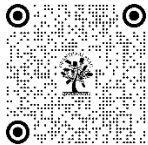


OPTIMIZING PERFORMANCE: THE ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT IN ENHANCING OPERATIONAL OUTCOMES WITHIN NGOs

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ABSTRACT

The impact of Strategic Human Resource Management (SHRM) practices on the operational results of Non-Governmental Organizations (NGOs) is investigated in this research paper. Optimizing performance via strategic HR management practices is essential since NGOs have particular problems in resource allocation and human capital management. Using a sample of 150 respondents from diverse NGOs, the study uses quantitative data analysis to evaluate the impact of SHRM on organizational commitment, employee happiness, and operational efficiency. The results show that implementing SHRM practices significantly improves operational outcomes, indicating that NGOs may increase their efficacy and sustainability by implementing strategic HR initiatives.

Keywords: Strategic Human Resource Management (SHRM), Non-Government Organizations (NGOS), Operational Outcomes, Employee Satisfaction, Organizational Commitment

1. INTRODUCTION

When it comes to addressing social concerns and closing gaps created by the government and the commercial sector, non-governmental organizations (NGOs) are essential. Given their limited resources and specific problems, NGOs must optimize operational efficiency in order to accomplish their objectives. According to Boon, Eckardt, Lepak, and Boselie (2018), strategic human resource management, or SHRM, has become more important for enhancing organizational performance and attaining long-term sustainability. Human resource management (SHRM) assists in using human capital as a strategic asset by coordinating HR practices with organizational objectives.

The use of power for the good of society via a variety of means is referred to as governance. This includes the creation and execution of socioeconomic welfare programs by the governing body. It is described as the process by which "power is exercised, in the management of the economy's socioeconomic resources." Decentralized management, cost effectiveness, adaptability, and efficiency and effectiveness in decision-making are all components of good governance (Kaushiva, 2005).

The majority of NGOs are technically registered under the Indian Trust Act of 1882 or the Society's Registration Act of 1860, although both statutes mandate the creation of a governing board or governance mechanism that assumes ultimate responsibility for the NGO's operations. Traditionally, there hasn't been enough focus on the governance framework of NGOs. NGOs were started by driven, devoted, and inspirational people, and they have operated around such people ever since. Thus, NGO activity that is focused on leadership through SHRM makes it impossible for the organizations to have independent and autonomous governance, and it also leaves them completely reliant on the leaders who founded them. To increase the governance function and administer the organization, a new generation of staff is ready to assume the leadership role. Traditionally, NGOs have used an insufficient governance framework for the development of policy making. In order to assist the organization achieve its goals and objectives and to have a positive working relationship with the NGO's original leader, staff members get training through SHRM. In India, professional NGO management is a relatively new development and is not yet commonly acknowledged.

Given the sometimes difficult work situations and resource limitations these organizations confront, the adoption of SHRM inside NGOs is equally crucial for developing employee satisfaction and organizational commitment (Farndale, Scullion, & Sparrow, 2010). Employee satisfaction and organizational commitment are two factors that have a significant impact on the overall efficacy and efficiency of NGOs, affecting their capacity to provide services and accomplish social objectives (Purce, 2014). In order to optimize their human resource management practices for better outcomes, NGOs may benefit from a greater knowledge of how SHRM practices impact these components.

By examining the connection between SHRM practices and operational outcomes in NGOs, this study seeks to close this gap. Additionally, it aims to determine if there are significant disparities in management and employee perceptions of SHRM's impact on organizational commitment and employee satisfaction. Gaining an understanding of these dynamics is crucial to creating HR strategies that support organizational objectives and cultivate a loyal staff, both of which improve operational performance.

2. REVIEW OF LITERATURE

Non-Governmental Organizations (NGOs) play a crucial position in addressing social problems and filling gaps left via governments and the non-public quarter. Given the confined resources and specific demanding situations they face, it's miles vital for NGOs to maximize operational performance to gain their objectives. Ramadan, M. A. and E. Borgonovi (2015) in their research aimed at reviewing management definitions and HRM systems in NGOs. The paper is based on substantial literature review. It mainly highlighted the dimensions through which performance of employees can be measured and based on which management of performances can be done.

