# Talent Management: A NGO Perspective

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**ABSTRACT: *"Talent Management"* is** *a term that indicates all of the strategies and practices an organisation engages into keeping its workforce stable and agile. It includes most of HR activities like Recruitment & Selection, Performance Management, Training & Development, Employee engagement etc. It is an umbrella under which all the talent management strategies are planned and implemented. Therefore, it can be said that Talent Management always remains central to all the HR activities an organisation undertakes and applies to the organisation working in various sectors and NGOs as well. The success of these programs however depends on how well they are aligned with overall organisational objectives and business goals.*
**KEY WORDS:** *Talent Management, NGO, HR Policies, HR Practices*

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## I. INTRODUCTION:

Talent Management (TM) refers to the process of acquiring, engaging, developing and integrating the existing and new employees of an organization. It involves managing and developing the current workforce and adopting innovative strategies for attracting the highly skilled people to the enterprise. Talent Management is not a new concept, and has its roots in the traditionalHuman Resource Management (HRM) practices an organization follows. It is a technique that emerged in 1990'sand continues to be adopted till date.The organizations have realized that people are their key assets and are imperious to drive their business results. A lot of research and arguments have been done in the area of Talent Management as it means different things to different people. Some have coined it as the process of identifying and managing high performers, while for others it is about creating and managing the talent in the organization. The latter goes with the premise that talent and skills are in abundance, the need is to identify and liberate the same for the success of individual and organization.However it has also been suggested at various instances that an organization should categorizeits employees in various performance zones and invest heavily on the development of highperformance and high potential individuals. The organizations with such Talent Management Strategies are generally more successful in driving desired business results.

Creelman (2004) defines talent Management (TM) as the process of attracting, recruiting, and retaining talented employees, which is closely related to traditional characteristics of HRM/HRD. However, Talent Management continues to be perceived as substantially different from traditional HRM and does not merely consist of assigning new labels to old ideas. According to Chuai et el (2008), TM is associated with activities that include incorporating new knowledge and doing things more quickly and efficiently.From this perspective, it has also been associated with a shift from the department-specific focus of HRM activities to an organization-wide engagement at all levels in terms of recruiting, retaining, and developing talent. TheHR department, line managers, and senior management team of an organization are all engaged in TM processes. The increasing focus on talent has resulted due to heavy rise in the number of knowledge-intensive employees forming the wider segments of organizational workforce. The same has been cited by the international consultancyfirm McKinsey (1997), which suggested that the global war for talent is becoming a critical drivingforce in corporate competitiveness, performance and talent management.

TM can be associated with higher performance and productivity and thus gaining a competitive advantage, which can be regarded crucial to an organization's success. TM has become increasingly popular tool to meet the above said goals of performance. This can be best done by ensuring that the enterprise has right number of employees at the right time, at the right place, with right skills carrying out organizational functions in the cost effective manner.

It is evident that Talent Management is imperative to success and growth of the organization and NGOs are not an exception to this. A non-governmental organization (NGO) is a citizen-based association that operates independently of government, usually to deliver resources or serve some social or political purpose. According to Wikipedia A **non-governmental organization** (**NGO**) is a not-for-profitorganization that is independent from states and international governmental organizations. They are usually funded by donations but some avoid formal funding altogether and are run primarily by volunteers. NGOs are highly diverse groups of organizations engaged in a wide range of activities, and take different forms in different parts of the world. Some may have charitable status, while others may be registered for tax exemption based on recognition of social purposes. Others may be on the fronts for political, religious, or other interests.

With this backdrop the researchershave tried to understand the framework of Talent Management in NGO sector. Similarly, Shahzad, Saqib; Khan, Zunnoorain; Khan, Shahzad(2015), have also proposed that the non-governmental organizations (NGOs) are of the same importance like any other commercial organization with respect to the economic development, life enhancement, providing technical skills and providing employment etc. Employment and its resultant is nothing but compensation, employment benefits and job satisfaction. The factors cited here are considered to be a mandatory for an employee working in an organization whether it is a government organization or non-government.The idea is to bring to the fore impact it has on the operations, performance and employee development.

