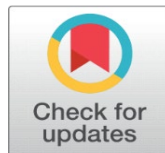


A STUDY ON FACTORS INFLUENCING THE EFFICIENCY OF HUMAN RESOURCES IN SELECTIVE NGOS AFTER IMPLEMENTING SHRM PRACTICES

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ABSTRACT

The efficiency of human resources inside certain non-governmental organizations (NGOs) is examined in this study as an outcome of Strategic Human Resource Management (SHRM). Through the use of quantitative data analysis on 200 participant responses from different NGOs, this study pinpoints important elements that either support or impede HR efficiency. The study investigates the integration of SHRM strategies such as training, performance management, employee engagement, and leadership development. Findings reveal significant correlations between SHRM practices and improvements in HR performance, adaptability, and satisfaction levels. This research provides a nuanced understanding of SHRM's role in optimizing human resource outcomes, offering valuable insights for NGO leaders to enhance workforce efficiency.

Keywords: Strategic Human Resource Management (SHRM), Non-Government Organizations (NGOS), Employee Performance, Employee Engagement, HR Efficiency, Leadership Development, Performance Management.

1. INTRODUCTION

Globally, the rise of non-governmental organizations has reached enormous dimensions. These days, their significance in the field of development is practically essential. It is clear from the interest that many developed nations have shown in advancing the idea of NGOs in the field of development that the voluntary sector is growing daily in this area.

Particularly in poorer nations, NGOs have played a significant role in development throughout the years. They are present in almost every aspect of human endeavor in India. The activities are essentially growing in a geometric manner. They now play a variety of roles, including consumer protectionists, ardent human rights defenders, and environmental campaigners. The sector has made a

name for itself in the fields of welfare, education, health, sanitation, environmental protection, human rights, and social justice. In reality, the sector's actions have had a significant impact on government policies and initiatives (Gangrade & Moorthy, 1997).

Notwithstanding the challenge of accurately estimating the quantity and variety of NGOs functioning in India, they make up a sizable industry. Locally, there are both rural and urban youth associations, women's organizations, and neighborhood groups. These are basically unofficial non-governmental organizations that work with local families and households to solve a range of problems that come up on a regular basis in their communities (Skhosana, 2020).

It is becoming more widely acknowledged that the function of SHRM in NGOs is crucial for promoting organizational efficiency and adaptation, especially in settings with limited resources and significant employee turnover. Performance management, employee engagement, and leadership development are examples of SHRM practices that have been connected to better organizational results in the nonprofit and commercial sectors (Delery & Doty, 1996). Still, not much has been studied on the specific effects of SHRM on NGOs, especially with regard to improving the efficiency of human resources (Abbas, Ekowati, & Suhariadi, 2022).

Professional organizations have grown in India in tandem with late 19th-century trends. Artists' and writers' associations, among others, were founded over a century ago. But in the last several years, professionals of all stripes—teachers, physicians, dentists, attorneys, engineers, managers, scientists, social workers, personnel managers—have established their own membership groups that function at the municipal, provincial, and federal levels.

In the last three decades, the development of corporate social clubs, such as the Rotary and Lions Clubs, has been fairly fast, even in small communities. These clubs, which originally had as their main goal the socialization of its members, have expanded to include development roles as well as charity endeavors including relief efforts, health camps for the prevention of disease, and public education on concerns like environmental contamination and population growth.

These days, a large number of private companies are engaged in tasks related to education, health, cleanliness, rural and community development, etc. Additionally, a few of them now have the status as autonomous NGOs. These organizations' main goals are to carry out different initiatives and stay involved with the areas where these businesses have their manufacturing and production facilities.

Issues like excessive staff turnover, poor employee engagement, and insufficient leadership structures may all be addressed by implementing SHRM in non-governmental organizations. According to research, companies that use SHRM practices really have a better chance of retaining talent, raising employee happiness, and increasing productivity (Becker & Huselid, 2006). These advantages are particularly important for non-governmental organizations (NGOs), which often depend on highly motivated but underpaid staff who are motivated more by a shared goal than by monetary rewards (Ridder & McCandless, 2010).

