

Challenges In Talent Acquisition And Retention: A Study Of Non Profit Sector In India

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Abstract: The paper is an attempt to understand the nature of challenges that the NPOs in India are facing in acquiring and retaining the talents. Moreover it tries to identify few innovative HR strategies suitable for these organizations to retain the talents to achieve their objectives effectively in a productive manner. For this study, in depth interviews with the HR personnel in the select NPOs in India were conducted. Moreover survey was also conducted with people in the organizations who are closely related with the HR team including founders, CEOs and core members of leadership teams. The study reveals that soft skills is one of the main focus in HR recruitment policy of the NPOs among which the major factors include drive to learn and perform & passion for organizations' social mission. Recruitment of finding good talents itself is a big challenge in these organizations which led to compromise on candidate's qualification and experiences. Recruitment at senior levels was found to be the most challenging due to limited pool of qualified candidate and the inability to offer a competitive salary. Moreover the retention at the junior level is the biggest challenge in these organizations. In order to optimize their HR practices, many of these organizations started practice to hire candidates on a part time basis. Moreover performance appraisal system which was mostly unstructured started embedding the social mission which acts as motivator for the employees to retain. The organizations also feel the need of internal promotion to retain the talents.

Index Terms: HR Strategies, Minimum NPO, Retention, Recruitment, Talent Acquisition

1. INTRODUCTION

THE Human Resource Management (HRM) as a discipline has developed over the last few decades with special focus on business enterprises. The HR people in various organizations especially larger ones have become more professional in their approaches in managing the organizations. It is mainly because the HR performance has direct impact on the performances of the organizations. As far as nonprofit organizations (NPOs) are concerned, forces of competition, limited access to resources and need for performance improvement have although with some delay, become highly relevant (Horack/Heimerl,2002;Zimmer/Priller/Hallmann, 2003). In general, responsible managers in NPOs realized much later the need for implementing professional HRM, even though NPOs have relatively higher expenditures for personnel than there for profit counterparts due to their service orientation. In the mean time, the pressure for rationalization has also grown in many NPOs. As a result, personnel are increasingly regarded as a valuable resource, and HRM, in turn, has become a critical instrument for organizational success. As a further consequence, institutionalized HRM i.e. the HR functions per se is becoming more professional in NPOs. Following these developments, academic research interest

increasingly focuses on examining HRM in NPOs at different levels. At the conceptual level it is asked if and how HRM, which was originally conceptualized for business enterprises, can be transferred to NPOs. The transferability of management instruments to the specific case of NPOs is discussed widely for almost every management functions. Conclusions at this point differ and depend on the specific functions under examination. For HR function, questions may arise as well. Mayerhofer (2003) for example discusses whether volunteers, who are an important if not a constitutive

element of NPOs, should be regarded as personnel at all. A positive answer to this would be a precondition for the application of HRM instruments. Other authors wonder whether the unique character of NPOs can be retained when HRM instruments "inspired" by for profit companies' management strategies are applied. There is a fear that as a result of increasing commercialization, NPOs might lose their specific character such as the trust they enjoy and their ability to recruit and keep volunteers (Simsa,2002).

2 NON PROFIT ORGANISATIONS: A CONCEPTUAL FRAMEWORK

Nonprofit organization (NPO) is generally understood as an organizational entity or unit whose primary objective is not profit related. Defining NPO can be done in different ways in terms of legal status, organizational form, revenue structures and operational domains. A simple way to delineate nonprofit organisations is to identify them by their legal status. By this approach, the legal framework of the country in question determines the 'nonprofit' nature of the organisation. The legal definition approach is the most unambiguous and straightforward method for defining non-profit organisations (Salamon and Anheier, 1992). Thus an organisation is non-profit if it comes under the appropriate statutes or acts of the country of operation. A nonprofit organisation is what the law of the country says it is (United Nations, 2003).The major limitation of this system is that there is no common ground for comparing the sectors across different national settings. Similarly, not all organisations which are 'legally nonprofit' are treated as nonprofit organisations by experts within the nonprofit sector. For example, in India, an organisation can claim nonprofit status if it is registered under any of the following statutes (CSO, 2009).

