

**FINDINGS,
CONCLUSION
&
SUGGESTIONS**

FINDINGS & SUGGESTIONS

The journey of this research has been challenging but equally fulfilling for the researcher. This inquiry has helped the researcher to gain knowledge not only related to the HR challenges, but also to build perspectives related to different aspects of management of not for profit organizations and the role played by other actors such as government, funding agencies, corporate and community members. Mentioned below is a brief summary of the preceding chapters of this report followed by findings and suggestions.

Chapter 1 explains the rationale for the study and explains the theoretical concepts related to Human Resource Management, ‘Development’ and relationship between HRM and Development. It also includes discussion about similarities in Values and Principles in Social work practice and HR along with the significance of Development Sector Organizations. There is a list of broad research questions which have been instrumental in framing the inquiry. Second Chapter includes review of related literature. Literature review is presented in following thematic categories: HR challenges and needs of DSOs in general in India and abroad; Specific areas of HR such as Talent acquisition, Marketing and communication for recruitment, Performance management, Employee motivation & rewards, Subjective well-being; Gender related HR aspects of development sector organizations and HR aspects of specific categories of employees: Professional social workers and field workers.

Chapter 3 explains Research methodology used for the study. Researcher has used mixed method approach for deriving benefits of both quantitative and qualitative methodologies. Researcher selected 14 Development Sector Organizations working in variety of focus areas such as Health care, Education, Agriculture & Livelihood, Disable Welfare, Training & Skill development and so on. Responses from 42 candidates have been analyzed and presented in Chapter 4 which is about Data analysis and Interpretation. The second part of the same chapter includes detailed case studies of 11 DSOs describing their HR challenges, strengths, weaknesses and good practices. Researcher has made efforts to fulfil all research objectives as mentioned in the methodology while collecting secondary and primary data and interpreting it. Mentioned below are major findings based on the study followed by suggestions.

HR Challenges faced by DSOs along with recommended strategies

Based on the data analysis, various HR challenges of DSOs have emerged which have been described in seven categories as mentioned below. Along with the challenges related to each category, researcher has also recommended some strategies which would help DSOs to cope up with these challenges.

1. Challenges related to attracting and acquiring talent such as Difficulty to find talent, Identifying the right candidate, Lack of Career Prospects, Inadequacy of education inputs, Challenges in Urban areas, Challenges in Rural and Tribal areas, Gender aspects.

Recommended strategies are Proactive Human Resource Planning, Collaboration with Academics, Employer Branding, involving people with value alignment, involving volunteers and beneficiaries, Fellowship models, Managing geographical challenges, Encouraging gender diversity.

2. Challenges related to Training & Employee Performance such as Need for training, Lack of resources for training, Evaluating Employee Performance.

Recommended strategies are Developing competencies among senior members, Developing skills of employees, Developing effective Performance management system.

3. Challenges related to employee motivation and retention such as Inability to provide competitive Remuneration & Benefits, The nature of field work, High attrition, Government and policy climate.

Recommended Strategies Are Transcending employees through motivational levels, providing non-monetary benefits, Providing Flexibility

4. Challenges related to Work culture such as Decision making process, Diversification v/s Consolidation.

Recommended strategies are Inclusive decision making, Providing pleasant work environment.

5. Challenges related to Organizational growth such as Managing Expansion, Managing change in organization structure, Handling HR as per size of the organization

Recommended strategies are Evolving HR in various stages of Organizational growth, Developing Policies and procedures

6. Challenges related to Leadership such as Lack of continuity, Hiring an ‘outsider’ at top, Lack of vertical growth

Recommended strategies are Succession planning, Maintaining field presence

7. Challenges related to Funding and support system such as Funding pattern, Effect of CSR, Effect of Support system, Sector specific challenges

Recommended strategies are Exploring alternative forms of organization, seeking active involvement of donors, Building Institutional Capacity

Lateral strategies

These strategies are broad in nature. They would be helpful in dealing with many of the above mentioned HR challenges and also in strengthening HR function. It includes:

- Assessment of HR function
- Outsourcing HR
- Use of latest Technology



Figure 5.1: Categories of HR challenges of DSOs

1. Challenges related to attracting and acquiring talent

Difficulty to find talent

“Being in Gujarat, it gets very difficult to find people who are good at speaking and writing good English” says a senior executive of a DSO working in Research. Organization prefers to hire local people most of the time. It is difficult to train them and they are less qualified but they stay for longer time.

Identifying the right candidate

As shared by the CEO of one of the reputed DSOs, it is easier to predict the proficiency level of the candidates having conventional degrees such as doctors, engineers, CAs and a few years of experience, but when it comes to people with Social work background, it becomes difficult to gauge their competencies as the

nature of work in NGO sector is very wide. So there is a ‘**Huge Grey Area**’ unlike corporate sector. *“We cannot judge a person in interview”* shared by Director of a prominent DSO working in natural resource management.

Lack of Career Prospects

“Companies don’t take NGO people as they feel their culture is different. Thus people go to either other NGOs or for government jobs” as shared by one of the DSO managers based in a tribal area. Such statements point to the nature of perception of employers in various industries about suitability of candidates who have work experience in development sector. If such perceptions are more prevalent, it reduces the employment alternatives of people working in the sector.

One of the HR executives shared that in industries an HR professional could start with a trainee position and can grow upward to the positions such as executive, manager, Vice President and so on but if one is working as an HR in development sector, such growth is not possible. These are the factors because of which qualified young graduates may refrain from the idea of having a long term association with development sector. Mentioned below is a statement from one of the senior DSO employees which indicate the same phenomena.

“We rarely find any people who want to make a career with this organization. Even after joining here, they keep applying to other places.”

Inadequacy of education inputs

There has been a common feedback by most of the DSOs under study that young people who join right after getting a professional degree have very high expectations, with low sincerity and lack of stability. They want to grow fast and show lack of patience to work in development sector. As said by one of the senior managers from a reputed DSO,

“Overall there is a huge gap between college education and real life, thus it becomes difficult for the fresh pass outs to adjust and take over responsibilities at the initial level. College pass outs know about the theoretical aspects but are not aware of field realities”.

Challenges in Urban areas

As shared by most of the respondents, in urban areas it is comparatively easier to get well educated professionals. At the same time the challenge is qualified people have more alternatives in urban areas, thus they are more likely to change the job as and when they get better opportunities.

Challenges in Rural and Tribal areas

These are the areas where the real development work happens and when is the maximum requirement for the efforts by DSOs. Many areas in which DSOs have their interventions are far away from urban centres. The project officers and managers which are recruited for working in such areas do not find comfortable staying in such places which do not have facilities like big cities, shares a senior project manager of a DSO.

Most of the respondents from rural and tribal areas shared that it is very difficult to find qualified and competent people locally. When the DSOs try to get qualified people from urban areas, they are not ready to move there. Those who are ready to move, ask for very high salaries. DSOs with strong financial back up and corpus can stretch themselves to offer more salary than the prescribed project budget, but other organizations can't afford it. Then they enter the vicious cycle of compromising significantly at the stage of recruitment and it affects the quality of service, costs adjustment time, training time and so on.