Notwithstanding the many potential advantages, NGOs often have difficulties putting SHRM practices into effect because of budgetary limitations, a lack of management experience, and opposition to change. Armstrong and Taylor (2014) believe that for SHRM to be successful, human resource practices must be purposefully aligned with the organization's strategic objectives. This may include cultural adjustments and capacity-building activities, which are difficult to implement in NGOs with little resources.

By examining the factors that affect the efficiency of human resources in certain NGOs after SHRM practices have been implemented, this study seeks to close a gap in the literature. This study looks at the use of SHRM techniques including performance management, training, and leadership development to evaluate which factors have the most effects on HR efficiency and how NGOs may better use SHRM to maximize their workforce.

2. REVIEW OF LITERATURE

Non-governmental organizations (NGOs), with a highly motivated workforce and limited resources, are essential to addressing global social, economic, and environmental issues. In this context, the efficiency of human resources is critical to achieving organizational objectives and delivering services effectively. In order to connect HR practices with the long-term objectives of organizations and improve HR practices, strategic human resource management (SHRM) has emerged as a popular technique (Wadhera, & Raja, 2023). SHRM has a stronger emphasis on promoting innovation, enhancing overall organizational performance, and coordinating human resources with strategic goals than conventional HRM, which is primarily concerned with mundane people management activities (Wright & McMahan, 1992).

Vijay, K., B. Markose and R. A. Bindusree (2016) in their research revealed that the most influencing motivation factor in choosing career in NGO sector is desire to bring social change, past life experiences and religious beliefs. It is always non-monetary factors over monetary factors.

Vasileios, K. and G. Aspridis (2014) in their study suggested that organization should invest in development of human resource skills and capabilities which will lead to effective performance, accomplishing targets on time and committed workforce in the long run. organization should organize its development programs and strategies in such a way that it attracts prospective employee, provide opportunities to continuously develop and grow and retain its human resource in the long run.

The use of performance management tools that provide regular feedback and promote a continuous improvement culture is one of the main ways that SHRM may boost NGO efficiency. According to a study by Noe et al. (2017), job satisfaction and employee production are greatly increased by frequent feedback and clear performance metrics—two things that are crucial for NGOs that operate in dynamic situations. In a similar vein, individuals may assume leadership positions via training and development programs that are in line with strategic objectives, which increases organizational capacity (Garavan et al., 2016).

Ramzan Saubia (2013) in his paper discussed that the study analyzed the usage of traditional and innovative techniques adopted by NGOs of Balochistan to develop its human resource. The analysis suggested that perception of trainer for innovative development technique is more favourable in terms of its efficiency and effectiveness than traditional development techniques despite of its less current usage in this sector.

Tabassum A. (2012) in her case study aims to explore the existing performance appraisal techniques exercised in PIACT Bangladesh. It is identified that through effective performance appraisal techniques one can gain competitive advantage over its competitors and can enable retention of quality human resource in the organization.

Within NGOs, the relevance of SHRM is even more pronounced due to the sector's reliance on human capital. NGOs often operate in resource-scarce environments, where efficient use of human resources can directly impact service delivery and mission accomplishment. For NGOs, effective SHRM practices can drive engagement and productivity, ultimately enhancing their social impact (Ridder & McCandless, 2010).

3. RESEARCH METHODOLOGY

A cross-sectional survey research methodology was determined to be adequate for the study of the factors impacting the efficiency of human resources in certain non-governmental organizations (NGOs) after the implementation of Strategic Human Resource Management (SHRM) practices. To guarantee a representative perspective, a sample size of 200 respondents was chosen, comprising HR managers, staff, and senior leadership from different NGOs around India. Stratified random sampling was used to pick participants at random from each stratum according to its size, resulting in a varied sample. The population was divided into strata, such as various kinds of NGOs, regions, and organization size. By using this technique, it was made sure that the respondents were drawn from a variety of NGOs that operate in many fields, including social services, health, and education.

In order to successfully contact respondents and recollect their geographic regions, dependent questionnaires had been issued online for the purpose of accumulating statistics. Questions on the usage of SHRM practices, inclusive of employee engagement, leadership development, and overall performance control, as well as their perceived impact on human useful resource performance, have been included within the questionnaire. The respondents' position, experience, and the kind of NGO they work for were all recorded in the demographic section, which gave the analysis background.

