

# Human Resource Development (HRD) Practices of Non-Governmental Organisations (NGO's) in Ghana's Health Sector

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**Abstract-** Over the years Non-Governmental Organisations (NGOs) have played a vital role in the socio-economic development of Ghana. The study examined the HRD practices of NGOs in Ghana with particular focus on NGOs in the health sector. The study combines mixed research methods. A sample size of 30 NGOs registered with the Department of social welfare and members of the Ghana Coalition of NGOs in Health was used. Descriptive statistics was used to analyze the data. The study observed that although NGOs in Ghana health sector employ some HRD practices in their operations, much attention is not giving to these practices. The study therefore recommended that Human resource development need to be introduced properly to the NGOs as it helps maintain talents in workers due to the capacity trainings attended.

**Index Terms-** Resource; Human; Health; Development; Sector, NGOs

## I. INTRODUCTION

The idea of NGO became popular in 1945 resulting from the establishment of the United Nations Organisations which recognised the need to give a consultative role to organisations which were classified as neither government nor members (Willet, 2002). NGOs over the years have played a significant role in many instances to move states from one party rule towards multi-party democracies, hence providing the crucial internal impetus to complement the prevailing favourable international conditions that emerged for democratic transition at the end of the bi-polar era. (Masterson, 2006).

In contemporary times NGOs have created the platform for citizens to work together voluntarily to promote social values and civic goals pertinent to the development of the society. They promote local initiative and problem-solving through their work in various arenas of social life namely environment, health, poverty alleviation, culture & the arts, education among others. NGOs reflect the diversity of society itself. Such organisations enable experimentation and social change by taking on challenges that the public and private sectors simply do not (Singh, 2014). NGOs are part of civil society organizations that are able to take risks that are economically unacceptable to business and politically unacceptable to government.

Today, countless innovations pioneered by NGOs have subsequently been adopted as government policy interventions.

The Millennium Development Goals prior to their adoption were being pursued by various local and international NGOs. The role of NGOs and other Civil Society groups in the 2012 elections is a clear example of the power of such organisations in nation building.

Numerous models of service delivery that are considered "best practice" today were devised, tested, and improved over many years of experimentation by NGOs (Heintz, 2006). In Ghana for example NGO and Civil Society advocacy campaigns induce the government to adopt policy reforms and force improvements in business practices. NGOs in Ghana are formed independently of the State but register voluntarily under specified laws in order to gain official recognition to pursue purposes that are not for profit but oriented toward public benefit. Such registration qualifies NGOs to access public development fund, be it from external Development partners or benefit from tax exemptions. NGOs in Ghana may be local or international; secular or faith-based; and membership or non-membership based. They operate in fields such as health, education, rural and urban development, environment, population and social welfare (GAPVOD Draft National Policy 2004).

NGOs play a very important role in the socio economic development of Ghana by supplementing the state's efforts in providing sustainable development. They provide umbrella of services including the promotion of equality and human rights, legal services, education and training programmes and they also fill development gaps where government is short. According to Lekorwe (2007, p.7) it is through the complementary efforts of NGOs and interest groups that good governance can be promoted. NGOs also help to ensure that government goods and services reach the grassroots, the poor, the disadvantages in society and the marginalized. They also help citizens participate and influence the decision making process as well as the management of public affairs.

NGOs are also involved in employment creation, micro-credit/financing, economic development, skills training, gender awareness and action, peace and human rights, informal economic activity, anti-corruption, poverty reduction and advocacy on policy reforms (Lekorwe, Ibid). They operate across sectors, regions and direct their services towards the community, the deprived and underprivileged as well as the general public. NGOs are not homogenous actors. They differ in activities, structure, organisation, resources, leadership, membership, ideology and aspirations.