Gender aspects

As observed by the researcher, some of the DSOs give preference to females in recruitment process. While following their belief of empowering more number of females, it also leads to loss of productivity due to their transition period in cases of marriage or pregnancy along with higher attrition due to relocation caused by marriage. Many female candidates have fear and skepticism to work in NGO sector and to go in remote areas. This also becomes a limitation.

Recommended strategies

Proactive Human Resource Planning

Most of the DSOs are observed to be having Annual Operating Plans, Work Plans, and Strategic Plans. Along with that there should also be a Human Resource Plan considering the manpower requirement for various activities and projects. DSOs having a separate HR department are also observed to be having issues such as appropriate positions not getting filled up before the beginning of projects. As many DSOs have complex staffing structure with multiple projects and donor agencies, a proactive human resource plan will help in dealing with such complexities.

Collaboration with Academics

There is a larger scope for the DSOs to collaborate with educational institutes with well planned projects and involving interns/volunteers to contribute significantly in organizational activities. Many DSO managers expressed their dissatisfaction with higher education institutes providing degrees related to development sector or social work. This factor is recognised at policy level also and the steering committee on Voluntary Sector Organizations for twelfth five-year plan has recommended for ***“Creation of an academic certifying authority to ensure quality control and academic streamlining of the various institutions that now impart training in the theory and practice of development “.***

There has to be active involvement of DSO practitioners with academic institutions in order to ensure that curriculum and teaching inputs in higher education are as per the current realities and demands of development sector. Large DSOs or network of DSOs can go for the direct collaboration with academic institutions where they can impart sector specific skills as a part of the academic programs related to Social work, Rural management etc. This can create a supply chain of graduates which are well equipped with the necessary skills and attitude for working in a particular domain of development sector. Along with providing knowledge and skills, one important area to work upon is to build an attitude among young students to look for a long term career in development sector.

It is important to convey the challenges of the sector to aspiring development professionals so that they do not build false expectations. At the same time, it is also important to communicate success stories of high achievers in development sector to motivate them.

Employer Branding

DSOs need to make special efforts in branding themselves as attractive employers. As observed by researcher, many DSOs make good efforts in promoting their work for getting recognition from various stakeholders and to attract donors. This is reflected in their website content and various promotional materials, but there is a need for much more efforts in enhancing their brand as employers. There are some specific motivations to engage with development sector such as to give back to society, to work for a cause, an opportunity to express empathy for others, to find challenging projects, satisfaction of solving problems, to work in a flexible and non-hierarchical environment etc. These opportunities should be communicated by DSOs in innovative ways to build positive perceptions among potential candidates, students and also among people at large to build a positive image as a prospective employer.

Involving people with value alignment

DSOs still have a good number of people with them who are working with them because they care for a cause or disadvantaged communities. They basically choose to work with such organizations because they feel that the values or ideology of the organization are aligned with their own ideologies. Salary and other benefits become secondary motivators for such employees. From the DSOs under study, in most of the cases, this is the category of employee which stays with the organization for a very long time.

During the selection procedure or the initial orientation period, if DSOs could find a way to identify and connect with the employees whose values are aligned with the organizational values, then there is a scope of converting them to a valued human resource that can contribute significantly to the growth of the organization. In one of the large DSOs under study majority of the employees have shared that the founder of the organization is successful in the value transmission process, thus the people who have spent some time with the organization and are attached with the values are very

less likely to leave because of the economic reasons. There have been instances where the organization went through financial crunch and the salaries were delayed and in such times the founder receives an email from an employee that ***“Do not worry, this will pass, we are with you”***.

Involving volunteers and beneficiaries

For some of the DSOs, contribution done by volunteers becomes quite significant. From the DSOs under study, there is one organization which is very small in size in terms of employee strength but the number of volunteers and interns involved per year reaches to five times that of its employee strength. These volunteers come from various backgrounds including social sciences, management, engineering etc. They contribute mainly to the activities of DSO related to primary education. Thus up to what extent the DSO can utilize volunteer service in their main activities depends upon the nature of work they are involved in.

Larger DSOs which have good number of employees with departmentalization are selective about involving interns and volunteers as they have better resources to involve professionally qualified staff. In such cases, volunteer involvement plays a little part. They are involved in conducting small studies which could help to bring upon improvement in some of the process or services of the organization or they are asked to get involved in one of the activities related to ongoing projects of the organizations. Most of the well-established DSOs have very specific policies and guidelines about involvement of volunteers and interns. All DSOs which develop relationship with communities could find some of the leaders among the beneficiaries who could later become part of the organization formally.

Fellowship models

One important challenge for development sector is to attract highly qualified individuals who have more lucrative alternatives in industries. One of the alternatives is to involve them through fellowships which generally have duration of 1 to 2 years.

Table 5.1 Fellowship models

Website of Fellowship program	Short description
http://www.teachforindia.org/	'Teach for India' is a two year full time program in which talented individual teach in under resourced, low income schools in India.
http://www.youthforindia.org/index.php/programmes	'The Youth for India Fellowship Program' is promoted by State Bank of India in which fellows spend 13 months in Rural India to work on various NGO projects.
https://www.ashoka.edu.in/YIF	'Young India Fellowship' is promoted by Ashoka University in which the fellows earn a PG Diploma while working in community projects for a year
http://lamp.prsindia.org/thefellowship	'Legislative Assistants to Members of Parliament' fellowship provides opportunity to young Indian citizens to work with a Member of Parliament for the duration of 11 months to engage with the policy making process at National level
http://aif.org/investment-area/leadership/#eligibletoapply	'William J Clinton Fellowship for service is India' is a 10 month voluntary service program for young professionals to work with development organizations.
http://gandhifellowship.org/faq.php	'Gandhi Fellowship' is a two year residential program when fellows work with principals of government primary schools to improve their overall functioning.
http://pmrdfs.tiss.edu/mission.php	'Prime Minister's Rural Development Fellows Scheme' is a two year program promoted by Ministry of Rural Development where fellows work with District Magistrates of backward districts to reduce developmental and governance deficits.
http://www.azimpremjifoundation.org/content/fellowship	'Fellowship Program of Azim Premji Foundation' is a 2 year comprehensive program which gives opportunity to young professionals to make a difference in primary education in rural India.

(Source: http://ngobox.org/full-news_12-Fellowship-Programs-For-Indian-Youth-Not-to-Be-Missed!-NGOBOX_6784)

Meritorious candidates from various disciplines who may not want to build a career in development sector but who would like to serve society for a limited duration can be involved in this manner. For them such fellowships provide a very good opportunity

to build some important career skills and work experience which further makes their profiles stronger for their future endeavours. Some of the fellowships also offer post graduate diploma after successful completion of the program. Though such fellowships do not pay handsome remuneration, it pays sufficient stipend to take care of the expenses of the fellows. DSOs can engage with the organizations which provide such fellowships in order to invite fellows. If properly planned and monitored, such fellowships can be very beneficial to DSOs.