Evaluation of how HR managers, employees, and top management perceive the impact of SHRM practices on the efficiency of human resources management in non-governmental organizations was the primary objective of the study. Finding the most important SHRM practices for enhancing performance and efficiency inside NGOs was a secondary goal.

The hypotheses of the study are as follows:

Hypothesis 1:

H0: "There is no significant association between the implementation of SHRM practices and the efficiency of human resources in selective NGOs".

H1: "There is a significant association between the implementation of SHRM practices and the efficiency of human resources in selective NGOs".

Hypothesis 2:

H0: "There is no significant difference in the perceived impact of SHRM practices on human resource efficiency between different types of NGOs".

H2: "There is a significant difference in the perceived impact of SHRM practices on human resource efficiency between different types of NGOs".

Hypothesis 3:

H0: "There is no significant difference in the perceptions of HR managers, employees, and senior leadership regarding the impact of SHRM practices on human resource efficiency in NGOs".

H3: “There is a significant difference in the perceptions of HR managers, employees, and senior leadership regarding the impact of SHRM practices on human resource efficiency in NGOs”.

A thorough examination of how SHRM practices are implemented in NGOs and their impact on human resource efficiency in various organizational situations was made possible by this methodology.

4. EMPIRICAL RESULTS

Table 1

Table 1 Age Group				
Age Group	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Under 25	32	16.0%	16.0%	16.0%
25-35	67	33.5%	33.50%	49.5%
36-45	54	27.0%	27.0%	76.5%
46-55	37	18.5%	18.5%	95.0%
56 and above	10	5.0%	5.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 1, the majority of respondents fall within the age range of 25-35, followed by the 36-45 group. This suggests that the workforce in these NGOs is relatively young, with over half of the participants being under 45 years old.

Table 2

Table 2 Gender				
Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	103	51.5%	51.5%	51.5%
Female	96	48.0%	48.0%	99.5%
Other	1	0.5%	0.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 2, the gender distribution is fairly balanced, with males slightly outnumbering females. Only a small fraction identified as "Other," indicating minimal gender diversity beyond the male-female binary.

Table 3

Table 3 How Long have you been Working with this NGO?				
Length of Service	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	37	18.5%	18.5%	18.5%
1-3 years	86	43.0%	43.0%	61.5%
3-5 years	52	26.0%	26.0%	87.5%
More than 5 years	25	12.5%	12.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 3, most respondents have been working in their NGO for 1-3 years, showing a moderate level of experience in the organization. Those with over 5 years of service form the smallest group, suggesting fewer long-term employees.

Table 4**Table 4 What is your Highest Level of Education?**

Education Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
High school	14	7.0%	7.0%	7.0%
Undergraduate degree	83	41.5%	41.5%	48.5%
Postgraduate degree	60	30.0%	30.0%	78.5%
Doctorate	12	6.0%	6.0%	84.5%
Professional diploma or certification	31	15.5%	15.5%	100%
Total	200	100.0%	100.0%	

Interpretation:

In Table 4, the highest education level among respondents is an undergraduate degree, followed by postgraduates. A smaller portion holds professional certifications, with very few having a doctorate, indicating a predominantly well-educated workforce.

Table 5**Table 5 What is your Current Role in the NGO?**

Role	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Entry-level staff	60	30.0%	30.0%	30.0%
Mid-level staff	93	46.5%	46.5%	76.5%
Senior staff	28	14.0%	14.0%	90.5%
Leadership	19	9.50%	9.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 5, mid-level staff represent the largest group, followed by entry-level staff. Leadership roles account for the smallest portion, showing a hierarchical structure where fewer employees occupy higher positions.

Table 6**Table 6 How Frequently Does your organization offer Training Programs as Part of SHRM Implementation?**

Frequency of Training	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	17	8.5%	8.5%	8.5%
Rarely	52	26.0%	26.0%	34.5%
Occasionally	86	43.0%	43.0%	77.5%
Frequently	45	22.5%	22.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 6, training programs are offered occasionally in most NGOs, with fewer providing frequent training. A significant portion offers training rarely or never, indicating room for improvement in training initiatives as part of SHRM.