## II. LITERATURE REVIEW

According to Nilsson, Staffan; Per-Erik Ellström (2012), the process of identifying, securing, developing, and managing relevant talent is important in meeting the long-term strategic needs of an organization. Therefore, Talent Management has also seen to be closely associated with various HRM activities like HR Planning and Strategic HRM which works towards creating a high performance work culture with the help of competent employees.

Talent Management process beginning with acquisition of the most appropriate workforce, engaging them on a continuous basis and ensuring their development through a well carved career path in the organization.According to Cepin, Geremy (2013),organizations must adopt a new approach that focuses less on filling positions quickly and more on aligning talent acquisition with the business. The above said fact has beenvalidated by Kumar, Siringi Ranjit (2013), stating that it is extremely crucial to fit the right employee in the right position. When an employee shows a strong liking for the job he is carrying out then he can be said to be satisfied with his job. This has multilayered impact on the organization because if employees are not appropriately placed, they may experience a deep sense of disengagement as they do jobs that just do not suit their liking, inclination or temperament, resulting into voluntary and involuntary exit of the employee.This can be taken care of by instilling challenges in job roles and ability to see the career development for the employees. Recognition of performance is also a very important contributor to employee motivation and engagement. The organizations must take into account that to keep employees motivated they must focus on monetary and non-monetary aspects of compensation provided to them.

As given by Jauhari, Vinnie; Sehgal, Rajesh, Sehgal, Pooja (2013), there are various factors contributing to employee engagement such as work environment, leadership, management style, rewards and recognition etc. The next in line which needs immediate attention is training and development avenues, which helps the employees to be connected and engaged with the enterprise. Aon Hewitt Report (2011) also says that an investment in employee'sgrowth is important as higher level of employee motivation may be an outcome of employee engagement.

According to Kock and Ellström(2011), organizations should design individual HRD strategy with regard to the talent of their employees and the specific prognosticated future demands of the jobs and their organizations. Training and developing includes defining performance targets, supporting learning initiatives, and ensuring feedback from line management. Moreover, an organization must promote enabling learning environment, develop systems and practices that promote the type of talent that is increasingly in demand. This development requires analyses of the existing supply and demand of talent in an organization. A thorough analysis of training and development needs could provide some direction to the dimensions of talent an organization requires.

This argument was furtheredby Brewster, Chrisless, Stephenlarge (2006), where they said that success of anorganization depends solely on its employeesand non-governmental organizations (NGO) are definitely not an exception to this.As suggested by fundsforngos(2010) in NGOs, staff recruitment is mostly determined by the availability of ongoing projects and how they have been budgeted. Nevertheless, staff recruitment is essential because many donors seek to know what policies grantees have adopted in terms of hiring personnel for projects funded by them. Recruitment can be done internally (through referrals or inventories) or externally (through open job advertisements or employment agencies). It is imperative to understand that in case of NGO which has two category of workforce consisting of its employees and volunteers and they are instrumental in generating

funds and income for the NGOs. The NGOs therefore should be very careful in its recruitment process in order to achieve its goals and objectives as mentioned above.

The effective acquisition, must also be supported by engagement and development of the workforce on a constant basis. Bromideh (2011) argued that the success or failure of NGOs relies solely on their ability to attract and keep committed people.

Rakib Ahmed (2013) suggests that the large NGOs emphasize professionalism and career orientations and implement long-term, forward looking approaches in their selection, recruitment, and remuneration. The small and mid-size NGOs, however, do not possess HR/ personnel management practices of their own; rather they follow and imitate larger members.

From the above literature, it is imperative that talent management as a process is common across the organizations. Selection, engagement and development of people are crucial

Fromthe above literature review it is evident that the process of identifying, securing, developing, and managing relevant talent is important in meeting the long-term strategic needs of an organization. An increased understanding of how to adapt and develop Talent Management practices is highly relevant in creating a foundation for organizational success. Hence, organizationsincluding NGOs should design talent management strategies with regard to meet the current and future manpower needs appropriately. The data collected and analysis done below throws light on the Talent Management practices with special reference to NGO in India.