Tessema, M., J. Craft, S. Subhani and S. Tewold (2015) in their research discussed the significance of Human Resource Development Programs in furnishing the workforce of different organizations including NGOs with required knowledge, capabilities and skills that are required in fulfilling their responsibilities and duties.

Strategic Human Resource Management (SHRM) has emerged as a key issue in enhancing organizational performance and accomplishing lengthy-term sustainability (Boon, Eckardt, Lepak, & Boselie, 2018). By aligning human resource (HR) practices with organizational goals, SHRM helps in leveraging human capital as a strategic asset.

In recent years, NGOs have increasingly adopted SHRM practices, which are traditionally seen in corporate settings, to enhance their operational outcomes. SHRM practices such as recruitment, training, performance management, and employee engagement are crucial for improving employee satisfaction and retention, which are vital for the smooth functioning of NGOs (Delery & Roumpi, 2017). However, the impact of these practices on operational outcomes within NGOs remains underexplored in academic literature. Research on the correlation between SHRM practices and organizational performance in the NGO sector is necessary to understand the extent to which strategic HR interventions contribute to operational success (Paauwe & Boon, 2019).

Hameed, A. and A. Waheed (2011) in their study examines and investigates theoretical framework and past researches done on employee development and its effect on employee performance. It further explained the significance of investing in human resource by way of development activities. And concluded it with a proposed model which illustrate the interrelationship between development variables like employee learning, employee attitude and behaviour and skill growth on employee performance which further leads to organizational effectiveness.

For the adoption of SHRM practices, NGOs' distinctive character presents both possibilities and obstacles. NGOs stand to gain significantly from using SHRM practices to increase employee satisfaction and operational outcomes, even when resource limitations may restrict the extent of HR initiatives. According to a study by Harris, Tregidga, and Williamson (2011), non-governmental organizations (NGOs) may still use successful SHRM practices in resource-constrained settings by emphasizing employee engagement and strategic alignment. greater customer delivery, more employee commitment, and greater organizational performance may all result from these practices.

3. RESEARCH METHODOLOGY

A cross-sectional survey research methodology was judged adequate for the study of how Strategic Human Resource Management (SHRM) improves operational outcomes inside non-governmental organizations. To ensure a representative representation of the sector, a sector sample size of 150 respondents was chosen, encompassing employees and management from different NGOs around India. Stratified random sampling was used to create a diversified sample by classifying the population into strata according to factors like the location and kind of NGO (humanitarian, educational, environmental, etc.). This technique made sure that the respondents were selected from a range of geographical areas, which reflected the variety of NGO activities in India.

Online questionnaires had been used for facts series for you to effectively reach respondents from various geographic places and encourage greater participation. A established questionnaire became protected of the survey device, which was

created to accumulate quantitative facts on respondents' reports and perceptions of SHRM practices in their organizations. This methodology made it viable to collect in-depth information on how SHRM practices impact organizational dedication, worker pride, and operational effects.

The primary objective of the study is to evaluate the perceptions and opinions of NGO management and employees on the efficacy of SHRM in improving operational outcomes. The secondary objective is to pinpoint the precise SHRM practices that are thought to have the most impact on the sustainability and efficiency of NGOs.

The hypotheses of the study are as follows:

Hypothesis 1:

H0: "There is no significant association between the implementation of SHRM practices and operational outcomes in NGOs".

H1: "There is a significant association between the implementation of SHRM practices and operational outcomes in NGOs".

Hypothesis 2:

H0: "There is no significant difference in the perceptions of employees and management regarding the impact of SHRM practices on employee satisfaction and organizational commitment".

H2: "There is a significant difference in the perceptions of employees and management regarding the impact of SHRM practices on employee satisfaction and organizational commitment".

4. EMPIRICAL RESULTS

Table 1

Table 1 Age Group				
Age Group	Frequency	Percentage	Valid Percentage	Cumulative Percentage
18-24 years	29	19.33%	19.33%	19.33%
25-34 years	54	36.00%	36.00%	55.33%
35-44 years	38	25.33%	25.33%	80.66%
45-54 years	20	13.34%	13.34%	94.00%
55 years and above	9	6.00%	6.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The age distribution of respondents shows that the majority fall within the 25-34 age group, making up 36% of the sample, followed by 35-44-year-olds at 25.33%. The representation declines for older age groups, indicating a relatively young workforce in NGOs.