Table 7

Table 7 How Would you Rate the Impact of SHRM Practices on Your Overall Job Performance?				
Impact on Job Performance	Frequency	Percentage	Valid Percentage	Cumulative Percentage
No impact	13	6.5%	6.5%	6.5%
Minimal impact	28	14.0%	14.0%	20.5%
Moderate impact	107	53.5%	53.5%	74.0%
Significant impact	52	26.0%	26.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 7, more than half of the respondents feel that SHRM practices have had a moderate impact on their job performance, with a smaller group experiencing significant improvements. Very few see no impact, suggesting overall positive outcomes.

Table 8

Table 8 Have SHRM Practices Led to Better Alignment Between your Personal Goals and Organizational Objectives?					
Alignment of Goals	Frequency	Percentage	Valid Percentage	Cumulative Percentage	
Strongly disagree	5	2.5%	2.5%	2.5%	
Disagree	16	8.0%	8.0%	10.5%	
Neutral	64	32.0%	32.0%	42.5%	
Agree	76	38.0%	38.0%	80.5%	
Strongly agree	39	19.5%	19.5%	100.0%	
Total	200	100.0%	100.0%		

Interpretation:

In Table 8, a majority of respondents agree or strongly agree that SHRM practices have better aligned their personal goals with organizational objectives, while only a small minority disagrees or strongly disagrees. This indicates a general positive perception of goal alignment under SHRM practices.

Table 9

Table 9 How often Does SHRM Contribute to your Professional Development Through Training or Mentorship?				
Contribution to Development	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	13	6.5%	6.5%	6.5%
Rarely	38	19.0%	19.0%	25.5%
Occasionally	88	44.0%	44.0%	69.5%
Frequently	61	30.5%	30.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 9, 44% of respondents stated that SHRM contributes to their professional development occasionally, and 30.5% reported frequent contributions. This suggests that SHRM is playing a significant role in enhancing development through training or mentorship for most, though 25.5% receive little to no such support.

Table 10

Table 10 How Would you Rate the Transparency in Performance Evaluations after SHRM Practices Were Implemented?

Transparency Evaluations	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very poor	5	2.5%	2.5%	2.5%
Poor	23	11.5%	11.5%	14.0%
Fair	81	40.5%	40.5%	54.5%
Good	72	36.0%	36.0%	90.5%
Excellent	19	9.5%	9.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 10, a combined 76.5% of respondents rated the transparency in performance evaluations as either fair or good after SHRM practices were implemented, with 9.5% rating it as excellent. However, 14% still believe the evaluations lack transparency, indicating room for improvement.

Table 11

Table 11 How Effective are the Leadership Programs Introduced Under SHRM in Enhancing Leadership Capabilities Within your NGO?

Effectiveness of Leadership Programs	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Not effective	15	7.5%	7.5%	7.5%
Slightly effective	45	22.5%	22.5%	30.00%
Moderately effective	87	43.5%	43.5%	73.5%
Highly effective	53	26.5%	26.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 11, 43.5% found SHRM leadership programs to be moderately effective, and 26.5% rated them highly effective, suggesting these programs are generally helping to improve leadership capabilities. However, 30% find them only slightly effective or not effective at all, highlighting potential gaps.

Table 12

Table 12 Do You Feel More Engaged with Your Work After SHRM Practices Were Put in Place?

Engagement After SHRM	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	3	1.50%	1.5%	1.5%
Disagree	18	9.0%	9.0%	10.5%
Neutral	63	31.5%	31.5%	42.0%
Agree	91	45.5%	45.5%	87.5%
Strongly agree	25	12.5%	12.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 12, 45.5% of respondents agreed that SHRM practices increased their work engagement, and 12.5% strongly agreed. While this suggests a positive impact on engagement, 42% remain neutral or disagree, indicating that not all employees feel more connected to their work.