- 1) The Societies Registration Act, 1860
- 2) The Indian Trusts Act, 1882
- 3) Public Trust Act, 1950
- 4) The Indian Companies Act (section25), 1956
- 5) Religious Endowments Act, 1863
- 6) The Charitable and Religious Trust Act, 1920
- 7) Mussalman Wakf Act, 1923.
- 8) Wakf Act, 1923
- 9) Public Wakfs (Extension of Limitation) Act, 1959.

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All organisations registered under any of these acts are legally nonprofit because these organisations are granted nonprofit status and allowed tax benefits as per Income Tax Act, 1961. However, experts in Indian nonprofit sector do not consider all registered organisations nonprofit. Several religious organisations, business associations, private hospitals and schools with nonprofit status exist mainly to serve the interests of a particular community or a closed group and are not generally considered as part of voluntary sector (Sen, 1993). Another limitation of a legal definition is that many nonprofit organisations, especially those in a developing country like India, function outside the purview of any legal framework. But it must be said that the number of such organisations is on the decline as the benefits of legal incorporation are several. Still, legal definition proves inadequate to cover the entire nonprofit sector considering those sections of nonprofit activity that do not come under any legal provision. Therefore legal definition, though easy to apply, suffers from serious insufficiencies. Other frameworks for defining nonprofit organisations in literature focus on organisational characteristics of the entities constituting the sector. Morris (2000) identifies three common bases for defining nonprofit organisations – kind of inputs, nature of output, and how the net earnings are distributed. According to the first approach, an entity can be classified as for-profit, household or nonprofit depending on the source of financial resources. According to this economic or financial definition, the key feature that sets the non-profit sector from others is that the organisations of this sector receive the bulk of their income not from commercial markets, but from financial contributions of their members and supporters. But this definition is fraught with complications as there are nonprofit organisations that run purely on self-generated income. The second basis for defining a nonprofit organisation is the nature of output of the organisational process/operations (Morris, 2000). Public purpose nature of outputs will determine the nonprofit status of an organisation. Functional definition identifies nonprofit organisations by the nature of services they provide. Provision of public services to serve the public at large distinguishes nonprofit from other organisations. One potential problem of this definition is the existence of commercial organisations engaged in the field of public services such as special education, health care for the old etc. Finally one can categorise an organisation on the basis of how it distributes its net earnings (Morris, 2000). Non-distribution constraint is the distinguishing characteristic of the third method. Hansman (1980) describes a nonprofit organisation as one that is not allowed to distribute its net-earnings to its members or any other person who has a control on the organisation. The above condition of non-distribution of profit is recognised as the most distinguishing characteristic of a nonprofit organisation (CSO, 2009). But making economic surplus during the course of their operations is not prohibited for such organisations. The restraint here is that the surplus, if any, is to be used for the accomplishment of organisational mission and not to be distributed among the members. However, the members or other individuals associated with the organisation can be paid compensations for services rendered by them. Non-distribution clause differentiates nonprofit organisations in a particular service provision from its for-profit competitors in the same area of operation. The definition that has found widest acceptance in literature for its comprehensiveness seems to be the structural-operational definition suggested by Salamon and Anheier. According to

this definition, an entity will be considered a non profit organisation if it satisfies the following five criteria of being: organised, non profit distributing, private, self-governing, and noncompulsory/ voluntary (Salamon & Anheier, 1992). The above definition forms the basis of the working definition adopted for distinguishing nonprofit organisations in UN Handbook of Nonprofit Institutions (United Nations, 2003). Following the UN recommendations, Central Statistical Organisation (CSO) in India has also adopted the same definition for System of National Accounts –SNA (CSO, 2009). Sen (1993) comments that the structural–operational approach is the most suitable definition for nonprofit organisations in Indian context for its capability to incorporate the complexities of the sector in India. By applying the structural-operational definition, trade unions, cooperatives and self help groups (SHG) are excluded from the sector, although legally these organisations are granted nonprofit status.