Table 2

Table 2 Gender				
Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	72	48.00%	48.00%	48.00%
Female	77	51.33%	51.33%	99.33%
Other	1	0.67%	0.67%	100.00%
Total	150	100.00%	100.0%	

Interpretation:

In terms of gender, there is a nearly equal distribution between male and female respondents, with females slightly outnumbering males at 51.33%. This suggests a balanced gender representation in the sample, with a very small percentage identifying as other.

Table 3

Table 3 Years of Experience in the NGO Sector				
Experience	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	17	11.33%	11.33%	11.33%
1-3 years	39	26.00%	26.00%	37.33%
4-6 years	45	30.00%	30.00%	67.33%
7-10 years	26	17.33%	17.33%	84.66%
More than 10 years	23	15.34%	15.34%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Regarding experience in the NGO sector, most respondents (30%) have 4-6 years of experience, followed by 1-3 years (26%). The data indicates a well-distributed range of experience, with a notable percentage of respondents having over 10 years of experience.

Table 4

Table 4 Educational Qualification				
Qualification	Frequency	Percentage	Valid Percentage	Cumulative Percentage
High School Diploma	17	11.33%	11.33%	11.33%
Bachelor's Degree	58	38.67%	38.67%	50.00%
Master's Degree	56	37.33%	37.33%	87.33%
Doctorate	14	9.33%	9.33%	96.66%
Other	5	3.34%	3.34%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Educational qualifications are primarily at the Bachelor's and Master's degree levels, which together account for 76% of the sample. This suggests a highly educated workforce in the NGO sector, with fewer respondents holding only a high school diploma or doctorate.

Table 5

Table 5 Type of NGO				
Type of NGO	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Humanitarian	38	25.33%	25.33%	25.33%
Educational	51	34.00%	34.00%	59.33%
Environmental	25	16.67%	16.67%	76.00%
Health	24	16.00%	16.00%	92.00%
Other	12	8.00%	8.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The type of NGO shows that educational and humanitarian organizations dominate the sample, making up 34% and 25.33%, respectively. Environmental and health NGOs are also well-represented, though to a lesser extent, indicating diversity in NGO focus areas.

Table 6

Table 6 Familiarity with the Concept of SHRM				
Familiarity Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very familiar	47	31.33%	31.33%	31.33%
Somewhat familiar	68	45.33%	45.33%	76.66%
Not familiar	35	23.34%	23.34%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Familiarity with SHRM practices is relatively high, with 45.33% of respondents somewhat familiar and 31.33% very familiar. However, a significant portion (23.34%) is not familiar with SHRM, suggesting room for greater awareness and education on the concept.

Table 7

Table 7 Extent of SHRM Implementation				
Implementation Extent	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very high extent	23	15.33%	15.33%	15.33%
High extent	49	32.67%	32.67%	48.00%
Moderate extent	44	29.33%	29.33%	77.33%
Low extent	22	14.67%	14.67%	92.0%
Very low extent	12	8.00%	8.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The extent of SHRM implementation shows that most respondents believe SHRM is implemented to a high or moderate extent (32.67% and 29.33%, respectively), while fewer see it as being implemented to a very high or low extent, indicating varied perceptions of SHRM application across NGOs.

Table 8

Table 8 Frequency of Training and Development Programs				
Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very frequently	32	21.33%	21.33%	21.33%
Frequently	54	36.00%	36.00%	57.33%
Occasionally	38	25.33%	25.33%	82.66%
Rarely	17	11.34%	11.34%	94.00%
Never	9	6.00%	6.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

When it comes to training and development programs, 36% of respondents indicate that these occur frequently, with 21.33% stating they happen very frequently. However, a significant portion (25.33%) believes training occurs only occasionally, suggesting that while training is common, there is variability in its frequency across organizations.

Table 9

Table 9 Impact of SHRM Practices on Employee Satisfaction				
Agreement Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly agree	32	21.33%	21.33%	21.33%
Agree	76	50.67%	50.67%	72.00%
Neutral	33	22.00%	22.00%	94.00%
Disagree	7	4.67%	4.67%	98.67%
Strongly disagree	2	1.33%	1.33%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The data on the impact of SHRM practices on employee satisfaction shows that most respondents agree or strongly agree that SHRM practices positively influence their satisfaction, with 72% expressing positive sentiments. Only a small portion disagrees, indicating general support for these practices.