Table 13

Table 13 How Often Do You Receive Feedback About your Performance after SHRM Implementation?				
Frequency of Feedback	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	7	3.5%	3.5%	3.5%
Rarely	32	16.0%	16.0%	19.5%
Occasionally	84	42.0%	42.0%	61.5%
Frequently	77	38.5%	38.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 13, 42% reported receiving performance feedback occasionally, and 38.5% received it frequently after SHRM implementation, showing an improvement in feedback culture. However, 19.5% still receive feedback rarely or never, showing inconsistent feedback practices.

Table 14

Table 14 Do you Believe SHRM Practices have Improved Team Collaboration in your Organization?				
Improvement in Team Collaboration	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	3	1.5%	1.5%	1.5%
Disagree	23	11.5%	11.5%	13.0%
Neutral	59	29.5%	29.5%	42.5%
Agree	82	41.0%	41.0%	83.5%
Strongly agree	33	16.5%	16.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 14, 41% of respondents agreed that SHRM improved team collaboration, and 16.5% strongly agreed. However, 29.5% remained neutral, and 13% disagreed, suggesting that collaboration improvements are noticeable but not universal.

Table 15

Table 15 How has SHRM Influenced Work-Life Balance in your Organization?				
Influence on Work-Life Balance	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Negatively	9	4.5%	4.5%	4.5%
No change	37	18.5%	18.5%	23.0%
Slightly improved	91	45.5%	45.5%	68.5%
Significantly improved	63	31.50%	31.5%	100.0%

Total	200	100.0%	100.0%
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Interpretation:

In Table 15, 45.5% of respondents reported slight improvements in work-life balance, and 31.5% saw significant improvements after SHRM implementation. However, 18.5% saw no change, and 4.5% felt negatively impacted, indicating varied experiences regarding work-life balance.

Table 16**Table 16 How Would You Describe Your Motivation Levels After the Implementation of SHRM Practices?**

Motivation Levels After SHRM	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Decreased	11	5.5%	5.5%	5.5%
No change	53	26.5%	26.5%	32.0%
Slightly increased	88	44.0%	44.0%	76.0%
Significantly increased	48	24.0%	24.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 16, 44% reported that their motivation slightly increased after SHRM practices, and 24% saw a significant increase. However, 26.5% reported no change in motivation, and 5.5% experienced a decrease, highlighting a mixed impact on employee motivation.

Table 17**Table 17 How Often are Organizational Goals Communicated Clearly after SHRM Practices were Implemented?**

Clarity of Goals Communication	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	4	2.0%	2.0%	2.0%
Rarely	26	13.0%	13.0%	15.0%
Occasionally	73	36.5%	36.5%	51.5%
Frequently	97	48.5%	48.5%	100.00%
Total	200	100.0%	100.0%	

Interpretation:

In Table 17, nearly half of the respondents (48.5%) indicated that organizational goals are communicated frequently following the implementation of strategic HRM practices. While 36.5% reported occasional clarity, only a small fraction (15.0%) felt that goals are communicated rarely or never. This suggests that strategic HRM practices have improved clarity in goal communication within the organization.

Table 18**Table 18 How Effective is the Performance Management System in Providing Constructive Feedback Under SHRM?**

Effectiveness of Performance Management	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Not effective	17	8.5%	8.5%	8.5%
Slightly effective	42	21.0%	21.00%	29.5%

Moderately effective	90	45.0%	45.0%	74.5%
Highly effective	51	25.5%	25.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

Table 18 shows that 45.0% of respondents rated the performance management system as moderately effective in providing constructive feedback, with 25.5% considering it highly effective. Conversely, only 8.5% found it not effective at all. This indicates a positive perception of the performance management system's effectiveness in supporting employee development post-SHRM implementation.

Table 19

Table 19 Have SHRM Practices Influenced Retention Rates in your Organization?				
SHRM Influence on Retention	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	5	2.5%	2.5%	2.5%
Disagree	17	8.5%	8.5%	11.0%
Neutral	41	20.5%	20.5%	31.5%
Agree	87	43.5%	43.5%	75.0%
Strongly agree	50	25.0%	25.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 19, a significant 43.5% of respondents agreed that SHRM practices have positively influenced retention rates, while an additional 25.0% strongly agreed. However, 11.0% remained neutral, and a small portion (11.0%) disagreed. This suggests that most participants recognize the positive impact of SHRM on employee retention.