**Objective:**
To understand Talent Acquisition, Engagement and development process in NGOs
To develop a model of Talent Management to create a high performance work culture

**Research Methodology:**
To explore Talent Management Practices in NGO Sector, survey research methodology was adopted. The data was collected by both primary and secondary method. The questionnaire was prepared by exploring secondary data. The objective of the study is to understand the framework of Talent Management existing in NGO sector. A 12 items questionnaire was developed and distributed to 65 NGO across India and 33 responses were received. The questions were based on dimensions of Talent Management, namely Talent acquisition, Talent Engagement & Talent Development. The data obtained was analyzed through ---tests.

**Analysis and Interpretation:**
Altogether 33 grass root NGOs were contacted and response were received and analysis of the same is been discussed below for various HR activates taken up by the organization.

**I_) Recruitment Practices: (Table)**

|   | Methods of Recruitment | No of organizations |
|---|---|---|
| 1 | Campus/ Colleges | 8 |
| 2 | Advertisements in Newspapers | 17 |
| 3 | Head Hunting Agencies | 3 |
| 4 | Internal Referrals | 15 |
|   | External Referrals | 11 |
| 6 | Job Portals | 10 |

**Table: 1 Methods of Recruitment**

Out of 33 organizations 25 didn't recruit from campuses. While there is a need for involving youth in NGO sector / development sector- there is a total lack of systematic approach towards recruiting from colleges/ campuses. NGOs can form a body to promote their activities or projects and the type of job opportunity that can be offered to students. As there is lot of unemployment and young students are willing to work in these areas but do not know how to approach the prospective recruiters.

Out of 33, 30 respondents irrespective of whether they have HR department or not, do not operate through head hunting agencies. It may involve some expense but the reach of head hunting agencies is vast and these days more and more students refer to the promotion of HHA (head hunting Agencies).

Dedicated job portals are seldom used by the organizations which do not have HR department and almost 50% of organizations which have HR department also do not make use of it. Since now the reach of digital technology is widening and even those people who were not using this in the past are contemplating to use or have begun to use it now. Large mass of individuals (potential employees) are in advertently missed out. We recommend that all should use dedicated job portals as it is not expensive.

NGO (22 out of 33)do not recruit through external reference. The findings suggests strongcorrelation between existence of HR dept. and recruitment through internal referrals. It is the cheapest source of recruitment and organizations those who have HR dept.have to tap this source.

Out of the various avenues mentioned in the table: 1, from total 33NGOs , 13 use only one source/ avenue for reaching potential employees. Similarly 13 use only 2 avenues / methods for reaching potential employees. Majority being through advertisement in newspapers and through internal referrals. It may seem to be advantageous but in the long run it would be prudent to use avenues of digital media like dedicated job portals or through head hunting agencies to give higher reach and attract the best talent

## II) Selection procedures:

| Methods of Selection | No of Organizations |
|---|---|
| Single Personal Interview | 15 |
| Multiple Personal Interview | **15** |
| Panel Interview | 13 |
| Written Test | **14** |
| Personality Tests | 9 |
| Assessment Centre | **1** |

| Table: 2 Selection Procedure Selection compute | |
|---|---|
| 1 | 14 |
| 2 | 8 |
| 3 | 7 |
| 4 | 4 |
| 5 | 0 |
| 6 | 0 |

18 out of 33 organizations do not use single personal interview and there is no significant difference whether the organizations are having HR dept. or otherwise. 19 out of 33 organizations do not use multiple personal interviews and there is no significant difference whether the organizations are having HR dept. or otherwise. 20 out of 33 organizations do not use panel interview and there is no significant difference whether the organizations are having HR dept. or otherwise. 19 out of 33 do not use written test and there is no significant difference whether the organizations are having HR dept. or otherwise
24 out of 33 NGOs do not use personality tests and what is surprising is that a large percentage of organizations
(13 out of 15) having HR dept. also do not use personality tests. NGO sector needs people with high empathy and it shall be prudent to use personality tests. Assessment center technique is not yet used by majority of the organizations. Strong negative correlation significant up to .015 has been found between single personal interview and multiple interview indicating that two are by and large mutually exclusive. 27 out of 33 organizations responded with a no % of raise over last CTC indicating that salaries offered are at what new recruits are drawing in other organizations. Incremental benefits are not found. 23 out of 33 responded that salaries are offered on the basis of work experience.