3 NONPROFIT ORGANISATIONS IN INDIA

In India, Nonprofit movement history can be traced a long back ago during the old ancient period. The origin of the sector is deeply rooted in the religious and cultural values of the country. Most of the works on the Indian nonprofit sector acknowledge the influence on religions on the emergence and shaping of the sector, especially in the early phases (Sen, 1993; PRIA, 2001b; and Vishwanath & Dadrawala, 2004), while the culture of voluntary action was instilled in people by religious faiths, organized efforts came into being by the slow steady forces in the social and political arena. Bhatt (1995) envisages three kinds of roles for NPOs in India: developmental, mobilisational and political roles. Developmental roles aim to improve the quality of life. Mobilisational role refers to self reliance, participation and capacity building and empowerment. Political role is influencing the political system, its policies, laws and legislations or process and performance. India faces multiplicity of issues with the changing global scenario which added to the already existing issues. This has resulted in increase in the number of NPOs that have come up to undertake numerous developmental activities and address these issues. The emergence and explosion of NPOs have been happening in India for the last two decades characterized by rapid, complex and often political, institutional, environmental, demographic, social and economic changes. The technology, communication and market have created immense opportunities and pressure to set up many new organizations, especially around the issues of global governance and policy advocacy besides having been engaged in all sectors of social life like relief, rehabilitation, health, education, development programmes, peace, human rights, environment and so on. Although under resourced in comparison to business and government, funding for voluntary activities has grown substantially in specific areas with support from major foundations and tailored funds. The nonprofit organizations in India face various challenges externally and internally. The external challenges come mostly in the form of changing global (and Indian) market scenario, and government's various regulatory mechanisms trying to control the sector. While the sector is regulated by multiple laws and authorities, its credibility is often questioned by most stakeholder groups due to lack of information (about existence, performance, finances, output and outcome), absence of performance benchmarks, government licenses and permissions, not having sufficient

indicators of performance or credibility, media reports usually being centred around stories of what went wrong and the general lack of awareness of the common man about the Nonprofit sector. Internal factors include lacks of funding sources, lack of internal good governance, skill gap and lack of stability among workforce. Information regarding sources of funding is limited among NPOs and the long gestation period of fund sanctioning is also a major concern for them. Even the funding volume has come down to large extent compared to preceding years. The absence of effective management systems among many NPOs has made the sector completely disorganized and unsystematic. One of the key aspects of internal strengthening is good governance usually reflected in sound human resource and related policies which confirms an organisation's commitment to accountability and transparency towards its internal and external stakeholders. Another major challenge in the NPO sector in India is the skill gap i.e. the gap between the actual skills and skills required in employees of an NPO. Difficulty in recruitment of skilled and qualified personnel because of low salaries and benefits. Stability and commitment are also major challenges among its workforce in this sector. Lack of reporting and presentation skills with modern tools and technical knowledge lead to the decreased efficiency and productivity of the organization. This sector is in the crisis of regular working staffs who can very well lead the sector. The sector because of its very nature, the stability of the workforce is a major concern as an employee prefers to work with an NPO for a short period of time till they get better opportunity in other sector which can provide them with better facilities and amenities in their career.

4 OBJECTIVES

1. To analyse the current people management practices pertaining to recruitment, capacity building and training as well as retention in nonprofit organizations in India.
2. To understand the nature of challenges that NPOs are facing in acquiring and retaining the talents in India
3. To identify few innovative HR strategies suitable for these organizations to retain the talents to achieve their objectives effectively in a productive manner.

5 METHODOLOGY

The paper is exploratory and conclusive in nature. In this study, both primary and secondary data are used. For collecting primary data, in depth interviews with the HR personnel in the select NPOs in India were conducted. Moreover survey was also conducted with people in the organizations who are closely related with the HR team including founders, CEOs and core members of leadership teams and altogether, responses were collected from 200 samples. In addition to the primary data, the researcher also collected secondary data to understand prevailing insights on human resource management in general and mainstream organizations. The main sources of secondary data are online information such as business and development publications, website focused on NPOs and development issues, individual websites of NPOs and various research papers relevant to the field of study.

6 FINDINGS AND ANALYSIS

TABLE 1
SOFT SKILLS EMPHASIZED BY INDIAN NPOS

Sl No.	Soft Skills	Number of respondents	Percentage
1	Drive to learn & perform	132	66
2	Passion for organisation's social mission	116	58
3	Prior work experience	90	45
4	Technical Skills	66	33
5	Commitment & loyalty	63	31
6	Others	46	23

Source: Primary data

From the table No.1, it was found that majority of NPOs emphasized on soft skills over work experience and technical skills in the process of recruitment. Among the soft skills, drive to learn and perform was selected as top hiring priority by 66% of the respondents. Since the nature of job is voluntary, the drive to learn and perform is the most important soft skills which is generally considered in the process of recruitment. It was followed by the passion for organisation's social mission with 58% responses which highlighted the importance of mission of an NPO with which the employees tried to align their mission of their lives too. Prior work experiences in the relevant field also accounted for a major reason in the hiring process with 45% responses because it helps in minimizing the cost and time incurred in imparting basic training and development process of new recruits. Since technical skills are not required in all kinds of job, so it was considered as lesser important skills except in few technical jobs. The commitment and loyalty to the organisation are also normally considered which will decide their likelihood to stay for longer period of time in the organization. Among others, the factors like education background, references, performance on skill or aptitude test are among the least important factors which are nowadays considered by the recruiter in its hiring process.