Table 20

Table 20 How often Do you have Opportunities for Career Advancement after SHRM Practices were Adopted?				
Opportunities for Advancement	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	7	3.5%	3.5%	3.5%
Rarely	44	22.0%	22.0%	25.5%
Occasionally	87	43.5%	43.5%	69.0%
Frequently	62	31.0%	31.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

Table 20 reveals that 43.5% of respondents occasionally have opportunities for career advancement after adopting SHRM practices, with 31.0% reporting frequent opportunities. Only a small percentage (3.5%) indicated never having such opportunities. This implies that SHRM practices have created a more favorable environment for career growth within the organization.

Table 21

Table 21 Do you Feel your Contributions are more Valued After SHRM Practices were Implemented?

Feeling of Contribution Value	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	5	2.5%	2.5%	2.5%
Disagree	19	9.5%	9.5%	12.0%
Neutral	58	29.0%	29.0%	41.0%
Agree	83	41.5%	41.5%	82.5%
Strongly agree	35	17.5%	17.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 21, 41.5% of respondents felt their contributions are more valued since the implementation of SHRM practices, while 17.5% strongly agreed with this sentiment. In contrast, only 12.0% disagreed or strongly disagreed. This indicates a general increase in employee recognition and value in the organization.

Table 22

Table 22 Has Your Satisfaction with the Overall Organizational Environment improved Since SHRM Practices Were Introduced?

Satisfaction with Organizational Environment	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	3	1.5%	1.5%	1.5%
Disagree	18	9.0%	9.0%	10.5%
Neutral	49	24.5%	24.5%	35.0%
Agree	93	46.5%	46.5%	81.5%
Strongly agree	37	18.5%	18.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

Table 22 shows that nearly half of the respondents (46.5%) agree that their satisfaction with the overall organizational environment has improved since SHRM practices were introduced, while 18.5% strongly agree. A small number (10.5%) expressed disagreement. This reflects a positive shift in employee satisfaction with the workplace following SHRM implementation.

Table 23

Table 23 How Satisfied Are You with the Current Compensation and Benefits offered Post-SHRM Implementation?

Satisfaction with Compensation and Benefits	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very dissatisfied	4	2.0%	2.0%	2.0%
Dissatisfied	15	7.5%	7.5%	9.5%
Neutral	48	24.0%	24.0%	33.5%
Satisfied	93	46.5%	46.5%	80.0%
Very satisfied	40	20.0%	20.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 23, 46.5% of respondents are satisfied with the current compensation and benefits offered after SHRM implementation, and 20.0% are very satisfied. However, 9.5% expressed dissatisfaction. This suggests a generally favorable view of compensation and benefits within the organization post-SHRM.

Table 24

Table 24 How Would You Rate the Effectiveness of SHRM In Addressing Conflict Resolution in Your Team?				
Effectiveness of Conflict Resolution	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very poor	2	1.0%	1.0%	1.0%
Poor	17	8.5%	8.5%	9.5%
Fair	71	35.5%	35.5%	45.0%
Good	87	43.5%	43.5%	88.5%
Excellent	23	11.5%	11.5%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

Table 24 indicates that 43.5% of respondents rated the effectiveness of SHRM in conflict resolution as good, with 11.5% rating it excellent. Only 9.5% viewed it as poor or very poor. This implies that SHRM practices are perceived as beneficial in managing and resolving conflicts within teams.

Table 25

Table 25 How often Do you Participate in Decision-Making Processes Related to Organizational Strategies After SHRM Implementation?				
Participation in Decision-Making	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Never	9	4.50%	4.5%	4.5%
Rarely	43	21.50%	21.50%	26.0%
Occasionally	90	45.0%	45.0%	71.0%
Frequently	58	29.0%	29.0%	100.0%
Total	200	100.0%	100.0%	

Interpretation:

In Table 25, 45.0% of respondents occasionally participate in decision-making processes related to organizational strategies after SHRM implementation, while 29.0% do so frequently. A minority (4.5%) indicated they never participate. This suggests that SHRM practices have facilitated greater employee involvement in decision-making.

