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November 2014 Vol - 2 Issue- 11

RECRUITMENT AND SELECTION PRACTICES IN  
NGOs:  
A STUDY WITH REFERENCE TO SELECTED NGOs IN GULBARGA  
DISTRICT

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**ABSTRACT**

*The important elements in an organisation are men, money, material and machines (human resources). The success of an organisation depends upon the proper utilisation of the all elements especially human resource which has been termed as 'wealth'. The prime component of an organisation is its human resource. The success of any organisation depends on the efficiency of employees. HRM practices involve many processes like; job and work design, recruitment and selection, training and development, performance appraisal, etc. The recruitment and selection plays a vital role in order to choose right employees for right jobs which the organisation requires. The present study examines what are the parameters were used in selecting a candidate in a Non-Governmental Organisations (NGOs), and to study the recruitment and selection process in the organisation.*

**KEYWORDS:** HRM Practices, recruitment and selection, NGOs, and recruitment process.

**INTRODUCTION**

Recruitment and selection forms a core part of the central activities underlying human resource management: viz, the acquisition, development and reward of workers.

It frequently forms an important part of the work of human resource managers – or designated specialists within work organisations. Recruitment is the process of

generating a pool of capable people to apply for employment to an organisation. The type of recruitment that you use will depend on the type of position and the availability of quality, local candidates. Selection is the means used to determine which of the candidates is best suited for the job. The selection process includes conducting interviews, holding job related tests and contacting references. Recruitment is searching for and attracting applicants – external or internal – for position vacancies. New people are found and brought into the organisation. A recruitment process involves communicating with actual or potential position seekers, motivating them to apply and persuading applicants that they really want to come and work for the organisation. The organisations proceed to recruit the people due to the vacancies.

Generally the vacancies arising due to the following reasons they are:

- A vacancy due to the departure of the incumbent; or
- The creation of a new position through organisational expansion or restructure.

## **CONCEPT OF RECRUITMENT AND SELECTION**

Human Resource Management (HRM) is a management function that helps managers to recruit, selection, train and develop members for an organisation. Obviously, HRM is concerned with the people dimension in organisation. HRM refers to a set of programmes, functions and activities designed and carried out in order to maximize both employee as well as organisational effectiveness.

### **RECRUITMENT**

Recruitment refers to the process of receipt of application from job-seeker. In reality,

the term is used to describe the entire process of employee hiring.

The recruitment process should inform the qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions.

Recruitment lends itself as a potential source of competitive advantage to a firm. An effective approach to recruitment can help a company successfully compete for limited human resource. The firm must choose a recruiting approach that produces the best pool of candidates quickly and cost effectively. A recruiting programme helps the firm in at least four ways. They are

1. Attract highly qualified and competent people.
2. Ensure that the selected candidate stay longer with the company.
3. Make sure that there is match between cost and benefit.
4. Help the firm create more culturally diverse work-force.

### **SELECTION**

Selection is the process of picking individual (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organisation. Some selection methods can be used within an organisation for promotion or transfer. Recruitment and selection are the two crucial steps in the HR process and are often used interchangeably. However, there is a distinction between these two steps. While recruitment refers to the process of identifying and encouraging prospective employees to apply for job, selection is concerned with picking the right candidates

from a pool of applicants. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible. Selection, on the other hand, is negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates. Therefore, selection is nothing but an elimination process.

### ABOUT NGOS

The vibrant history of Indian NGOs in the last 60 years since independence has resulted in a more broad-based sector. Today, about 1.5 million NGOs work in India (i.e., nonprofit, voluntary citizens' groups organized on a local, national, or international level). Most NGOs in India are small and dependent on volunteers. According to a survey conducted by Society for Participatory Research in Asia (PRIA), 73.4% of NGOs have one or no paid staff, although across the country, more than 19 million persons work as volunteers or paid staff at an NGO. The PRIA survey also reveals that 26.5% of NGOs are engaged in religious activities, while 21.3% work in the area of community and/or social service. About one in five NGOs work's in education, while 17.9% are active in the fields of sports and culture. Only 6.6% work in the health sector.

Indian NGOs have been involved in development work of one sort or another for over 100 years and have been important in Indian government programmes, as well as being partners for international NGO (INGO) donors since the nation's independence in 1947. During the mid-1980s, while local Indian NGOs were involved in broader social justice programmes, at a local level NGO programmes focused on income generation and the like for marginalized groups, with an increasing focus on women.

### REVIEW OF LITERATURE

**Kumari, Bhat and Pandey (2010)**, in their paper entitled "Recruitment and Selection Process: A Case Study of Hindustan Coca-Cola Beverage Pvt. Ltd, Gangyal, Jammu, India", indicated that although the company follows a well defined recruitment policy in most of the cases the company does compensate the employees for the expenses incurred by them. It is also observed that the company has got all the databases fully computerized.