There is also a possibility to create a supply chain of such fellows in order to bring continuity and to overcome the limitation of 'short tenure' of such fellowships. After getting exposure in voluntary work during fellowship, some of the fellows would also choose to start a career in development sector by either joining some organization or starting on their own. Table 5.1 includes brief information about some of the popular fellowship programs in India along with the web links on which further details about those programs can be found.

Managing geographical challenges

Geographic location of a DSO becomes a very important factor for attracting and retaining talent. Even though higher education institutes are now reaching small towns and rural areas, there is still an attraction among young graduates to stay and work in big cities. Usually DSOs recruit field level and junior staff locally, and bring in supervisory and middle level staff from cities for short durations. There is a need to create a pool of qualified human resources to work in remote areas. One possible solution could be to identify the skill gaps in local talent, and fill up those gaps with targeted educational courses or workshops.

Encouraging gender diversity

DSOs should consciously encourage gender diversity and gender equity in various aspects of their functioning. In recruitment, efforts need to be made so that Board includes a good number of females. This intent needs to be clearly conveyed in advertisements. Appropriate policies and provisions should be there to help female employees maintain balance between work life and family life. Maternity benefits

should be given as per the government mandate and there can also be some benefits over and above the government criteria. Chapter 4 includes case study of DSO 5 which provides 'Single woman allowance' and other benefits to female employees. Chapter also includes case study of DSO 8 which has framed a gender policy to maintain gender sensitivity in institutional programs and practices.

2. Challenges related to Training & Employee performance

Need for training

As observed by the researcher, most of the DSO employees work on project basis. The teams are formed quickly at the time of project and they are supposed to start fast implementation of the project. Many a times when a new team member comes who is not much aware of the local community condition, it takes time for him to get adjusted with the project. Most of the respondents shared that ability to work with a diverse team and social adjustment are very important skills required in development sector and many of the fresh graduates don't possess it. Thus it becomes difficult for them to adjust and perform their roles.

Graduates from reputed institutions are expected to have skills such as project management, how to prepare Gantt chart, work project implementation plan. Many of the times they lack in such skills. Some other training need areas for DSOs are: Marketing, Proposal writing, Data management, writing skills etc. It is also important to have knowledge about social and political dynamics at local level. "***We deal with human beings. We do have to understand social dynamics***" shares one of the senior DSO employees.

Lack of resources for training

Most of the respondents shared that staff training becomes possible only when there is separate budget allocated by funding agencies. Thus training is fund dependent in most of the cases. Apart from that it depends upon the additional fund available with DSOs. Many DSOs find it difficult to get trainers who are comfortable in both English and local language which is Gujarati. Looking at the composition of DSO employees working in rural areas, most of them are not very comfortable with English language.

Evaluating Employee Performance

Performance management has emerged as one of the major HR challenges among DSOs under study. Many respondents shared that people are given increments considering their latest performance or behaviour only rather than considering the overall performance throughout the year. ***“We still haven’t been able to decide a proper performance appraisal method. Rewards and recognition are decided on emotional basis and based on individual relationship, it is not happening professionally”*** says a senior manager of one of the prominent DSOs.

Due to a lot of multitasking, it gets very difficult to evaluate performance. The evaluation of rural work becomes very subjective at times. Managers, who are assessing the performance, cannot put all the employees in one basket. In different regions, challenges are different. In such cases the challenge lies in how to set up and measure Key Performance Indicators (KPI).

Recommended strategies

Developing competencies among senior members

One of the most important needs for DSOs is to build HR competencies among the senior board members and managers. As many DSOs do not have separate HR department or a separate person for handling HR. At times the person handling HR is not adequately qualified. Many key HR functions are handled by managers and board members; thus they need to be provided training about HR processes with help of external experts. Some of the required behavioural skills for senior members are related to leadership, providing effective feedback, supervising skills, motivating employees.

Developing skills of employees

As mentioned in the previous section, Training & Development has emerged as a major HR challenge for DSOs. There needs to be a mechanism for maintaining database of existing skill levels of employees and to identify needs for further training. Accordingly, training should be planned at central level along with allocation of appropriate budget. Significance of Training has to be recognised by senior leadership and funding agencies should also be persuaded to provide appropriate

budget allocation for the same. If properly planned, skill development can be made possible through training sessions by the members of organization. In many cases, more than a separate budget allocation, appropriate planning and resource mobilization is required for enhancing skills of employees.

Developing effective Performance management system

Along with Training & Development, Performance management has also emerged as a major HR challenge for DSOs. In many organizations the emphasis is given only on appraisal which is just one of the components of performance management. *“Performance Management involves thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing, developing and enhancing performance and related competencies. It is simple, commonsensical and enjoyable” (Rao, 2008).* The focus of such system should not be only on providing scores in order to take decisions about annual increment or promotions, but to achieve the objective of improvement in performance of human resources on continuous basis. Performance appraisal procedures of some of the DSOs are described in the case studies. Investment done in establishing and maintaining an effective performance management system may give manifold returns through enhanced employee performance leading to organizational performance.

Community Organization is one of the **methods of Social work** which gives emphasis on the value of ***Dignity and worth of the individual***. While striving to achieve standardization in performance evaluation procedures, organizations need to take care that they recognize the dignity and worth of each of the employee. Individual strengths, weaknesses and job role need to be given emphasis while planning for individual performance areas and also while assessing performance. Whether employees are feeling valued and their individual contributions are appreciated by organizations or not are also a very important aspect of Performance management systems.

3. Challenges related to employee motivation and retention

Inability to provide competitive Remuneration & Benefits

As per the respondents, salary scales in DSOs are significantly lower than that of industries across levels of employees. Some of the respondents also shared that among DSOs, International organizations or funding agencies have higher salary scales comparatively. One of the senior DSO employee shared following while discussing about salary, ***“You can’t think of homogeneity of salaries in NGO sector. Organizations have different values, different target groups”***

One of the senior project coordinators of a DSO mentioned about the effect of funding pattern and policy climate over the years on employee welfare provisions by giving following statement, ***“Earlier organization used to provide raincoat, sweater, shoes to field staff and support staff such as driver, peon, gardener etc., though since last few years such welfare measures have been discontinued”***

The nature of field work

“You can never be perfect still you have to keep working. You solve one problem and the next problem arises. You need to work in uncontrollable environment” says manager of a team of field workers operating in a tribal area. This gives an idea of the challenging nature of work of field workers. They need to have skills of establishing and maintaining relationships with beneficiaries, achieving their participation in development activities planned by DSOs. They also have to gain expertise of various areas as per the nature of the project; be it health, nutrition or agriculture.