31 out of 33 responded that offered salaries do not strictly adhere to the prevalent market rate. In organizations having HR dept. or not criticality of the role for which the candidate is being considered, is taken as an important factor for deciding the salaries (20 out of 33). There are no non poaching agreements between different NGOs (all have responded negatively to whether there is a strategy of this sort). None of the organizations use "eye catching advertisement".
In general "Word of mouth" is important source for attracting executive level personnel and it is more predominant with organizations having HR dept.

New entrants / job seekers are not given any assurance of fast track career growth (29 out of 33)
New entrants are offered interesting and challenging roles with autonomy of decision making in majority of the cases. (23 out of 33). 31 out of 33 emphasize that excellent perks are not offered to lure new entrants. Most of the organizations do not offer competitive salary structure.
Looking at the data, it seems that organizations do not want to disturb their existing status quo as regards to manpower compensation.

## III) Performance Management:

Only 14 out of 33 NGOs conduct Performance review once a year and in 7 out of 33 cases half yearly reviews are conducted. 10/33 organizations mentioned that review is conducted quarterly. 16/ 33 cases ongoing review is conducted and feedback is given and recorded for future reference. Majority 28/33 feel that no annual job satisfaction survey is conducted. But 21 / 33 state that leaders keep taking informal feedback. 18/33 open

house is conducted at regular intervals and only 5 out of 33 state that suggestion schemes are in place. Only 4 out of 33 state that exit interview data is used to draw relevant inferences.

Reinforce fairness

Out of 33 total organizations 20 organizations stated that there is excellent communication from top management. Amongst these 8 belong to those that do not have HR department and 12 belong to those that have HR dept.

Most people were not satisfied about leaders sticking to their commitment (26/33). There was significant difference between the issue of transparency and decision making on employees issues between organizations having HR dept. and those that didn't have one. Majority of respondents having HR dept.i.e. 80% claim (12/15) that there is a transparency on decision making for employees issues whereas 50% (9/18) agreed on this issue from organizations that do not have HR dept.

12 Out of 33 stated that there is strict adherence to HR policies, procedures rules and regulations and only 21 out of 33 answered no to it.

There is a huge organizational support for ethical and value based behavior

Retain employees

26 Out of 33 answered negatively on question of yearly enhancement besides individual performance incentives whereas 23 Out of 33 endorsed that respectful treatment is given to employees.

19 Out of 33 stated that no career development opportunity exists whereas 14 out of 33 stated that career development opportunities exist significant differences exist between organizations having HR dept. and not having HR dept. about ensuring ethical management practices being followed at all management levels (.056) . Most of the people where HR dept. exists tell in affirmative whereas most in organizations where no HR dept. exists speak out negatively. Most of the people (21/33) confirm that the organization empowers employee to take operational decisions.

**Crosstab**[a]

Count

| | | EnsuringEthicalManagementPracticesarefollowed at all management levels | | Total |
|---|---|---|---|---|
| | | No | Yes | |
| HRDEPT | Yes | 5 | 10 | 15 |
| | No | 12 | 6 | 18 |
| Total | | 17 | 16 | 33 |

a. OrganisationType = Grassroots NGOs

**Chi-Square Tests**[a]

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|---|---|---|---|---|---|
| Pearson Chi-Square | 3.640[b] | 1 | .056 | | |
| Continuity Correction[c] | 2.427 | 1 | .119 | | |
| Likelihood Ratio | 3.707 | 1 | .054 | | |
| Fisher's Exact Test | | | | .084 | .059 |
| Linear-by-Linear Association | 3.529 | 1 | .060 | | |
| N of Valid Cases | 33 | | | | |

a. OrganisationType = Grassroots NGOs

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.27.