**Mellanen's (2011)**, work entitled "Diverse Human Resource Management of a Non-profit Organisation" noticed the improvements of performance management, especially concerning the un-paid staff. Learning and development opportunities for the key employees should be offered. In addition, the cultural familiarization should be implemented effectively and also the employee relations require special attention, as the wellbeing and comfort of the employees should be appreciated in order to secure the best possible performance

**Dhamija's (2012)**, research paper entitled "E-recruitment: A Roadmap towards E-Human Resource Management" identified the overall concept of e-recruitment and its aims at collecting information regarding methods viz; e-mails, corporate websites and commercial job boards etc. of e-recruitment. Further it includes general advantages and disadvantages of e-recruitment.

**Ahmed (2013)**, in the article entitled "Employee Recruitment and Selection Procedures of NGOs in Bangladesh: A Study on BRAC" has an objective to discover the recruitment and selection procedures of NGOs based on BRAC. Some recommendations are also made to improve the recruitment and selection practices.

**Buettner's (2014)**, paper entitled "A Framework for Recommender Systems in Online Social Network Recruiting: An Interdisciplinary Call to Arms" reveals that how information extracted from online social networks can be used to determine the person-organisational environment fit (P-OE fit). Due to a more accurate way of calculating the P-OE fit his framework facilitates higher quality recommendations.

The above review of literature reveals the importance of recruitment and selection process under HRM practices in every organisation. The HRM practices consists several functions in that recruitment and selection is the first and more significant function. The present study finds the gap and selection process is necessary in Non Government Organisations, because NGOs are playing a very active role in India. NGOs are having service motive to serve the society and reduce the poor and unhealthiness in the country.

### **NEED OF THE STUDY**

NGOs play a vital role in the civil society. They exist to serve the civil society in various capacities. NGOs are significant motivating force, having positive impact in the lives of people and individuals of the society. Management of human resource capital in NGO is really a uphill task. The importance of HRM practices in NGOs in place is very important today. Therefore, this study seeks to identify recruitment and selection practice underlying HRM practices in a Non Government Organisations.

### **OBJECTIVES OF THE STUDY**

The specific objectives of the study are as following

1. To study the recruitment practices in selected organisation.
2. To gauge the importance of recruitment and selection process in an organisation.

### **HYPOTHESES**

H<sub>0</sub> 1: There is no adequate recruitment practices in the select NGO.

H<sub>0</sub> 2: There are no criteria's in recruitment and selection in select NGO.

### **METHODOLOGY**

The present study used both primary and secondary sources of data. The primary data were collected about human resource management practices in non-government organisation through structured questionnaire. The secondary data were collected from various sources such as books, magazines, journals, newspapers, annual reports/records published by the government of India, and related websites. The sample of the study included employees of selected NGOs in the Gulbarga city. A well structured questionnaire was framed. The questionnaire was distributed to 50 employees across selected NGOs in Gulbarga city. All 50 questionnaires were filled and complete in all respect and were considered for the study. The statistical tool Chi-square test was applied to find the significance of the difference in the responses

**Table 1: Demographic profile of the respondents**

		Frequency	In percentage
<b>Age</b>	20-30 years	14	28
	30-40 years	22	44
	40-50 years	10	20
	Above 50 years	04	08
<b>Total</b>		<b>50</b>	<b>100</b>
<b>Gender</b>	Male	38	76
	Female	12	24
<b>Total</b>		<b>50</b>	<b>100</b>
<b>Educational qualification</b>	High School	00	00
	Under-graduation	04	08
	Graduation	14	28
	Post-graduation	32	64
	Other specify if any	00	00
<b>Total</b>		<b>50</b>	<b>100</b>

Source: Field investigation

In the present study there are 50 respondents. 76% (38) of the respondents are male and 24% (06) of the respondents are female. 44% of the respondents belongs to 30-40 years age group, 28% of the respondent are belongs to age group of 20-30 years, 20% and 08% of respondents are belongs to age group

of 40-50 and above 50 years respectively. On the basis of education 64% of respondents are post graduates, 28% of the respondents are graduates and under graduates are only 08%. Most of the respondents are post graduates and they belong to 30-40 years of age group. In NGOs most of the employees had their post graduation in social work and sociology.

**Table 2: Employees' communication process with NGOs**

		Frequency	In percentage
<b>How did you come to know about the vacancies in the organisation</b>	Employee referral	06	12
	Campus recruitment	24	48
	Customer referral	04	08
	Print media/advertising	12	24
	E-recruitment/web	04	08
<b>Total</b>		<b>50</b>	<b>100</b>
<b>Which media of advertisement is adopted your organisation for creating awareness regarding vacancies</b>	News paper	28	56
	Radio/FM	14	28
	Television	06	12
	Other if any	02	04
<b>Total</b>		<b>50</b>	<b>100</b>
<b>How were you approached for the selection process?</b>	Through telephone	20	40
	Through Mail	18	36
	Through Call letter	08	16
	Through Other	04	08
<b>Total</b>		<b>50</b>	<b>100</b>

Source: Field investigation

Above table shows the people communication and interaction with the NGO. Non-governmental organisations issue the advertisement in different Medias like; newspaper, television, radio/FM etc. 56% of the

respondents has opined that NGO are preferred news papers for providing the advertisement about vacant jobs in their organisation. 48% of the respondents have revealed recruiting to the NGOs through the campus selection. Campus

selection is also best method to recruit suitable candidates for suitable jobs. The first interaction with the organisation by the employee reveals that 40% of the respondents are communicated through telephone, 36% of the respondents are contact through mail.

