

PREFACE

Development sector organizations which were earlier driven by mostly religious and philanthropic considerations are becoming more professionalized in their approach. Such organizations were initially managed by publicly spirited individuals with high commitment taking decisions based on intuition, religious or philanthropic beliefs with lesser emphasis on contemporary knowledge of management. Today they organizations collectively employ a huge number of people with diverse education background and skills and that leads to the complexity in managing human resources. Like other organizations, they compete with each other to attract, retain and utilize competent human resource. The human resource available to them is often limited, since the sector is not perceived to be glamorous and remunerative as the corporate sector.

This study is aimed at understanding HR challenges of Development Sector Organizations from selected districts of Gujarat in context of following subsystems of HR; Recruitment and Selection, Induction & Placement, Training & Development, Remuneration & Benefits, Career development, Performance Appraisal, Work culture and Employee Retention.

Researcher has covered 14 such organizations and has collected responses from employees from various levels in order to understand their HR challenges. This group of organizations have diversity in terms of sectors of interventions such as Health care, Education, Agriculture & Livelihood, Disable Welfare, Training & Skill development etc. Collected data has been analyzed and interpreted in both qualitative and quantitative form. Researcher has prepared 11 case studies describing organization specific HR challenges and good practices. Along with that there is a quantitative analysis of responses of DSO employees across all 14 DSOs regarding HR challenges. On basis of Qualitative and quantitative analysis, researcher has identified specific HR challenges of DSOs along with various factors associated with it. At the end there is a list of suggestions that can help alleviate these challenges and can also become instrumental in strengthening Human Resource practices for effective and efficient management of DSOs.