c. Computed only for a 2x2 table

Training & Development:

| | Training and Development | No of organizations |
|---|---|---|
| 1 | There is no training need identification exercise | 1 |
| 2 | Training needs are identified during the annual employee appraisal exercise | 13 |
| 3 | Each Employee is required to undergo a specified number of training man days in a year | 9 |
| 4 | training needs are identified informally on the job by the supervisor | 24 |

**Table: 3** Training & Development

No training needs identification exercise is carried out in the organizations irrespective of whether the HR dept. exists/ or otherwise. Minimum employee training man-days is not specified for majority of the organizations. However most of them felt that training needs are identified informally on the job by managers / supervisors. Most of them confirmed that on the job training is given by the supervisors/ managers. 19 out of 33

employees claimed that employees are sent to external training courses. And almost 50% felt that periodic in-house training is conducted by internal faculty / external faculty

|   | Skill Building Methods | No of Organizations |
|---|---|---|
| 1 | On the Job training by Supervisors | 22 |
| 2 | Employees are sent to external training courses | 19 |
| 3 | Periodic in house training conducted by Internal Faculty | 18 |
| 4 | Periodic in house training conducted by External Faculty | 16 |
| 5 | Training is conducted only when new technology / process is introduced | 5 |
| 6 | skill building is done through job rotation | 11 |

| Training Compute | |
|---|---|
| 1 | 6 |
| 2 | 9 |
| 3 | 8 |
| 4 | 7 |
| 5 | 3 |
| 6 | 0 |

Majority of the respondents felt that no training programmer is conducted when new technology / process is introduced. 22 Out of 33 organizations have responded negatively to training through job rotation. 24 Out of 33 claim that no system of linking the career plans to development plans majority people with HR dept. feel that there is no system of career planning for employees (14/15 ) and 8 out of 18 in organizations that don't have HR dept.

|   | Career Planning Progression | No of Organizations |
|---|---|---|
| 1 | No system of Career Planning | 11 |
| 2 | Supervisors Informally discuss short term &long term career objectives with employees | 16 |
| 3 | Formal Career Plans are created | 4 |
| 4 | Career Plans developed and linked to development plan for each employee | 9 |

There is a significant differencesof .004 exist between responses of those who have HR dept. and those who do not have. 14/18 who didn't have HR dept. did not agree that supervisors informally discusses long term and shorter goals with employees whereas only 11 out of 15 organizations with HR dept. confirm that supervisors discusses long term and short termcareer goals. It is possible that the HR dept. proactively involve the supervisors in this activity.

**Crosstab[a]**
Count

|   |   | Supervisors informally discuss short terms and long terms career objectives with employees | | | Total |
|---|---|---|---|---|---|
|   |   | No | Yes | 2 |   |
| HRDEPT | Yes | 4 | 11 | 0 | 15 |
|   | No | 14 | 3 | 1 | 18 |
| Total |   | 18 | 14 | 1 | 33 |

a. OrganisationType = Grassroots NGOs

**Chi-Square Tests[a]**

|   | Value | df | Asymp. Sig. (2-sided) |
|---|---|---|---|
| Pearson Chi-Square | 10.945[b] | 2 | .004 |
| Likelihood Ratio | 11.857 | 2 | .003 |
| Linear-by-Linear Association | 5.305 | 1 | .021 |
| N of Valid Cases | 33 | | |

a. OrganisationType = Grassroots NGOs

b. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .45.

All the employees where HR dept. exists claim that career development plans are formally prepared and progression on the same is tracked by the supervisor.
Majority of the people with HR dept. feel that Supervisors informally discuss.

## III. CONCLUSION:

Majority of organizations have failed to mature in their recruitment efforts and continue to rely on the same antiquated processes and solutions. In other words, average and low-performing firms are doing the same thing over and over again, but expecting different results. The gamut of talent acquisition is not very easy as it appears to be and therefore the successful organizations always look at talent acquisition as a strategic endeavor. It has also been observed that the Organizations with a broader and holistic approach to talent are able to take up and respond to business challenges more proactively. This happens because they are able to address skill shortages more objectively and efficiently and in turn are capable of meeting the goals and objectives of the enterprise.