Thus keeping motivation of the field persons is very important. ***“Field na manaso karta table vala manas nu status vadhare hoy che” (People having desk jobs enjoy higher status compared to those who work on the field)***, he adds. Even though field workers are the category of employees who are involved in direct delivery of services to the beneficiaries, they are at the lowest in the organization hierarchy.

High attrition

Most of the respondents shared that for any new hire, initial stage is crucial, if they stay with an organization for first 6 months, they are most likely to stay for a longer period of time. Those who cannot adjust, leave the organization in first few months

only. As per some of the respondents, most of the candidates with professional degrees in Social Work leave the organization once they get an opportunity to work in an HR profile with industry. Most of the respondents shared that attrition is higher among males who are educated in urban areas. It is also very high in employees with professional degrees with medical sciences. Most of the respondents say that comparatively there is a higher retention rate among young people. **Excluding a few exceptions, all DSOs provide contract employment, but it doesn't become a critical factor from HR perspective as it is an accepted fact in development sector.**

DSOs which are larger in size and are working in multiple areas have capacity to retain employees who are good performers for a longer time by involving them in to new projects after their tenure gets over. Many of such employees with satisfactory or good performance get their contracts renewed and stay with the organizations for longer times. There are cases when people initially say 'Yes' to the opportunity, but after facing hardships in the field, it becomes a compatibility issue. Their aspirations do not match with the reality. Mentioned below is the statement given by a Director of one of the reputed DSO while discussing about the low retention among young employees.

“At some age, people would like to get settled down, thus they look for much secured career options”

One of the senior DSO executive stated the following while discussing about the difficulty to retain employees after project tenure is over.

“It becomes very difficult to tell people to leave, thus we pray that they leave by themselves after the project tenure is over”

Positive perceptions about attrition

There were managers who also shared their positive perceptions about the employee attrition. One of the managers shared that employee attrition is good for the organization up to some extent because it brings new talent. Two of the managers shared a more positive perspective regarding employee attrition in following way:

“Still whoever works here once, they build sensitivity towards disabled on permanent basis”

“Creating managers in field is our role. Even if people are leaving us and going out, we are doing the service to sector only”

Challenges related to Government and policy climate

According to a CEO of one of the prominent DSOs, the difference in the pace of working of government and the organization creates frustration among team members as delays from the government side gives negative effect to the development process also. As observed by the researcher, one challenge faced by most of the DSOs is that it is very unpredictable that what kind of projects they will get in future, thus planning for manpower also is unpredictable. At times institutions promoted by government to work in some of the development areas also create turbulence in DSOs. Following statement by one of the senior program coordinator of a reputed DSO based at Ahmedabad gives an idea about it:

“Recently there were a large number of vacancies (1300) declared by Gujarat Livelihood Promotion Company. Because of that a huge number of NGO employees left their organizations”

Such initiatives when government enter in to the grass root work which is usually done by DSOs; it becomes responsible for high attrition among DSOs as they need to hire people who have experience of working in development sector. Similarly, companies beginning their own CSR foundations have also started acquiring social work or rural management background with varied levels of experience. As they have more resources, they are in a better position to attract talent.

Recommended Strategies

Transcending employees through motivational levels

“We do not get flamboyant salary but we do get a lot of exposure” shares a senior employee of a reputed DSO working in the field of disability. Getting good exposure with learning opportunities become a significant motivator for DSO employees. Mentioned below is an excerpt from the discussion with a Director of a leading DSO working for Natural Resource Management while talking about career aspirations and

attitude of young graduates after studying courses such as Bachelors in Rural Studies (BRS) and Masters in Rural studies(MRS).

“At lower level, we produce a lot of BRS and MRS. Most of them would like to go for GPSC and Government jobs. Their first objective is not vision.

They want security. They will do whatever their boss asks them to do. They will not raise their voice. To say that they have joined because of the vision will be an overstatement. From survival, gradually we need to take them to the vision level”

The above statements lead to the discussion about different types of motivations for working in development sector and their comparative significance. The initial statements draw attention to the lack of ability of DSOs to provide good pay and security like government jobs. Thus DSO jobs do not become the first choice of young graduates and just the interim arrangement before they actually achieve their goal of getting in to a government job. Respondent also talks about BRS and MRS graduates being highly ‘obedient’ which may be a suitable attribute for hierarchical structures but not for the DSO sector which require attributes of being more opinionated and demanding participative work environment.

At last the respondent talks about the sequence of motivations observed by him among this group of employees. This may not be the group of employees who have primarily joined a DSO driven by its vision or values, as their primary motivations are pay and security which is clearly visible in Government jobs but not in DSOs. Further the respondent adds the following while sharing views about the motivations of people to join DSOs.

“Nation will develop where we put our money. People are looking for job security and personal security which development sector is not able to offer. Only those people will work and stay in such organization who are strongly ideology driven and who have family support. There are examples where excellent bright students become volunteers.”

Such views give an idea that a significant number of entrants in DSOs join them due to a mere economic need without having alignment with the ‘purpose’ or ‘vision’ of the organization. According to researcher, there is a possibility that DSOs over the period of time can bring this motivation level up and align these individuals to their

visions which can drastically change their point of view towards their job and also enhance their level of engagement.

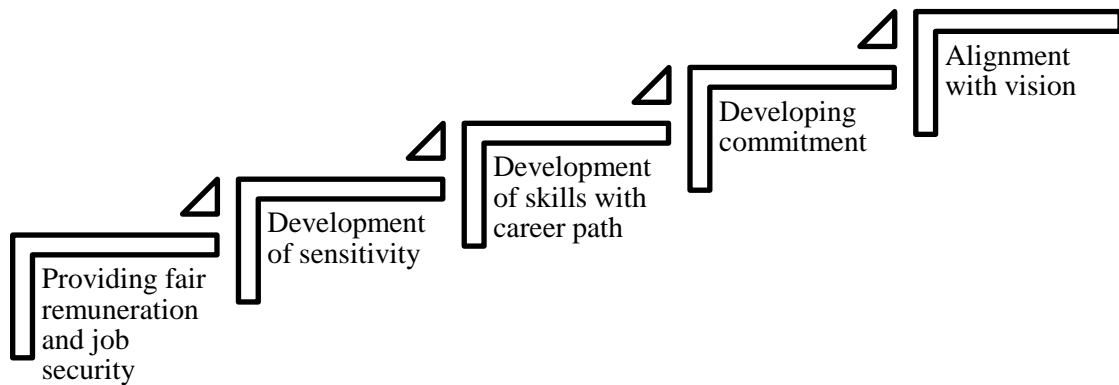


Figure 5.2: Stages of developing employee motivation

As shown in figure 5.2 DSOs can take following steps to develop the level of motivation of employees:

- Providing fair remuneration and job security
- Development of sensitivity towards the cause
- Development of skills with providing a career path
- Developing commitment
- Alignment with vision

These steps may help DSOs to build a cadre of committed individuals who are taking the mission of the organization ahead along with increasing the probability of their long term commitment to the organization and to the sector. Implementing these steps would require a strong commitment by the leaders and managers, appropriate HR policies and resource allocation.

