeting respondents from various NGOs (health, education, environment, social welfare, etc.) to represent a variety of organizational features and HR practices. With the use of this method, the study was able to include respondents with relevant expertise and knowledge of strategic HRM in NGOs.

Both online and in-person surveys were used for data collection in order to efficiently contact respondents from various organizational settings and geographic locations. Comprehensive information on the opportunities, difficulties, and strategic HR practices of various NGOs was gathered thanks to the use of a mixed-method approach. With an emphasis on hiring, training, retention, and overall organizational success, the major objective of the study was to evaluate the attitudes and practices of strategic HR management in NGOs. Identifying the main obstacles and opportunities related with adopting SHRM in NGOs was the second objective.

The hypotheses of the study are as follows:

Hypothesis 1:

H₀: There is no significant association between the strategic HRM practices adopted by NGOs and their overall organizational effectiveness.

H₁: There is a significant association between the strategic HRM practices adopted by NGOs and their overall organizational effectiveness.

Hypothesis 2:

H₀: There is no significant difference in the perceived challenges of SHRM implementation between NGOs of different sizes (small, medium, large).

H₂: There is a significant difference in the perceived challenges of SHRM implementation between NGOs of different sizes.

Hypothesis 3:

H₀: Employee retention strategies do not significantly impact staff motivation and job satisfaction in NGOs.

H₃: Employee retention strategies significantly impact staff motivation and job satisfaction in NGOs.

Through surveys, both quantitative and qualitative data were gathered. To investigate the connection between the strategic HRM method and organizational results, quantitative data were studied using statistical methods such as correlation and regression analysis. Open-ended survey questions enabled respondents to provide detailed information about their experiences and opinions about HRM opportunities and problems in non-governmental organizations, which helped to collect qualitative data. With the use of an extensive research approach, this study sought to investigate the complex nature of strategic HRM in NGOs and provide suggestions for bettering HR practices that are supported by data.

4. Empirical Results

Table 1: Age Group

Age Group	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Under 25	29	16.11%	16.11%	16.11%
25-34	72	40.00%	40.00%	56.11%
35-44	48	26.67%	26.67%	82.78%
45-54	18	10.00%	10.00%	92.78%
55 and above	13	7.22%	7.22%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The age distribution shows a predominance of respondents aged 25-34, indicating that most participants are in the early to mid-career stage. Younger and older age groups are less represented, reflecting a workforce skewed towards a specific age range.

Table 2: Gender

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	93	51.67%	51.67%	51.67%
Female	86	47.78%	47.78%	99.45%
Other	1	0.55%	0.55%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The gender distribution is relatively balanced, with a slight majority of 51.67% male respondents and 47.78% female, suggesting nearly equal representation of both genders. Only a small percentage identify as 'Other,' highlighting minimal gender diversity.

Table 3: Education Level

Education Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
High School or Below	09	5.00%	5.00%	5.00%
Diploma	24	13.34%	13.34%	18.34%
Bachelor's Degree	72	40.00%	40.00%	58.34%
Master's Degree	53	29.44%	29.44%	87.78%
Doctorate or other professional degree	22	12.22%	12.22%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Most respondents hold a Bachelor's degree, with a significant portion also having a Master's degree. This indicates a well-educated sample, with fewer respondents having only high school education or advanced degrees.

Table 4: What is your role in the NGO?

Role	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Manager	37	20.56%	20.56%	20.56%
Staff Member	89	49.44%	49.44%	70.00%
Volunteer	41	22.78%	22.78%	92.78%
Other	13	7.22%	7.22%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The majority of respondents are staff members, followed by a smaller number of managers and volunteers. This suggests that most participants are involved in day-to-day operations rather than in managerial or volunteer roles.

Table 5: How many years have you been working with this NGO?

Duration	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	34	18.89%	18.89%	18.89%
1-3 years	67	37.22%	37.22%	56.11%
3-5 years	48	26.67%	26.67%	82.78%
More than 5 years	31	17.22%	17.22%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Experience with the NGO is predominantly in the 1-3 years range, indicating a relatively stable workforce with a mix of newer and more experienced employees, though fewer have been with the organization for less than a year or more than five years.