TABLE 2
TRAINING & DEVELOPMENT CONDUCTED BY INDIAN NPOS

Sl No.	Training & Development Programmes	Number of respondents	Percentage
1	On the job training from superiors	164	82
2	Orientation for new employees	152	76
3	Company sponsored skill building programmes	104	52
4	Compensation for off site programmes	56	28
5	Others	22	11

Source: Primary data

From the table No. 2, it was found that "On the Job Training" from superiors is the most important training method that is focused by majority of the NPOs which is reflected by

82% responses during the survey. It reflects the need and the most common form of training and development method to be provided to almost every type of employees in the organization. Induction or orientation was also offered to new employees by over 76% of respondents which focused on the organization, its mission, nature of works and expected roles from the new recruits. Nearly 52% of NPOs invested in skill building programmes through different forms like workshops or courses for employees, conducted by consultant or corporate trainers. The basic motives of these kinds of training and development programmes are to improve the written and verbal communication skills and official procedural activities. The respondents shared their experiences that trainings conducted by senior or experienced employees of the same organization were more effective than trainings provided by external trainers or experts.

TABLE 3
RETENTION STRATEGIES ADOPTED BY INDIAN NPOS

Sl No.	Retention Strategies	Ranking	Percentage
1	Positive Work Environment	1	52
2	Social Impact Focus	2	48
3	Incentives/Bonus Schemes	3	39
4	Promotion Opportunities	4	32
5	Competitive salary structure	6	26
6	Competitive benefits	7	22
7	Minimum Period bond	8	19
8	Others	9	11

Source: Primary data

From the table no. 3, it is evident that the three most important retention strategies used by NPOs include positive work environment, social impact focus of the organization and Incentives/Bonus schemes for employees in the organizations. Besides these three strategies, others include promotion opportunities, competitive salary structure, competitive benefits and minimum period bond which reflect that monetary as well as non monetary benefits of the employees also play a crucial role in the retention strategies of NPOs in India.

TABLE 4
HUMAN RESOURCE CHALLENGES IN NON PROFIT SECTOR IN INDIA

Sl No.	Challenges	Number of respondents	Percentage
1	Recruiting qualified staff	148	74
2	Clearly defining roles and responsibilities	84	42
3	Distributing decision making authority beyond founding team	78	39
4	Establishing HR policies and procedures	64	32
5	Training employees in new skills	56	28
6	Retention	52	26
7	Managing lower	44	22

8	level employees Keeping up morale among employees	40	20
9	Others	24	12

Source: Primary data

From table no. 4, it shows that major HR challenge faced by NPOs is recruiting qualified staffs for various posts in an organization. With the growth of various NPOs, there is also a need to recruit qualified employees who can handle different activities. But due to the lack of attractive pay packages and promotional opportunities, the NPOs are struggling still to attract the best talent in their organizations. Other challenges highlighted by respondents include clearly defining roles & responsibilities followed by distributing decision making authority beyond the founding team. It reflects the challenges of the organization to create a strong team of middle managers.

TABLE 5
COMPROMISES IN RECRUITMENT IN NON PROFIT SECTOR IN INDIA

Sl No.	Compromise in recruitment	Number of respondents	Percentage
1	Less than 10%	78	39
2	11-20%	44	22
3	21-30%	32	16
4	31-40%	26	13
5	Above 40%	20	10

Source: Primary data

From table no. 5, it is evident that perfect candidates with required skills and experiences are very tough to get for any job in an NPO which leads to the organization to make some kind of compromises in the process of recruitment. About 39% of respondents responded that they found it difficult to get the exactly required candidates that possess the necessary skills for various jobs in an organization which lead to some sort of compromise (less than 10%) in the recruitment process either in terms of experiences or qualification. It becomes more challenging in rural areas as compared to urban areas because of the lack of educationally qualified and experienced candidates in the recruitment process. But due to acute shortage of applicants specially in backward rural areas, various organizations had to compromise on the quality of candidates for various posts.