Providing non-monetary benefits

As DSOs are not able to compete with corporate in terms of paying higher salaries, it can give some of the other benefits which could help them to attract and retain talent. Such benefits may be offered in many ways such as support for employees to pursue

higher studies at foreign universities, provide opportunities to do part time consultancy work for other organizations which could supplement their income. Encourage employees to go for various national and international conferences, provide all kinds of support to employees if they want to change their work profile to other areas so that their interest can be retained.

Many DSO employees mentioned 'Freedom to work' or 'Freedom to take decisions' as an important motivator. DSO leaders should consciously create a culture in the organization where executives get enough freedom to work on their ideas and prove themselves. Many employees may have entrepreneurial aptitude who could independently start a new project and can open a new avenue for the organization.

Providing Flexibility

There are some DSOs which have their offices and operations in both urban and rural areas. At times there are difficulties in flexibility of timing. For example, the head office in a big city may have a system of fixed working hours like 9 to 5 and issuing gate pass for etc. which becomes difficult to follow in field conditions. Availability of community people could be after work timings. If the rules are very rigid about the timings many field workers are demotivated to put extra efforts. Some flexibility in policies and procedure is required as per the situation in a particular office location or a department.

4. Challenges related to Work culture

Work culture plays an important role in aligning employee behaviour with the vision and objective of the organization. Mentioned below are the statements by some of the respondents which give idea about work culture in general in DSOs.

“In NGOs things are not very stringent as in corporate sector. Overall approach is more humane compared to corporate.”

“It is not a lavish place like a corporate. There is no peon”

Some of the respondents also used adjectives such as ‘open’, ‘loose’ while describing about work culture in their respective organizations. On a positive side such work culture encourages more openness and freedom which becomes an important motivator for employees. One of the statements from a senior DSO executive was “*Our philosophy is we should work with complete professionalism and accountability like a corporate while maintaining soul of an NGO*”. Similar responses were given by some of the other DSO executives also which shows the transition of DSOs towards ‘Corporate like’ work culture in order to ensure accountability and efficiency.

Decision making process

In one of the organizations under study, one of the managers heading a team of field workers shared following issue: The top management planned a community project related to agriculture which requires a lot of work from field staff regarding convincing the farmers in tribal area. The project timeline was decided without including the field manager. Thus management gave instruction to the manager to execute it in a very short time frame which became a pressure situation for field staff.

Diversification v/s Consolidation

As per the observation by researcher, one important issue faced by large size DSOs is at strategic level. In order to expand their operations some of the organizations have been found diversifying themselves in many segments. But afterwards it becomes very difficult to manage that diversity and then many organization members put pressure to consolidate the activities as per the core competence of the organization. This creates a conflict to decide strategic priorities of the organization. When the organization is involved in very diversified and unconventional areas, it also makes the recruitment process very challenging as they need a large variety of talent pool.

“At community level quality is compromised at times due to multitasking. It could be cost effective from management side but it may not give you desired outcome” says senior executive of a large DSO which is working in multiple areas of intervention.

Recommended strategies

Inclusive decision making

Community process and people participation are slow process. At times it doesn't go with the timelines decided at the top level. This should be understood by top management which is working at planning level. The planning process should include all relevant team members from different levels of the organizations and the project schedule should be decided after taking views of all. **Principle of People's Participation** and **The Principle of Democratic Functioning** are important principles of Community Organization which is a method of Social work. These principles are quite relevant in maintaining a participative work culture.

Providing pleasant work environment

One of the DSOs under study is located in a natural and peaceful environment. It is situated away from the main city but it provides free accommodation for the employees. It also provides free transportation facility to the employees. Having lived in these areas for some time, the employees find it difficult to adjust themselves to the crowding and the rat race in cities or busy areas. Employees build a family kind of relation with local inhabitants and get deeply attached to these people and their lifestyles. Moreover, in these areas the cost of living is low, which along with moderate spending habits make a low compensation acceptable to employees. The organization has a very low attrition rate. There were other 4 DSOs under study which were also having a pleasant work environment. Thus if the DSO is situated in a serene and less polluted work environment it can become an important motivator to attract and retain human resources.

5. Challenges related to Organizational growth

Managing Expansion

One important challenge that has been observed in some of the DSOs under study is managing growth. When organization grows rapidly, rules of the game keeps on changing, business dynamics also change. Managers need to learn on continuous

basis to keep up the pace with changing dynamics. This becomes an important area for training and performance improvement.

Managing change in organization structure

The nature of the Organization structure of DSOs is also very important from HR perspective. It is observed that some of the DSOs have to change their organization structure in order to manage the growth of the organization, expand or consolidate their operations, venturing in to new areas or for other reasons as per the current requirements. Such changes cause adjustment issues within the organizational members. It becomes more difficult when the previous structure of the organization existed for a very long time in which the employees were well adjusted. HR has to refine their systems in order to deal with such changes.

Handling HR as per size of the organization

The sample includes a range of organizations in terms of their employee strength. The strength of employees ranges from 15 to 830. As per the size of the organization, researcher has identified following aspects in terms of HR challenges.

Large in size

DSOs which are larger in size have higher capacity and access to financial resources. At the same time these are also the kind of organizations which have been working since many years. Thus they also have advantage of a stronger brand name and its stability also motivates job seekers to start their careers with the organization. At the same time the challenge occurs to prepare and implement HR policies and systems in various divisions, departments in a uniform manner. Many respondents have shared this issue that organizations with various offices at various locations have same HR policies across the locations but their implementation has vast differences.

Small in size

Talking of small DSOs, we can divide them in 2 groups:

- One is the kind of DSOs which do not intend to grow in terms of size of operations because of organization's philosophy or a limited scope to work in a particular area of intervention.

- Another category is the kinds of DSOs which are smaller in size at present but intend to grow provided they get the opportunities and resources. In this second category, some of the leaders showed strong willingness to grow their organizations but because of resource constraints or other environmental factors they have not been able to scale their operations.

Being small in size they find it difficult to manage their focus between coping up with the ongoing project work and working on expanding the operations and team. In some of the cases founding members have the core competencies in the technical areas but they lack the ability to grow and manage the organizations. It also depends upon whether the founding team has a good mix of people who not only have technical and knowledge expertise in domain areas but also have a very good ability of organization building. Being small in size may also affect the work culture and motivational aspects. Following statement from a Project Coordinator of a small size DSO indicates the same phenomena.