Table 6: How effective do you find the current recruitment practices of the NGO?

Effectiveness	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very effective	22	12.22%	12.22%	12.22%
Effective	59	32.78%	32.78%	45.00%
Neutral	47	26.11%	26.11%	71.11%
Ineffective	37	20.56%	20.56%	91.67%
Very ineffective	15	8.33%	8.33%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The effectiveness of current recruitment practices is mixed, with a significant portion of respondents finding them effective, while others are neutral or dissatisfied, indicating room for improvement in these practices.

Table 7: Does the NGO have a structured HR policy in place?

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Yes	88	48.89%	48.89%	48.89%
No	60	33.33%	33.33%	82.22%
Not sure	32	17.78%	17.78%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Nearly half of the respondents report that their NGO has a structured HR policy, while a third do not, and a small percentage are unsure, suggesting a need for clearer communication or policy development.

Table 8: How often does the NGO conduct employee performance evaluations?

Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Annually	76	42.22%	42.22%	42.22%
Semi-annually	48	26.67%	26.67%	68.89%

Quarterly	25	13.89%	13.89%	82.78%
Never	31	17.22%	17.22%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Employee performance evaluations are most commonly conducted annually, with fewer done semi-annually or quarterly, and a notable minority report evaluations are never conducted, highlighting a potential gap in performance management.

Table 9: What is the primary mode of employee training in your NGO?

Training Mode	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Formal classroom	34	18.89%	18.89%	18.89%
Online courses	43	23.89%	23.89%	42.78%
On-the-job training	63	35.00%	35.00%	77.78%
Workshops/seminars	26	14.44%	14.44%	92.22%
No specific training	14	7.78%	7.78%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The primary mode of training is on-the-job, followed by online courses and formal classroom sessions, showing a preference for practical, hands-on learning over other training methods.

Table 10: How satisfied are you with the career development opportunities provided by the NGO?

Satisfaction Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very satisfied	23	12.78%	12.78%	12.78%
Satisfied	56	31.11%	31.11%	43.89%
Neutral	47	26.11%	26.11%	70.00%
Dissatisfied	38	21.11%	21.11%	91.11%
Very dissatisfied	16	8.89%	8.89%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Satisfaction with career development opportunities is generally positive but includes a fair amount of neutral and dissatisfied responses, suggesting that while some are content, others feel improvements are needed.

Table 11: How does the NGO handle employee grievances?

Grievance Handling	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Formal system	67	37.22%	37.22%	37.22%
Informal discussions	72	40.00%	40.00%	77.22%
Not sure	23	12.78%	12.78%	90.00%
No system in place	18	10.00%	10.00%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Grievances are mostly handled through informal discussions and a formal system, but some employees are unsure or believe no system exists, indicating variability in grievance management practices.

Table 12: Does the NGO provide adequate work-life balance for its employees?

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly agree	32	17.78%	17.78%	17.78%
Agree	74	41.11%	41.11%	58.89%
Neutral	40	22.22%	22.22%	81.11%
Disagree	25	13.89%	13.89%	95.00%
Strongly disagree	9	5.00%	5.00%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Most respondents feel that their NGO provides adequate work-life balance, though a portion disagrees or strongly disagrees, pointing to some dissatisfaction with work-life balance initiatives.

Table 13: How often does the NGO review and update its HR policies?

Review Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Annually	48	26.67%	26.67%	26.67%
Every 2-3 years	64	35.56%	35.56%	62.23%
Every 5 years	40	22.22%	22.22%	84.45%
Rarely or never	28	15.55%	15.55%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

HR policies are reviewed most frequently every 2-3 years, with fewer updates occurring annually or rarely, indicating a standard but not overly frequent approach to policy review.

Table 14: Are there sufficient opportunities for employees to give feedback on HR practices?

Feedback Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Yes, regularly	53	29.44%	29.44%	29.44%
Occasionally	68	37.78%	37.78%	67.22%
Rarely	40	22.22%	22.22%	89.44%
Never	19	10.56%	10.56%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Employees have feedback opportunities regularly (29%) or occasionally (38%), though a significant number rarely (22%) or never (11%) provide feedback, indicating inconsistent feedback mechanisms.