TABLE 6
MOST CHALLENGING LEVEL IN HIERARCHY IN RECRUITMENT

Sl No.	Levels in organisation	Number of respondents	Percentage
1	Senior level	90	45
2	Middle level	74	37
3	Lower level	36	18

Source: Primary data

From table No. 6, it is evident that the senior level in hierarchy of an NPO is the most challenging level in recruitment. Generally people at the senior level strive to stability in personal as well as professional life in India. People at the senior level are sensitized to the social ethos. They are more inclined towards alignment of their personal goals with the

organisation's mission and their commitment to make some difference in a particular field. The recruitment at the lower level is having easier access as they are driving to learn and grow in their professional life at this stage. More number of local young people is normally recruited to fulfill the mission of the organization who are recruited at lower or junior level. The employees recruited at lower level can be trained easily and they are ready to compromise on various aspects in order to fulfill the mission of the organization.

TABLE 7
MOST CHALLENGING LEVEL IN HIERARCHY IN RETENTION

Sl No.	Levels in organisation	Number of respondents	Percentage
1	Senior level	26	13
2	Middle level	50	25
3	Lower level	134	62

Source: Primary data

From table No. 7, it is evident that the lower level in hierarchy of an NPO is the most challenging level to retain. They are the people who are having the functional skills and they are ready to switch to any organization who offers them more benefits and opportunity. Loyalty is of less relevant and important to most of the employees at this level. Retention at the senior level is not a major concern as these are the people who are at entirely different levels of needs in their life and they mostly try to relate their personal goals with the mission of the organization. This reduces the likelihood of switching to other organization even though they may be offering better benefits and opportunities in their organizations.

7 INNOVATIVE HR STRATEGIES TO RETAIN EMPLOYEES IN INDIAN NPOS

a) Training and Development

Respondents have informed that most of the Indian NPOs provide "On the Job training" for the newly recruits in their organizations. This training is provided by superiors in the respective fields who have wide experience in the organizations. This training proves to be the most effective for most of the newly recruits. Most of the NPOs can't afford to hire experienced trainers for the training and development of their employees. But few of NPOs provide training and developments by external experts or consultants who are specialized in the respective areas which are not that productive in most cases. So the organizations need to explore alternative means of training and developments in collaborations with various government departments as well as voluntary universities or institutes which can develop and provide specific modules for each organization on basis of their requirements. They can also go for affordable training and development modules provided by an external trainer which will act as a catalyst in enhancing the productivity of employees of the organization.

b) Effective Performance appraisal

Performance appraisal system plays a very crucial role in an organization in order to retain the talented employees. In most of NPOs, routine performance appraisal system is conducted quarterly for junior levels, half yearly for middle level and yearly for senior level employees. But the performance appraisal system is still very unstructured and undocumented in most of Indian NPOs. Other than routine performance appraisal of employees, timely performance appraisal in case

of promotion as well as exit appraisal needs to be implemented that will motivate those hardworking employees to contribute more and more for the organization.

c) Professional Recruitment Process

The recruitment process in most of Indian NPOs is very informal in nature that lacks uniformity in various recruitments in the same organization itself. It needs to be replaced fully by professional recruitment process that helps in identifying the right candidate for the right job. While most of the NPOs are struggling to get the suitable full time candidates, the option of part time employees can also be introduced in organization on basis of a specific assignment or project. In such case, increased recruitment of interns to carry out certain assignment serve the purpose of both organization and candidate. The organizations can utilize the technology oriented tools like social media and networking sites in the process of call for applications for various vacancies for wider coverage rather than relying only on traditional media like local newspaper or radio.

d) Integrated and transparent HR system

Most of the important components of HR system in Indian NPOs including leave rules, bonus, travel allowance, rewards system etc are not very clearly documented in various organizations. The organizations are not keen also in formulating transparent and uniform HR policies which will provide clear guidelines to all employees in the organization. All the various components of HR system should be interlinked and supplement each other. For instance, the performance appraisal should be conducted not only during promotion but also during the exit of an employed from the organization. Other example we can quote here is that promotion or reward system should not only link with the sales or completion of certain task or assignment but rather be supplemented with the social impact interconnected with the mission of the organization.