“As it is a small team, when one person is low, entire team becomes low. That creates tension. Keeping up the spirit and harmony is challenging”

As said by the CEO of one of the prominent DSOs in Gujarat, ***“For a development NGO, it is very difficult to expand. We will not find any NGO which has a PAN India presence and has established a brand which helps in attracting talent”***

Recommended strategies

Evolving HR in various stages of Organizational growth

DSOs should seek external professional help in setting up HR systems and processes when they have small teams. It may not always make sense to hire an HR manager when the employee strength is very less. But it is possible to bring in an expert to set in the systems and processes. It ensures that the organization gets it right the first time and also saves additional time and effort. External consultants are better at helping to set up processes and systems; they may not be as effective in the day-to-day running of these systems. It has to be done by the core team of the organization only. As per the number of employees, DSOs can approach towards building HR function as per following:

a) Small DSOs (Employee strength up to 20)

When DSOs are small and total number of employees are below 20, HR responsibilities are generally divided among different team members. Salary administration is taken care by accounts department. In key HR decisions such as recruitment of a staff member, deciding salary scale, termination of an employee etc. major role is of chief functionary such as Director or Managing Trustee. As such the formative stage of the organization includes strategic planning, and establishment of a healthy work culture. Involvement of founders and Directors is important in this stage. They should empower and guide other team members to take up HR responsibilities as the organization grows over the period of time.

b) Medium sized DSOs (Employee strength: 20 to 50)

As the number of employee strength increases beyond 20, HR functions become more complex. One of the employees involved in accounts or administration is given responsibility to take care of HR functions. This staff member may report to the accounts or finance in-charge or other senior level manager. This role can begin as a part time responsibility along with the other role of that member. Gradually the person can take up this role full time along with the growth of the organization and increasing role clarity. After reaching this stage, DSO can hire a consultant or an HR expert who could help in developing HR policies and procedures and can also train HR staff.

c) Large DSOs (Employee strength: Above 50)

As the number of employees cross 50, it is advisable to have a separate HR department in the organization. The manager of the department should be a senior person with experience in similar sector and familiarity with all basic HR functions. Total number of staff in HR department should be decided as per the size of the organization. Specific HR functions such as recruitment, training, payroll etc. can be divided among different members within HR department. Head of the HR department should be reporting to the Director or the chief functionary. He should be proficient enough to maintain a strong presence of HR department in decision making process at top level. If the DSO has plan for expansion, more members can be included in the team.

Developing Policies and procedure

All DSOs should develop appropriate HR policies and procedures as per the organization's current and present requirements and local legislative requirements. Achievement of goals through **design of organizational structures and processes** is also one of the activities of **Social welfare administration**. These policies and procedures should be documented and communicated to all relevant stakeholders. The HR policies needs to be applicable, there has to be scope to modify it. Though the structures and policies keep on changing, the values of the organization should remain the same. As organizations are changing very fast as per the dynamic environment, HR systems also need to be modified. In case of large organizations with different divisions, there should be broad based guidelines at organizational level and then there should be separate guidelines for each department. A written word in the policy document should not come in the way of just and fair treatment to the employees.

While applying policies, employee well-being should be given prime importance. Following are some of the basic HR policies and procedures which should be part of the HR policy manual: Terms of Employment, Salary structure, Travelling and other allowances, Administrative procedures, Recruitment and Selection, Training & Development, Performance Management, Exit Interview, Disciplinary Procedures, Grievance procedures, Termination conditions and procedures, Leaves, Promotions and benefits, Voluntary and involuntary retirement ; Corporate policies such as Sexual Harassment, Equal opportunity, Conflict of Interest, HIV/AIDS, Crisis and security policy, Whistle Blower protection policy, Gender Policy etc.

6. Challenges related to Leadership

Lack of continuity

As shared by one of the program coordinator of an Ahmedabad based DSO, when leadership changes, things change. This leads to lack of continuity in many areas including some of the good HR practices. Individual office bearer brings his/her own view about management which also cause discomfort among employees who were adjusted with a particular way of functioning.

Hiring an ‘outsider’ at top

Another issue that such organization faces is the change in the culture after some new person joins at the top level. One of the leading DSO under study hired a CEO with all his experience in corporate sector for many years and then directly entering an NGO at the top level. After joining, the CEO introduced many changes which caused adjustment issues within the organizational members.

Lack of vertical growth

Two of the DSOs were found to be having a situation where young people don't see themselves reaching high positions as older employees have been occupying those positions since a long time. This leads to reduce employee retention as young executives do not see themselves growing within the organization. One of the HR executives of a reputed DSO working in Vadodara district shared that ***“You cannot have vertical growth in social sector. There is only horizontal growth.”***

Recommended strategies

Succession planning

One important challenge for HR is how mid - level employees like people with 3-5 years of experience can be groomed to take leadership positions. There was a DSO under study in which majority of the Head of the Departments are employees who have been working with the organization for more than 20 years and are in their 50s. There would be a situation where all of them will get retired in the same phase within 5 years. Similar situation was found in other DSOs also. Thus organization needs to prepare a plan to develop employees from within to take up those positions in future.

Maintaining field presence

There is no Dashboard at NGO level for a top executive that gives clear picture of the performance of various branches and then accordingly he/she can take decisions. Continuous field involvement is very important in order to understand the state of progress of various activities of the organization.

7. Challenges related to Funding and support system

Funding pattern

As DSOs are fund dependent, funding patterns at national and international level create a significant impact on them. Researcher found that two of the large DSOs under study were going through financial crunch which directly affect their spending on Human Resources. Due to the promotion of media, some of the causes catch attention of donors that lead to fund flow in some areas while some of the causes remain unfunded or underfunded. Following statement by one of the senior executive of a DSO is related to the same phenomena:

“We have cultural issues. Some of the areas become glamorous which attract more funds. While some of the countries are flourishing with money donated for saving endangered animals such as Gorilla, we are not able to generate foundations for similar causes here”.

Effect of CSR

The inquiry in to HR aspects of DSOs led to the significance of importance of other areas of management also. Overall strategy of the DSO, Funding partners, government policies, environmental factors such as emergence of CSR, Structural changes within a DSO, all these factors affect a lot to the HR of the organization. For example, most of the DSOs are looking towards CSR funds more than before as shared by their senior officials. The way of working of corporate, their perspective towards development, their philosophy is very different from that of DSOs. Corporates also have their own kind of standards in terms of accounting, reporting formats etc. It creates different kind of challenges to make collaboration between Corporates and DSOs. To make such collaborations it is required to build capacities within organizational members which have to be taken care of by HR.

“Because of the corporate entry, funding patterns have changed. Corporate have their own kind of monitoring system. They want to keep track of every penny spent. Thus we need to get adjusted with such systems and learn” as shared by a DSO manager.

Mentioned below is the excerpt from the discussion with a senior DSO manager while talking about effect of CSR in funding pattern for DSOs.