Table 10

Table 10 Effectiveness of the Performance Appraisal System				
Effectiveness Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very effective	35	23.33%	23.33%	23.33%
Effective	57	38.00%	38.00%	61.33%
Neutral	40	26.67%	26.67%	88.00%
Ineffective	13	8.67%	8.67%	96.67%
Very ineffective	5	3.33%	3.33%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Regarding the effectiveness of performance appraisal systems, most employees find them effective, though 26.67% are neutral. A small percentage views the system as ineffective, suggesting room for improvement in performance evaluations.

Table 11

Table 11 Impact of Employee Participation in Decision-Making				
Impact Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very high extent	48	32.00%	32.00%	32.00%
High extent	43	28.67%	28.67%	60.67%
Moderate extent	32	21.33%	21.33%	82.00%
Low extent	22	14.67%	14.67%	96.67%
Very low extent	5	3.33%	3.33%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Employee participation in decision-making is perceived as impactful by a majority, with 60.67% reporting a high or very high extent of involvement. However, a smaller percentage believes their involvement is limited, indicating that more inclusive practices could benefit certain employees.

Table 12

Table 12 Satisfaction with Communication Between Management and Staff				
Satisfaction Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very satisfied	26	17.33%	17.33%	17.33%
Satisfied	57	38.00%	38.00%	55.33%
Neutral	41	27.33%	27.33%	82.66%
Dissatisfied	20	13.34%	13.34%	96.00%
Very dissatisfied	6	4.00%	4.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Satisfaction with communication between management and staff is moderately positive, with 55.33% satisfied. However, a notable 27.33% are neutral, and 17.34% are dissatisfied, highlighting areas for improvement in communication practices.

Table 13

Table 13 Alignment of HR Strategies with Organizational Goals				
Alignment Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very well aligned	35	23.33%	23.33%	23.33%
Well aligned	48	32.00%	32.00%	55.33%
Neutral	43	28.67%	28.67%	84.00%
Poorly aligned	15	10.00%	10.00%	94.00%
Very poorly aligned	9	6.00%	6.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The alignment of HR strategies with organizational goals is generally viewed favorably, with over half of the respondents stating the alignment is good. However, 16% believe the alignment is poor or very poor, signaling a potential disconnect between HR strategies and the organization's direction.

Table 14

Table 14 Consideration of Employee Feedback				
Consideration Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very often	34	22.67%	22.67%	22.67%
Often	53	35.33%	35.33%	58.00%
Sometimes	41	27.33%	27.33%	85.33%
Rarely	15	10.00%	10.00%	95.33%
Never	7	4.67%	4.67%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

When it comes to the consideration of employee feedback, the majority (58%) feel their feedback is often or very often considered, while 10% feel it is rarely considered, suggesting that feedback mechanisms could be made more inclusive.

Table 15

Table 15 Perceived Impact of SHRM Practices on Organizational Commitment				
Agreement Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly agree	38	25.33%	25.33%	25.33%
Agree	65	43.33%	43.33%	68.66%
Neutral	32	21.34%	21.34%	90.00%
Disagree	11	7.33%	7.33%	97.33%
Strongly disagree	4	2.67%	2.67%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Perceptions of SHRM practices' impact on organizational commitment are mostly positive, with 68.66% agreeing that SHRM practices enhance commitment. Only a small fraction disagrees, demonstrating that SHRM plays a crucial role in fostering commitment.

Table 16

Table 16 Investment in Employee Wellness and Work-Life Balance				
Investment Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very high extent	23	15.33%	15.33%	15.33%
High extent	56	37.33%	37.33%	52.66%
Moderate extent	38	25.34%	25.34%	78.00%
Low extent	21	14.00%	14.00%	92.00%
Very low extent	12	8.00%	8.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Investment in employee wellness and work-life balance is viewed as significant by over half of the respondents, though 22% believe the investment is low or very low. This indicates that while there is considerable focus on wellness, some employees may feel underserved in this area.