The organization must thrive to create an environment where employees feel valued and have a sense of recognition. The resultant is ever growing passion among the employees, a positive employer perception and enabling behavior that organizations need to drive better results.

The organizations must also try to incorporate fun elements and creating opportunities beyond the job roles which can act as an enabler to employee engagement activities. The inclusion of activities such in the areas of CSR, work life balance, a better peer relationship may all help in higher levels of engagement with the employees. An investment in creation of powerful communication strategy internally may also result better connect between employees and the organization.
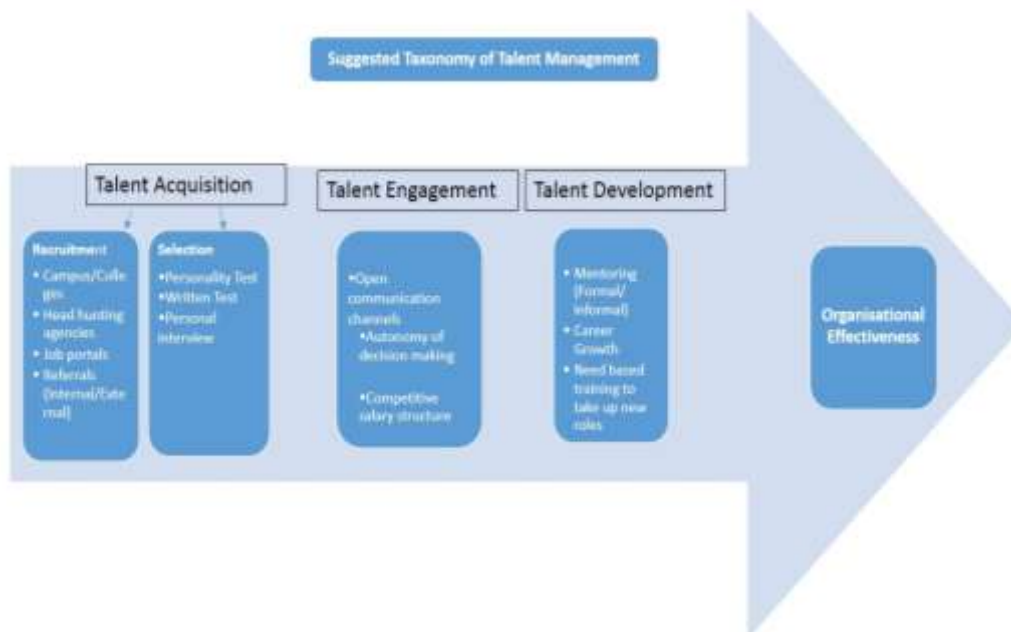


In order to achieve the desired goals of the various HR initiatives and to overcome the bottleneck of existing practices, the researchers suggest a taxonomy of talent management as given above.

The framework suggested here emphasizes that TM is a three step process comprising of TA, TE and TD.

1) TA- In this step the organization must look at Recruitment and selection objectively as separate activities from one another for better results. Recruitment methods must follow a multivariate approach forming on direct recruitment from campus & colleges, HHA, Job portals and referrals. While selection can be made effective if NGOs focus on written test and personality tests also with the personal interviews. Here the personality test is important as the job demands the employees to be highly empathetic to the needs of the society.

2) TE- The step II of TM is imperative to the success of TM process for any organization in general and NGOs in particular. The researchers here suggest to include open channels of communication between employer and employees to begin with. They should then move on to empowering employees by providing autonomy in decision making process. Last but not the least, is to offer competitive compensation to the employees to ensure that they are engaged and intend to give their best to the organization.

3) TD= Like any other sector, the NGOS also need employees with updated skills to be able to put up with the ever going pressures at workplace. For this they must look up to mentoring their employees on a continuous basis. This can be done formally as well as informally. The mentoring process thus can turn out to be an effective tool to understand the various obstacles at the personal and organizational level an employee

faces. An understanding and analysis of these obstacles helps the organization to recognize the various training needs for the employees. Alongside they should also take up the career planning for the employees very earnestly so that they see a future in the organization and also feel confident of developing out of their current job roles.

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