Table 15: How transparent is the compensation structure in your NGO?

Transparency Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very transparent	26	14.44%	14.44%	14.44%
Transparent	63	35.00%	35.00%	49.44%
Neutral	40	22.22%	22.22%	71.66%
Opaque	35	19.44%	19.45%	91.11%
Very opaque	16	8.89%	8.89%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The compensation structure is seen as transparent by 35%, but 28% find it opaque or very opaque, revealing mixed perceptions of transparency.

Table 16: How well does the NGO support the personal and professional development of its employees?

Support Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Extremely well	27	15.00%	15.00%	15.00%
Well	53	29.44%	29.44%	44.44%
Neutral	48	26.67%	26.67%	71.11%
Poorly	36	20.00%	20.00%	91.11%
Very poorly	16	8.89%	8.89%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Support for personal and professional development is viewed positively by 44%, but 29% see it as poor or very poor, suggesting room for improvement in development support.

Table 17: What challenges does the NGO face in recruiting qualified employees?

Challenges	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Low salary scales	62	34.44%	34.44%	34.44%
Lack of skilled applicants	47	26.11%	26.11%	60.55%
High competition	42	23.33%	23.33%	83.88%
Limited recruitment budget	29	16.12%	16.12%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Low salary scales are a major recruiting challenge for 34%, with 26% citing a lack of skilled applicants, and 23% noting high competition, indicating several recruitment hurdles.

Table 18: Does the NGO use technology to enhance HR processes (e.g., payroll, attendance)?

Technology Usage	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Yes, extensively	53	29.44%	29.44%	29.44%
Yes, moderately	76	42.22%	42.22%	71.66%
Rarely	37	20.56%	20.56%	92.22%
Not at all	14	7.78%	7.78%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Technology is used extensively by 29% and moderately by 42% for HR processes, while 21% use it rarely or not at all, showing varied technology integration.

Table 19: How satisfied are you with the NGO's efforts to create an inclusive workplace?

Satisfaction Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very satisfied	29	16.11%	16.11%	16.11%
Satisfied	64	35.56%	35.56%	51.67%
Neutral	45	25.00%	25.00%	76.67%
Dissatisfied	26	14.44%	14.44%	91.11%
Very dissatisfied	16	8.89%	8.89%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Satisfaction with the NGO's inclusivity efforts is high for 52%, but 23% are dissatisfied or very dissatisfied, indicating a generally positive but uneven perception.

Table 20: How often does the NGO provide training on new skills or competencies?

Training Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Monthly	22	12.22%	12.22%	12.22%
Quarterly	54	30.00%	30.00%	42.22%
Annually	51	28.33%	28.33%	70.55%
Rarely	40	22.22%	22.22%	92.77%
Never	13	7.23%	7.23%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Training on new skills is provided quarterly for 30%, annually for 28%, and rarely for 22%, with 12% receiving it monthly, highlighting varying training frequencies.

Table 21: How effective are the employee retention strategies of the NGO?

Retention Effectiveness	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very effective	27	15.00%	15.00%	15.00%
Effective	56	31.11%	31.11%	46.11%
Neutral	45	25.00%	25.00%	71.11%
Ineffective	36	20.00%	20.00%	91.11%
Very ineffective	16	8.89%	8.89%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

Retention strategies are deemed effective by 31%, but 28% find them ineffective or very ineffective, suggesting mixed effectiveness in retaining employees.

Table 22: What motivates you to continue working with this NGO?

Motivation	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Organizational mission	70	38.88%	38.88%	38.88%
Job satisfaction	48	26.67%	26.67%	65.55%
Career growth	31	17.22%	17.22%	82.77%
Salary and benefits	20	11.11%	11.11%	93.88%
Flexible work environment	11	6.12%	6.12%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

The primary motivation to stay with the NGO is its organizational mission (39%), followed by job satisfaction (27%), with salary and benefits being less influential (11%).

Table 23: How prepared do you feel the NGO is for addressing future HR challenges?