Table 17

Table 17 Frequency of Employee Engagement Surveys				
Frequency	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very frequently	18	12.00%	12.00%	12.00%
Frequently	53	35.33%	35.33%	47.33%
Occasionally	45	30.00%	30.00%	77.33%
Rarely	22	14.67%	14.67%	92.00%
Never	12	8.00%	8.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Most organizations conduct employee engagement surveys frequently (35.33%) or occasionally (30.00%), indicating that such feedback mechanisms are common. However, 14.67% conduct them rarely, and 8.00% never do, suggesting room for improvement in consistency.

Table 18

Table 18 Effectiveness of the Recruitment Process				
Effectiveness Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very effective	30	20.00%	20.00%	20.00%
Effective	53	35.33%	35.33%	55.33%
Neutral	38	25.33%	25.33%	80.66%
Ineffective	17	11.34%	11.34%	92.00%
Very ineffective	12	8.00%	8.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

The recruitment process is generally considered effective, with 35.33% rating it as such, and 20.00% finding it very effective. However, 25.33% remain neutral, while 11.34% and 8.00% view it as ineffective or very ineffective, respectively, indicating mixed satisfaction.

Table 19

Table 19 Empowerment to Contribute Ideas				
Empowerment Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very high extent	41	27.33%	27.33%	27.33%
High extent	52	34.67%	34.67%	62.00%
Moderate extent	37	24.67%	24.67%	86.67%
Low extent	16	10.67%	10.67%	97.34%
Very low extent	4	2.66%	2.66%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Employees largely feel empowered to contribute ideas, with 34.67% indicating a high extent and 27.33% a very high extent. However, 24.67% feel only moderately empowered, and 10.67% to a low extent, showing that while many feel encouraged, some feel limited.

Table 20

Table 20 Satisfaction with Career Advancement Opportunities				
Satisfaction Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very satisfied	28	18.67%	18.67%	18.67%
Satisfied	53	35.33%	35.33%	54.00%
Neutral	41	27.33%	27.33%	81.33%
Dissatisfied	19	12.67%	12.67%	94.00%
Very dissatisfied	9	6.00%	6.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Satisfaction with career advancement opportunities is generally positive, with 35.33% satisfied and 18.67% very satisfied. However, 27.33% remain neutral, while 12.67% are dissatisfied, and 6.00% very dissatisfied, indicating that opportunities for growth may not be equally perceived.

Table 21

Table 21 Contribution of SHRM Practices to Sustainability				
Agreement Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly agree	34	22.67%	22.67%	22.67%
Agree	62	41.33%	41.33%	64.00%
Neutral	35	23.33%	23.33%	87.33%
Disagree	14	9.33%	9.33%	96.66%
Strongly disagree	5	3.34%	3.34%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

A large portion (41.33%) agrees that SHRM practices contribute to sustainability, and 22.67% strongly agree. However, 23.33% are neutral, while 9.33% disagree, and 3.34% strongly disagree, reflecting varying views on the long-term benefits of these practices.

Table 22

Table 22 Importance of Effective Leadership in SHRM				
Importance Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very important	48	32.00%	32.00%	32.00%
Important	56	37.33%	37.33%	69.33%
Neutral	27	18.00%	18.00%	87.33%
Unimportant	16	10.67%	10.67%	98.00%
Very unimportant	3	2.00%	2.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Effective leadership in SHRM is seen as important by 37.33%, and very important by 32.00%. However, 18.00% are neutral, and 10.67% find it unimportant, with 2.00% viewing it as very unimportant, underscoring the essential role of leadership with some disagreement.

Table 23

Table 23 Management of Conflict Resolution				
Management Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very well	34	22.67%	22.67%	22.67%
Well	56	37.33%	37.33%	60.00%
Neutral	41	27.33%	27.33%	87.33%
Poorly	15	10.00%	10.00%	97.33%
Very poorly	4	2.67%	2.67%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Conflict resolution is generally well-managed, with 37.33% saying it is well-handled, and 22.67% viewing it as very well-managed. However, 27.33% remain neutral, and 10.00% say it is poorly managed, with 2.67% rating it as very poorly managed, indicating both strengths and gaps.

Table 24

Table 24 Overall Impact of SHRM on Operational Efficiency				
Impact Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very high impact	28	18.67%	18.67%	18.67%
High impact	54	36.00%	36.00%	54.67%
Moderate impact	38	25.33%	25.33%	80.00%
Low impact	19	12.67%	12.67%	92.67%
Very low impact	11	7.33%	7.33%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

SHRM practices are considered to have a positive impact on operational efficiency, with 36.00% seeing a high impact, and 18.67% a very high impact. However, 25.33% perceive a moderate impact, and 12.67% and 7.33% see low or very low impacts, respectively.

