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## Research Paper on Employee Retention In NGOS

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### KEYWORDS

Employee retention, Non-Government Organization

### A B S T R A C T

This research work aimed at studying the HR Practice that helps to retain employees in the organization. A convenience random sampling is done on 75 employees working in Non government Organization. Finding reflects that Non Government Organization taking care of every possibility that that helps to lessen the employee turnover. Even after working on time bound projects, management is emphasizing on certain HR practices to retain employees like job changes, employee health and safety, employee welfare, work environment, social security etc.

### Introduction

Human resource, the most precious resource and their utilization can be optimized up to any extent. What an organization requires to optimum use of this resource is; a little motivation, a little appreciation and a little attachment with employees. Non Government Organizations are organization those are working on project basis. Project, that serves people, society and their betterment. The length of projects may vary as per the nature of work. It can be a small medical camp for few weeks or can be a project of years or so.

People who are attached voluntarily with NGOs, they usually are from different background than usual.

They serve voluntarily and for sake of their own satisfaction, sometimes to utilize or say pass their time in social service or charity but what about those who are running family with the earned salary?

When other sectors set their best bench marks in terms of salary and other facilities; how NGOs are fighting to have not suitable but the best employees and to retain them. In early 20s many NGOs came into existence and start serving for society. In this cut throat competition hiring the employees and retaining them become a big question, especially when NGOs are working on time bound projects.

## **Techniques of Employee Retention**

Mobility and flexibility in the workforce are necessary to cope with the changing requirements of an organization. Some techniques with brief description are here under:

**Job changes** – it refers to transfer, promotion, demotion etc.

**Transfer** – Transfer is to shift an employee from one job to another within the same organization. It has been defined as “a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skill needed or compensation.” (Yoder *et al.*, 1958) NGO may have more than one project in hand. In case of ill health, work load, family reasons employee may be transferred to some other project. Initiative can be taken either by employee or employer. It is beneficial for both the employee and employer. For employer it is beneficial to meet the project need, to adjust work force, to utilize employees’ skills, to make the employee more versatile whereas it is beneficial for employees as it is beneficial for them to have job satisfaction and to get versatility as well.

**Promotion** – It is advancement to a position of higher rank, responsibilities or prestige. It is the upward movement of an employee in the job organization’s hierarchy to another job commanding greater authority, higher status and better working conditions. According to Yoder, “Promotion provides incentive to initiative, enterprise and ambition; minimize discontent and unrest; attract capable individuals; necessitates logical training for advancement and form an effective reward for loyalty and cooperation, long services etc.” (). People

sitting at higher level of management in NGOs reflects the same or we may say example of the same stated above.

## **Employee Health and Safety**

Health is wealth. Health is a state of complete physical, mental and social well-being and not merely the absence of disease. It is the outcome of the interaction between the individual and his environment. He is healthy who is well adjusted. Projects of NGOs may take place anywhere. It does not matter whether it is rural area or urban area. Wherever is necessary, NGO works there. The best way to handle the situation of adjustment of an employee with the climate and culture is to hire local people. These people know much better how to deal with the factors which can affect their health and productivity. On the other hand NGO people take every protection against health hazards like preventive and curative measures.

## **Employee Welfare**

According to the Oxford Dictionary employee welfare means “the efforts to make life worth living for workmen.” In other words of Arthur James Todd, “Labour welfare means anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry” (James Todd, 1933). In present scenario every organization, no matter whether it is public, private, government and non government, wants not only physical motion but loyalty in their hearts this is only a thinking of employee welfare that can turn an employees into an asset for an organization. Physical motion and presence can be owned by paying good salaries but loyalty and consciousness to not to do anything that can harm the reputation of organization can only be earned by paying

more attention towards employee welfare by taking considerable care of their family and children.

### **Social Security**

In the words of William Beveridge, social security means “the security of an income to take the place of earnings when they are interrupted the unemployment, sickness or accidents to provide for the retirement through old age, to provide against loss of support by death of another person and to meet exceptional expenditure connected with birth, death or marriage.

The purpose of social security is to provide an income up to a minimum and also medical treatment to bring the interruption of earnings to an end as soon as possible” (Beveridge, 1942).

Generally people attracted with government jobs. Reason behind this is social security which is needed by every person who lives social life. Hob security and related satisfaction is other part but the question generally arises in everyone’s mind is social security. Person cannot remain healthy throughout his life. He cannot stay aloof or without social circle. He needs a cushion when he is sick or needs to fulfill social obligations. This is the time that everyone faces in life and here the role of organization starts. The purpose cannot be fulfilled by mere writing provision of social security in by-laws. It is actually considered by organizations which expects loyalty from employees and when it comes to NGOs where suitable employees are hard to find, it is a part of their HR manuals.

The main objectives of this study to find out the extent of HR practices used in NGOs.

To find out whether employees retention methods are used or not in NGOs

To find out the effects of employee retention methods on employee performance.

To find out the effect of employee retention methods on firm performance.

### **Research Methodology and Data Base**

Descriptive research and observation is used in present study. This study reflects clear and unbiased picture of Non Government Organization. A detailed structured questionnaire with close ended option on 5 likert scale has been prepared and duly filled by 75 employees from all ongoing projects as primary data. HR manuals and related brochures were studied as secondary data.

### **Findings**

All the related HR Practices are taken into consideration in employees’ interest.

Various employee retention methods are being used in Non Government Organization.

Employees working on different projects are working from many years.

Job changes are giving positive motivation to employees.

Employee turnover rate is low due to various motivations given by employers.

There is positive effect of employee retention methods on employees’ performance.

There is positive effect of employees retention methods on firm performance.

## **Conclusion**

After a detailed study on employee retention methods in Non Government Organization, it can be conclude that NGOs are serving people and society for their better life state as other public, private and government sectors. NGOs are taking care of their employees as other sectors are doing. Higher management is providing every possible facilities to their employee and keeping full transparency through HR manuals. Though best salary bench marks are set by other sectors but people who are voluntarily or as their livelihood, serving in NGOs are satisfied with the benefits and facilities are provided by management. People who are working on different projects in remote area are very regular to give feedback on daily basis about the milestone they touched. Regular motivation, appraisals and recognition by management turned them as asset for the organization than a normal employee.

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