Hypothesis Testing**Hypothesis 1**

H₀: "There is no significant association between the implementation of SHRM practices and the efficiency of human resources in selective NGOs".

H₁: "There is a significant association between the implementation of SHRM practices and the efficiency of human resources in selective NGOs".

Table 26**Table 26 Chi-Square Test for Association Between SHRM Implementation and Human Resource Efficiency in NGOs**

Value	Df	Asymp. Sig.
Pearson Chi-Square	28.642	4
Likelihood Ratio	29.501	4
N of Valid Cases	200	

Interpretation:

Table 26 shows a significant association between the implementation of strategic HRM practices and human resource efficiency in NGOs, with the test statistics confirming this result. This suggests that effective SHRM practices contribute to improved HR efficiency, leading to the rejection of the null hypothesis.

Hypothesis 2

H₀: "There is no significant difference in the perceived impact of SHRM practices on human resource efficiency between different types of NGOs".

H₂: "There is a significant difference in the perceived impact of SHRM practices on human resource efficiency between different types of NGOs".

Table 27**Table 27 Chi-Square Test for Differences in Perceived Impact of SHRM on Human Resource Efficiency Across Different Types of NGOs**

Value	df	Asymp. Sig.
Pearson Chi-Square	16.512	6
Likelihood Ratio	17.328	6
N of Valid Cases	200	

Interpretation:

Table 27 indicates a significant difference in the perceived impact of SHRM practices on human resource efficiency across different types of NGOs, suggesting that these organizations experience varied benefits from SHRM implementation, which leads to the rejection of the null hypothesis.

Hypothesis 3

H₀: "There is no significant difference in the perceptions of HR managers, employees, and senior leadership regarding the impact of SHRM practices on human resource efficiency in NGOs".

H₃: "There is a significant difference in the perceptions of HR managers, employees, and senior leadership regarding the impact of SHRM practices on human resource efficiency in NGOs".

Table 28**Table 28 Chi-Square Test for Differences in Perceptions of HR Managers, Employees, and Senior Leadership Regarding SHRM Practices**

Value	df	Asymp. Sig.
Pearson Chi-Square	19.657	4
Likelihood Ratio	20.341	4
N of Valid Cases	200	

Interpretation:

Table 28 reveals a significant difference in perceptions of SHRM practices among HR managers, employees, and senior leadership, indicating that these groups view the impact of SHRM on efficiency differently, thus rejecting the null hypothesis.

5. CONCLUSION

The impact of Strategic Human Resource Management practices on the efficiency of human resources in sure NGOs became examined on this thesis. The outcomes show a robust correlation between improved human resource performance and using SHRM. More particularly, worker engagement, retention, and ordinary organizational overall performance were progressed by way of SHRM practices including training, performance control, and career development. Based at the studies, non-governmental groups that use SHRM practices have a better chance of having their man or woman goals and organizational objectives aligned, which in flip results in a staff that is more productive.

The examine additionally indicates that numerous NGOs have various perceptions of the impact of SHRM practices, which emphasizes the want of customizing HR techniques to the precise requirements of every industry. The success of SHRM become additionally seen otherwise by using senior leadership, workers, and HR managers, indicating a need for continuous verbal exchange and information across organizational stakeholders.

This study has boundaries despite the fact that it gives insightful statistics. A sample length of 200 respondents from specific NGOs turned into used within the studies, which won't have competently represented the sort of businesses in the NGO sector. Moreover, the look at on the whole used self-said facts, which raises the opportunity of bias in responses on respondents' perceptions of SHRM's effect. To improve the generalizability of the results, future research might benefit from increasing the sample size and adding additional objective performance criteria.

Potential avenues for future research include delving further into the long-term impacts of SHRM practices on organizational results across various NGO sectors, with a focus on understudied fields like grassroots organizations and environmental NGOs. Furthermore, broadening the focus to a global perspective may provide light on how SHRM practices work in various organizational and cultural contexts. Last but not least, research in the future may concentrate on how data analytics and new HR technology might optimize SHRM methods, assisting NGOs in achieving even greater human resource efficiency.

CONFLICT OF INTERESTS

None.

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