Table 25

Table 25 Likelihood to Recommend Organization as a Great Place to Work				
Likelihood Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Very likely	47	31.33%	31.33%	31.33%
Likely	52	34.67%	34.67%	66.00%
Neutral	28	18.67%	18.67%	84.67%
Unlikely	17	11.33%	11.33%	96.00%
Very unlikely	6	4.00%	4.00%	100.0%
Total	150	100.0%	100.0%	

Interpretation:

Most employees are likely (34.67%) or very likely (31.33%) to recommend their organization as a great place to work, though 18.67% are neutral. A smaller portion, 11.33%, are unlikely to recommend it, and 4.00% are very unlikely, showing overall positive sentiment but some areas of dissatisfaction.

Hypothesis Testing**Hypothesis 1**

H₀: "There is no significant association between the implementation of SHRM practices and operational outcomes in NGOs".

H₁: "There is a significant association between the implementation of SHRM practices and operational outcomes in NGOs".

Table 26

Table 26 Chi-Square Test for Association Between Implementation of SHRM Practices and Operational Outcomes in NGOs		
Value	df	Asymp. Sig.
Pearson Chi-Square	29.476	4
Likelihood Ratio	30.531	4

Interpretation:

For Hypothesis 1, the Chi-Square test result shows a significant association between the implementation of SHRM practices and operational outcomes in NGOs, as the p-value is less than 0.05. Therefore, the null hypothesis (H_0) is rejected, confirming that SHRM practices influence operational outcomes.

Hypothesis 2

H_0 : "There is no significant difference in the perceptions of employees and management regarding the impact of SHRM practices on employee satisfaction and organizational commitment".

H_2 : "There is a significant difference in the perceptions of employees and management regarding the impact of SHRM practices on employee satisfaction and organizational commitment".

Table 27**Table 27 Chi-Square Test for Differences in Perceptions of SHRM Practices Impact on Employee Satisfaction and Organizational Commitment**

Value	df	Asymp. Sig.
Pearson Chi-Square	16.245	4
Likelihood Ratio	17.432	4
N of Valid Cases	150	

Interpretation:

For Hypothesis 2, the Chi-Square test indicates a significant difference in the perceptions of employees and management regarding the impact of SHRM practices on employee satisfaction and organizational commitment, as the p-value is less than 0.05. Thus, the null hypothesis (H_0) is rejected, suggesting differing views between these groups.

5. CONCLUSION

The effects of this observe display that the use of Strategic Human Resource Management practices appreciably improves operational effects interior non-governmental companies. SHRM promotes increased organizational performance, commitment, and satisfaction via concentrating on crucial areas along with recruiting, worker improvement, and performance control. The findings additionally display that while SHRM has a beneficial effect on the operational dynamics of non-governmental businesses, there's still a distinction in perceptions of its benefits among control and employees, specifically with regards to worker involvement and delight in choice-making strategies.

Notwithstanding the obvious advantages of SHRM, on the way to completely advantage from these practices, NGOs need to triumph over the gaps in involvement and communication among management and staff. Long-term talent retention and organizational sustainability may both be enhanced by an inclusive approach to SHRM, especially in resource-constrained settings like those found in many non-governmental organizations.

Its emphasis on a rather small sample size of 200 respondents from certain NGOs poses limitations to this study. Depending on elements such as length, geography, and aim emphasis, the variety of SHRM practices may additionally range

notably among various NGOs. The look at extensively utilized self-said statistics, which raises the opportunity of bias or faulty reporting at the part of the respondents, which would possibly compromise the validity of the findings.

In order to have a greater thorough expertise of how SHRM practices are applied and considered, future research may growth the pattern length to consist of a greater diversity of NGOs from diverse regions and industries. It is likewise viable to take a look at the long-time period impact of SHRM on organizational effects by means of conducting longitudinal research. Additionally, investigating how era is incorporated with SHRM practices in non-profit groups may also provide light on how digital technology may improve HR management on this region.

CONFLICT OF INTERESTS

None.

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