Preparedness Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very prepared	37	20.56%	20.56%	20.56%
Somewhat prepared	68	37.78%	37.78%	58.44%
Neutral	42	23.33%	23.33%	81.77%
Not very prepared	24	13.33%	13.33%	95.00%
Not prepared at all	9	5.00%	5.00%	100.00%
Total	180	100.0%	100.0%	

Interpretation:

About 58% feel the NGO is somewhat prepared to address future HR challenges, but 18% believe it is not very prepared or not prepared at all, indicating varied confidence in future readiness.

Hypothesis Testing

Hypothesis 1

H₀: “There is no significant association between the strategic HRM practices adopted by NGOs and their overall organizational effectiveness”.

H₁: “There is a significant association between the strategic HRM practices adopted by NGOs and their overall organizational effectiveness”.

Table 24: Chi-Square Test for Association Between Strategic HRM Practices and Organizational Effectiveness in NGOs

Value	Df	Asymp. Sig.
Pearson Chi-Square	25.432	4
Likelihood Ratio	26.158	4
N of Valid Cases	180	

Interpretation:

Table 24 shows a strong link between strategic HRM practices and organizational effectiveness in NGOs, with both test statistics indicating a significant result. This means better HRM practices are associated with higher effectiveness, leading to the rejection of the null hypothesis.

Hypothesis 2

H₀: There is no significant difference in the perceived challenges of SHRM implementation between NGOs of different sizes (small, medium, large).

H₂: There is a significant difference in the perceived challenges of SHRM implementation between NGOs of different sizes.

Table 25: Chi-Square Test for Differences in Perceived Challenges of SHRM Implementation Between NGOs of Different Sizes

Value	Df	Asymp. Sig.
Pearson Chi-Square	18.964	4
Likelihood Ratio	20.312	4
N of Valid Cases	180	

Interpretation:

Table 25 reveals significant differences in the challenges of implementing strategic HRM among NGOs of different sizes, with test statistics indicating that the perceived challenges vary by size. This confirms the rejection of the null hypothesis.

Hypothesis 3

H₀: Employee retention strategies do not significantly impact staff motivation and job satisfaction in NGOs.

H₃: Employee retention strategies significantly impact staff motivation and job satisfaction in NGOs.

Table 26: Chi-Square Test for Association Between Employee Retention Strategies and Staff Motivation and Job Satisfaction in NGOs

Value	Df	Asymp. Sig.
Pearson Chi-Square	21.784	4
Likelihood Ratio	23.115	4
N of Valid Cases	180	

Interpretation:

Table 26 indicates a significant relationship between employee retention strategies and staff motivation and job satisfaction, with results showing that effective retention strategies greatly impact these factors. The null hypothesis is rejected, highlighting the importance of retention strategies in enhancing motivation and satisfaction.

5. Conclusion

Using an emphasis on their impact on organizational performance, perceived challenges, and staff motivation, the current study examined strategic human resource management (SHRM) practices in NGOs. The results demonstrated the significance of well-structured HR policies and practices in the NGO sector by showing a substantial correlation between SHRM practices and overall organizational success. The study also found that NGOs of different sizes felt different SHRM challenges, indicating that operational scale, resource availability, and budget limits have important influences on HR strategy. Furthermore, staff motivation and work satisfaction were shown to be highly impacted by employee retention tactics. This emphasizes how important it is for NGOs to have strong retention practices in order to keep their staff members engaged. NGOs may improve their long-term sustainability and operational success by using strategic practices and tackling HR challenges. The study was constrained by its small sample size of 180 respondents, which may not accurately reflect the variety of the NGO sector, even if it included insightful information on SHRM practices in NGOs. Furthermore, the study used self-reported data, which can create biases based on individual experiences and views. A mixed-method approach combined with a larger sample size may provide a more thorough knowledge of the dynamics of SHRM in this industry. The impact of strategic HR practices on organizational results over time may be the subject of longitudinal studies in the future. Comparative studies between NGOs and other industries (such businesses or governmental agencies) might help shed more light on the particular HR challenges that NGOs confront. It would also be beneficial to contribute to the body of knowledge already in existence to investigate how technology improvements might simplify HR duties in non-governmental organizations.

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