**Table 3: NGO Employees’ response regarding job and recruitment process**

Sl. No.	Statement	Yes	No	Total
01	Is there any frequent recruitment of employees in your organisation?	36 (72.00%)	14 (28.00%)	50 (100%)
02	During the process of recruitment were you asked about positive and negative aspects of the job?	12 (24.00%)	38 (76.00%)	50 (100%)
03	Does the company plans link with the man power planning?	16 (32.00%)	34 (68.00%)	50 (100%)
04	Do you feel about the recruitment policy of your organisation is adequate?	42 (84.00%)	08 (16.00%)	50 (100%)
05	Are there any obstacles in the existing recruitment system?	46 (92.00%)	04 (08.00%)	50 (100%)

Source: Field investigation

Table No.3 shows the NGO employees’ response towards the job and recruitment process in organisation. 36% of the respondents said yes for frequent recruitment in their working organisation, 28% of the respondents said no. During the recruitment process maximum of 76% of people have participated in recruitment process without thinking about positive and negative aspects of

the job, whereas the 24% of the respondents enquired about those aspects. 32% of employees said yes to organisation plan is link with the man power plan, whereas 68% of the respondents said no. 84% of the respondents expressed that there is a adequate recruitment policy in the organisation. 92%, of the Employees feel there is an obstacle in recruitment system in their working organisation.

**Table 4: Recruitment procedure suit the objectives of the organisation**

	SA	MA	A	MDA	SDA	Total	Chi-square value	df	Result
20-30 years	01	01	02	06	04	14	<b>21.318</b>	<b>12</b>	<b>Rejected</b>
30-40 years	03	02	04	10	03	22			
40-50 years	00	01	02	05	02	10			
20-30 years	00	01	00	02	01	04			
Total	04	05	08	23	10	50			

Source: Field investigation

**Table 5: The criteria used in the organisation for recruitment is adequate**

	SA	MA	A	MDA	SDA	Total	Chi-square value	df	Result
20-30 years	04	04	03	01	02	14	<b>11.209</b>	<b>12</b>	<b>Accepted</b>
30-40 years	03	02	03	08	06	22			
40-50 years	00	01	02	03	04	10			
20-30 years	00	00	01	01	02	04			
Total	08	07	11	13	14	50			

Source: Field investigation

In the present study two hypotheses were formulated and collected responses of the respondents are sufficient to test the hypotheses. These hypotheses are tested with the correlation of age group of the employees.

To test the hypotheses the researcher used the chi-square method and the results are illustrated in the table No. 4. The calculated chi-square value is 21.318. Chi-square tested at

0.05% of significance level, and degree of freedom (df) is 12. Calculated chi-square value is greater than the table value; with this the null hypothesis ( $H_0$  1) is rejected. The same method is used to test the second hypothesis ( $H_0$  2) chi-square test is calculated at 0.05% of significance level, with the degree of freedom (df) is 12. The calculated chi-square value of 11.209 is less than the table value; with this result  $H_0$  2 is accepted.

**Table 6: Employee's response regarding selection process in NGO**

Sl. No.	Statement	Excellent	Good	Moderate	Poor	Total
01	How do you rate the selection process in your organisation?	12 (24%)	17 (34%)	12 (24%)	09 (18%)	50 (100%)
02	How would you rate the interviewer during the selection process?	09 (18%)	13 (26%)	23 (46%)	05 (10%)	50 (100%)
03	How would you rate yourself in the recruitment and selection process?	13 (26%)	24 (48%)	13 (26%)	00 (00%)	50 (100%)

Source: Field investigation

As for as Selection process in NGOs is concerned 34% of the respondents response is good, 24% of the respondents say excellent and same percentage opined as moderate, only 18% are opined as poor. 46% of the respondent's response is moderate, 26% of the respondents' response is good, 18% rate it as excellent and only 10% opined it as poor. The employees were asked about the rating by themselves. 48% of the respondents rated themselves as good and 13% as excellent. Interestingly none of the employees under sample are not rated themselves as poor.

## DISCUSSION AND CONCLUSION

Every year huge number of employees are employed by recruitment, selection and placement section of HRD for fulfilling the growing number of staff demand from different programs and projects. Through successful recruitment, effective, value driven and competent staff can be hired who can perform to their best of his/her abilities. They can work towards the success and sustainability of the organisation by means of adherence to rules and regulations and dedication to achieve the goals and objectives of the organisation. It may

be concluded that the employees are having positive opinion about the recruitment and selection process adopted by the NGO.

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