“Now CSR has come. Earlier out of total funding, foreign and local funds were almost 50-50%. Now foreign funding is going down. Mostly it will be taken over by CSR funds. It requires a lot of processing”

Further he also mentioned about the issue of corruption related to CSR funding saying, ***“There are some people who work as brokers who help to get funding from government. Similar phenomena could be there in CSR, especially in case of PSUs. There should be some specific mechanisms about how to rate an NGO.”***

Effect of Support system

Some of the DSOs under study were set up with the support of industries initially. Though later on such organizations found their ways to become self-sufficient through working with other stakeholders, the founding industry always remains a backbone in terms of providing financial stability and institutional support to the DSO. Thus in terms of attracting and retaining employees it becomes easier for such organizations as people also perceive that the DSOs having a strong corporate back up have the ability to provide a stable and a long term career. Apart from this the industries associated with such organizations have a good network of qualified professionals and institutions which become very useful for the growth of DSO. On the other hand it is observed that there are some DSOs which do not have such strong support. For them it is more difficult to attract and retain people.

Sector specific challenges

As shared by the respondents, DSOs working in various areas such as Environment & Natural Resource Management find it difficult at times to get people with relevant qualifications such as in the fields like environmental science. Especially it gets difficult to fill up mid-level and senior positions.

Organizations working in health sector face issues related to recruiting and retaining doctors as shared by majority of respondents from the DSOs working in this sector. There is a very high turnover in this segment. It gets more difficult to get doctors to work and stay in a tribal area where they do not have much scope for additional

practice and they have to stay away from family and urban area. The ones who join are those who do not have other good alternatives available and they stay till the time they get a better opportunity.

One of the organizations under study is working with leprosy patients. There is a very strong social stigma associated with it when people do not prefer to work because of the fear of getting infected. Because of this reason, it gets difficult for such DSOs to find qualified human resource. One organization under study deals with mental disability. The whole work of dealing with mentally disabled adults is very challenging. It gets very difficult to find committed individuals to work in this area.

According to one of the senior managers of a reputed DSO working in tribal area, the DSOs working in the field of agriculture requires to build a strong rapport with rural community and farmers. The rapport building process takes a long time. It also requires people who have suitable skills to deal with community and patience to win their trust first and then making them participate in development activities. The research institutions come up with various new methods for increasing agricultural productivity but it is difficult to convince the farmers to adopt new methods and technology. It is very difficult to find field workers who have skills to work in such areas.

Recommended strategies

Exploring alternative forms of organization

Many challenges faced by the DSOs including HR challenges are based on them being fund dependent. Whether it is about investing in paying higher wages to qualified candidates or providing training to employees, limitations set by funding organizations always become a hurdle. This has led to emergence of 'Social Enterprises' or 'Social Businesses. Social enterprises are hybrid organizations that have mixed characteristics of philanthropic and commercial organizations. (Dees, 1998). They work to bring social change through innovative entrepreneurial solution through income generating activities (Alter, 2000). For example, one of the DSOs under study works for persons with physical and mental disability. They run a profit-making printing press and a workshop of providing carpentry services. Such initiatives serve the dual purpose of empowering the less privileged and generating

revenue for long term sustainability of the organization. Such entrepreneurial ideas could also get benefit from various schemes under government initiatives such as ‘Start up India’ and ‘Stand up India’.

Seeking active involvement of donors

Many individuals or organizations providing donations to DSOs should be more actively involved beyond the monetary help. Their active involvement by giving their time and utilizing knowledge and skills will help in building capabilities of DSOs. It will also encourage more discipline in DSO operations. Similar contributions can be made by industries. Along with channelizing their funds for various causes, they can also contribute through their knowledge and skills for capacity building of DSOs. For example, as a part of their CSR contribution, an IT company can help a DSO to develop and operationalise an ERP (Enterprise Resource Planning) system. Such contributions can help DSOs to significantly enhance their efficiency.

Building Institutional Capacity

There is a possibility that association of DSOs can set up a co-operative structure to provide HR services. This co-operative can be supported on shared cost basis by the member organizations. Further it can also provide services in other areas of management apart from HRM. Such institution can be more affordable compared to the consultancy firms providing similar services to development sector. It can provide services such as Salary benchmarking, Policy benchmarking, Maintaining database of relevant candidates and Outsourcing of HR processes to various member DSOs.

Following recommendation given by Report of the Steering committee on Voluntary Sector for the twelfth five-year plan (2012-17) indicates the need for similar kind of solution:

*“Establishment of **regional and national frameworks** for development of infrastructure and services that address a range of common needs (including governance, financial management, training, IT needs, etc.) to support capacity building of Voluntary Organizations”*

There should be associations or bodies of DSOs at regional and national level which could be based on sectors of intervention such as Health, Education, Livelihood, Microfinance etc. These bodies should build **knowledge repositories** based on research and practices and they should also become instrumental in building capacities of DSOs working in those sectors.

Lateral strategies

Assessment of HR function

For DSOs who recognize the need for improvement in their HR function and to make it more systematic, should opt for a systematic HR assessment process. Such assessment process can help in identifying strengths and weaknesses of current HR policies and processes and can give directions for improvements. Such assessment process can be carried out on periodic basis in order to ensure improvement and update in HR function along with the growth of organization. Such assessments can be done through HR audits. HR managers or leaders within organizations should strongly negotiate for fund allocation for such audits.

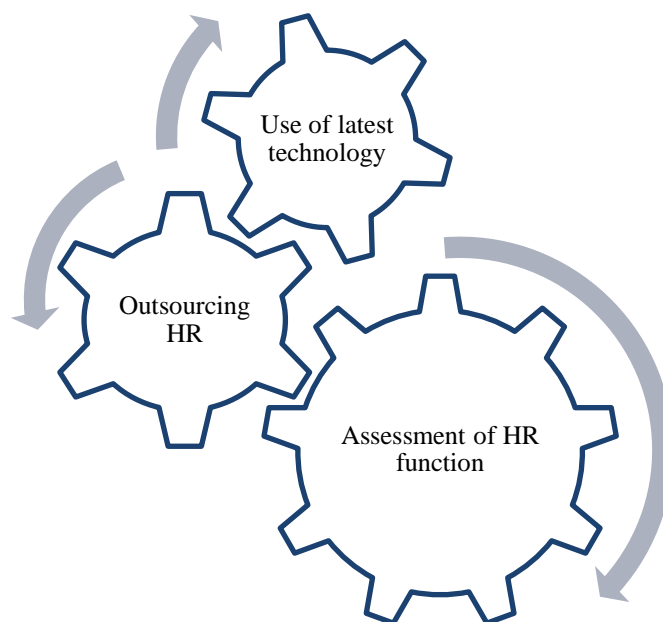


Figure 5.3: Lateral Strategies

If organizations can invest in financial audits, it is also important to carry out HR audit which is related to a key function for the organization.

One of the popular audit frame work is ‘HRD Audit and Score Card’ developed by ‘T V Rao Learning Systems Pvt. Ltd.’ (<http://hrdaudit.org/index.php>). The organization provides professional services for HRD audit. Along with that they have also published various books to help practitioners understand and use the framework. Another framework is ‘HRM Rapid Assessment tool for Health Organization’ which is developed by ‘Management Science for Health (MSH)’ – organization providing management development services to Public Health Organizations. (https://www.msh.org/sites/msh.org/files/hrm_tool_version_3_2012_final_webv.pdf)

Outsourcing HR

For many DSOs, it is not feasible to have a separate HR function due to small size or inadequate resources. Thus they can opt for outsourcing of some of the HR functions such as policy development, recruitment and selection, staff counselling etc. Some of the large size DSOs with HR department can also think of outsourcing functions such as recruitment, selection processes, payroll etc. which could turn out to be more cost effective and it can give space to the in-house HR staff for more strategic HR aspects.