8 CONCLUSION & SUGGESTIONS

In India, majority of NPOs emphasized on soft skills over work experience and technical skills in the process of recruitment. Among the soft skills, drive to learn and perform is the top hiring priority since the nature of job is voluntary in the process of recruitment. It was followed by the passion for organisation's social mission which highlights the importance of mission of an NPO with which the employees tried to align their mission of their lives too. Prior work experiences in the relevant field also accounted for a major reason in the hiring process. Since technical skills are not required in all kinds of job, so it was considered as lesser important skills except in few technical jobs. The commitment and loyalty to the organisation are also normally considered followed by the factors like education background, references, performance on skill or aptitude test. "On the Job Training" from superiors is the most important training method that is focused by majority of the NPOs which reflects the need and the most common form of training and development method to be provided to almost every type of employees in the organization. Induction or orientation is also offered to new employees which focuses on the organization, its mission, nature of works and expected roles from the new recruits. Majority of NPOs also invests in skill building programmes through different forms like workshops or courses for employees, conducted by consultant or corporate trainers to improve the written and verbal communication skills and official procedural activities. The

trainings conducted by senior or experienced employees of the same organization are more effective than trainings provided by external trainers or experts in Indian NPOs. The three most important retention strategies used by NPOs include positive work environment, social impact focus of the organization and Incentives/Bonus schemes for employees in the organizations. Besides these three strategies, others include promotion opportunities, competitive salary structure, competitive benefits and minimum period bond which reflect that monetary as well as non-monetary benefits of the employees also play a crucial role in the retention strategies of NPOs in India. Major HR challenge faced by NPOs is recruiting qualified staffs for various posts in an organization. With the growth of various NPOs, there is also a need to recruit qualified employees who can handle different activities. The NPOs are struggling still to attract the best talent in their organizations due to the lack of attractive pay packages and promotional opportunities. Other challenges include clearly defining roles & responsibilities followed by distributing decision making authority beyond the founding team. It reflects the challenges of the organization to create a strong team of middle managers. In India, perfect candidates with required skills and experiences are very tough to get for any job in an NPO which leads to the organization to make some kind of compromises in the process of recruitment. The reasons contributed include difficulty in getting the exactly required candidates that possess the necessary skills for various jobs in an organization. The situation becomes more aggravated in rural areas as compared to urban areas because of the lack of educationally qualified and experienced candidates in the recruitment process. In case of recruitment, the senior level in hierarchy of an NPO is the most challenging level. Generally people at the senior level strive to stability in personal as well as professional life in India. People at the senior level are sensitized to the social ethos. They are more inclined towards alignment of their personal goals with the organization's mission and their commitment to make some difference in a particular field. The recruitment at the lower level is having easier access as they are driving to learn and grow in their professional life at this stage. More number of local young people is normally recruited to fulfill the mission of the organization who are recruited at lower or junior level. The employees recruited at lower level can be trained easily and they are ready to compromise on various aspects in order to fulfill the mission of the organization. In case of retention, the lower level in hierarchy of an NPO is the most challenging level. They are the people who are having the functional skills and they are ready to switch to any organization who offers them more benefits and opportunity. Loyalty is of less relevant and important to most of the employees at this level. Retention at the senior level is not a major concern as these are the people who are at entirely different levels of needs in their life and they mostly try to relate their personal goals with the mission of the organization. This reduces the likelihood of switching to other organization even though they may be offering better benefits and opportunities in their organizations. The Indian NPOs rather than relying only on traditional methods of training and development, they need to explore alternative means of training and developments in collaborations with various government departments as well as voluntary universities or institutes which can develop and provide specific modules for each organization on basis of their requirements. They can also hire some external trainer who can provide affordable training and development which

will enhance productivity of employees in the organization. The performance appraisal systems adopted in the NPOs are not very effective which can motivate the performing employees which will act as a driving force in case of retention of exceptionally productive employees. They need to adopt and implement a holistic performance appraisal system in the organization which will meet the need of the hour. The organizations also need to follow a professional recruitment process like in the private firms which will help in identifying the right candidate for the right job. It will drastically reduce the attrition rate in the organization. Last but not the least, NPOs must implement a comprehensive and integrated HR system which will make the system more transparent and will enhance trust in the organization by employees and among themselves.

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