Use of latest Technology

Considering the increasing demand for efficiency and accountability, DSOs should make best use of available technology. It is important to have Human Resource Information System (HRIS) or Enterprise Resource Planning (ERP) System to safely maintain and transfer HR related database and to efficiently and accurately monitor HR systems. Such systems are more important where DSOs are dealing with corporate donors with specific documentation, accounting and reporting requirements. In the era where Corporates have started using mobile applications for some of the HR processes, it is imperative for DSOs to make use of latest technology and software to stay competitive. It is also important to provide appropriate training related to usage of technology to employees at various levels.

Areas for further research

The current study has a broad base which includes overall challenges in the area of Human Resource Management in a set of DSOs with diverse sectors of intervention. In different stages of this study, researcher found various specific areas which are directly or indirectly related to HR and can be considered for further research.

- There can be a research about perceptions among students about careers in development sector. Students can be selected from programs such as Social work, Rural Management, Development Studies which are primarily designed to prepare development professionals. Further a research can be carried out to study the nature of employment of the candidates after completing courses in above mentioned areas. This can give idea about up to what extent young graduates are willing to work in development sector after gaining formal education about the sector.
- There can be in-depth studies related to nature of motivation of employees at various levels in DSOs. Research may also explore the effect of intrinsic and extrinsic rewards. Results of such researches may help managers to find better ways of motivating employees. Similar studies can be done to identify the level of engagement of employees.
- There are many DSOs which give preference to female employees. In some of the organizations gender ratios could be skewed among employees. There can be researches related to the employment aspects related to gender such as work-life balance aspects, leadership abilities among female managers, motivation among female field workers etc.
- There can be studies about organization structure and its relationship with various aspects such as role clarity, team work, inter-department coordination, organizational communication etc. There is also a scope for developing case studies or researches in the instances when some DSO has gone through a structural change and its impact on aspects such as employee motivation, employee retention, managerial effectiveness etc.

All above mentioned areas can also be studied keeping a particular sector of intervention in focus, such as motivation among field workers in agriculture sector or engagement among project officers in the field of microfinance etc.

Conclusion

Study began with a basic curiosity of researcher based on academic exposure in HR and some questions raised in the mind after getting work exposure in development sector. Field of Human Resource Management has gone through an evolution process and has started playing a strategic role in industries. Generation of knowledge in HR has happened mainly on the basis of requirements in industrial sector. Development Sector Organizations that are Non-profit in nature and also comparatively smaller in employee strength have not been much in to consideration while generating this knowledge. Thus concepts and principles of HR based on this knowledge may have relevance in this sector but while implementing them, contextual understanding is required.

Based on the study, researcher has identified various HR challenges faced by DSOs and have divided them in to seven categories such as Challenges related to attracting and acquiring talent, Challenges related to Training & Employee Performance, Challenges related to employee motivation and retention, Challenges related to Work culture, Challenges related to Organizational growth, Challenges related to Leadership, Challenges related to Funding and support system.

In order to face the above mentioned challenges and to strengthen their HR function, researcher has suggested following strategies such as Proactive Human Resource Planning, Collaboration with Academics, Employer Branding, Involving people with value alignment, Involving volunteers and beneficiaries, Fellowship models, Managing geographical challenges, Encouraging gender diversity; Developing competencies among senior members, Developing skills of employees, Developing effective Performance management system; Transcending employees through motivational levels, Providing non-monetary benefits, Providing Flexibility; Inclusive decision making, Providing pleasant work environment; Managing Expansion, Managing change in organization structure, Handling HR as per size of the organization, Evolving HR in various stages of Organizational growth, Developing Policies and procedures; Succession planning, Maintaining field presence; Exploring alternative forms of organization, Seeking active involvement of donors, Building Institutional Capacity.

Considering the above mentioned HR challenges faced by DSOs, it is important for them to bring a strategic focus in Human Resource Management by replacing the traditional forms. As observed by researcher, by and large HRM in DSOs is the reflection of the background and belief systems of their founders. DSOs should selectively utilize the HRM practices in business sector and contextualize it as per their needs. Along with that they should also come up with their own innovative HR solutions to the pressing problems. This will help in bringing in systematic and proactive approach towards HR rather than adhoc approaches.

All the efforts done by DSOs may not succeed without having support from Government. Policy climate at national level is a very important factor for providing an enabling environment for growth of Development Sector Organizations. In line with the National Policy on Voluntary Sector, there could also be a state level policy with state specific guidelines to strengthen DSOs. For financial stability and sustainability, DSOs also need policies which enhance funding opportunities and Tax benefits. For identifying credible DSOs, there is also a need for standard assessment criteria through a statutory provision. This will help all individual and institutional donors to channelize their funds to genuine organizations. Individual donors should become more systematic by consistently donating for specific causes and to credible DSOs rather than getting driven by 'trends' developed by media.

Role of HR is changing with time. There has been an increase in Knowledge work. Managers spend most of their time in analysis, decision making and communication. Considering that, following things would become important for managers of DSOs in future: Managing cultural diversity, satisfying individual learning needs, managing employee turnover, moulding employees in short time, synchronizing skills of different people in one project, reducing adjustment time of employees and Developing Leadership skills among managers.

Prescribed set of strategies should help practitioners in Development Sector Organizations to take appropriate actions to strengthen their HR functions and make it work to create more effective, efficient and sustainable organizations working for the betterment of the society. Funding agencies need to be more sensitive about the significance of budget allocation for developing human resources in the implementing organizations. It also requires stronger persuasion by 'HR advocates' in development

sector. In the era of CSR, Corporate also needs to play an important role in collaborating with genuine DSOs to reach to the marginalised communities and along with fund support also building capabilities of DSOs.

While thinking of improving the HR aspects of DSOs, it is important to look at the related domains also. These domains can be Organizational Design, Branding, Marketing, Fund Raising, Strategic Planning and so on. These areas may not come under the HR domain as per theoretical considerations, but in order to solve real world HR problems, interdisciplinary approach is required. Though this inquiry was focused on HR aspects of DSOs, it is important to understand that this area is a part of an allied field of Social work which is 'Management of Not for Profit Organization'. Social welfare administration is an important method of Social work which is also interdisciplinary in nature requiring knowledge from various fields. For effective implementation and administration of social welfare programs, strengthening of Human Resources is extremely important. This study has been a humble attempt to contribute to the knowledge of the field. Researcher has mentioned some of the areas for further research in the report. Academicians or Practitioners may find more areas for research in related fields after reading this report.