Contemporary Organisations are placing much value on human resources considering their relevance as an important asset necessary to survive and achieve sustained competitive advantages. In spite of this, the usage of effective human resource management (HRM) practices in many local Non Governmental organizations (NGOs) is often low in the list of management priority (Batti, 2014). According to Batti (ibid) Successful NGOs are those that recognize the significance of the human element on organizational success and emphasize on their development, satisfaction, commitment and motivation in order to attain desired objectives. NGOs often do not realize the relevance of effective management of human resources to the wellbeing of the organization and hence do not invest adequate time or resources to build their capacity in necessary human resource competencies (Batti, ibid). Against the background the study seeks to examine the human resource development (HRD) practices of NGOs in the health sector of Ghana.

## II. PROBLEM STATEMENT

For NGOs to thrive there is an urgent need for professional human resource development practices within the work environment due to the particular important role they perform in the society. However, most NGOs receive little sponsorship, making one wonder how they are able to engage the services of such high profile professionals to streamline their human resource planning. Moreover, increased societal and human needs have led the proliferation of NGOs their attendant activities. There are reports of low salaries, high staff turnover, mass desertion, ineffective leadership and above all misappropriation of project funds (Regional Reports of GCNH). This study therefore seeks to examine the role of NGOs in the development of Ghana's human resource and further assess the impact of the human resources development strategies pursued NGOs in Ghana, particularly NGOs in the Health sector.

The purpose of this study is to find out the practices currently being employed by the NGOs in the health sector in Ghana. The study also seeks to examine the policies that guide HRD activities in NGOs in Ghana with particular focus on the NGOs in the health sector and also identify the factors that influence various HRD practices.

## III. LITERATURE REVIEW

NGOs are said to be independent, not part of the government, voluntary, non -profit and charitable which promote development oriented activities for vulnerable groups in society. Considering that as an organization, it focus on the effort and competencies of human resources in achieving its aims, there is the need for NGO's to adopt and implement human resources practices essential in enhancing the wellbeing, competencies and motivation of its employees. This implies that, although NGOs do not aim to achieve profit, to attain its goals for which they were set up, then it is critical to employ human resource development (HRD) practices in its management of staff. HRD is concerned with staffing issues, education and training, performance management, working conditions among others. It also involves many actors who have a stake in it and who can

facilitate or hinder the pursuit of objectives. It is very relevant as it helps in optimizing the production and utilization of the workforce (Dussault, 1999).

Nadler (1970, p. 3) refers to HRD as a series of organised activities conducted within a specified time and designed to produce behavioural change. On the other hand, Craig (1976) indicates that HRD focuses on the central goal of developing human potential in every aspect of lifelong learning. Swanson and Holton (2001, pp. 22) indicated that HRD is a relatively new term which involved training the larger component and can be tracked back through the evolution of the human race. HRD professionals have powerful tools available to get others to think, accept and act and also have a very privileged position on accessing information that transcends the boundaries and levels of individuals, groups, work processes and the organisations. Jon and Randy (2006) related HRD as a new learning and performance wheel to a driving business performance which includes all the activities of HRD. According to Swanson and Holton (2001), suggested that the twenty-first century challenge for HRD is to engage in high technology means of developing and unleashing human expertise coming from the demand of professionals to do HRD work better, faster, and cheaper.

Drucker (1999, p. 255) indicated that "the purpose of an organisation is to make the strengths of people productive and their weaknesses irrelevant". This means that success or failure of NGOs will depend in large measure on its ability to attract, develop, and hold committed people. Most of the local NGOs formed in Ghana depend on voluntary staff to run their programmes and activities; as a result they do not have control over the quality of labour they obtain. Their staffing levels are determined by those who volunteer their services. Some of the personnel used to run the affairs of the local NGOs are not well trained to effectively carry out their duties (Gyamfi, 2010, p. 30). Leworke (2007 p. 14), suggested that lack of well trained and experienced human resources limits the extent to which local NGOs are able to manage their day to day affairs and their capacity to plan, appraise, implementing and monitor their projects and programmes. He maintains that most knowledgeable and experienced volunteers do not normally provide adequate support for NGOs activities because of the limited time they have to render their services. However, Ibrahim and Muhtesem (2006, p.4) revealed that not all people working for local NGOs are volunteers. There are paid staffs who typically receive lower pay than in the corporate private sector. As a result staff turn-over is high in local NGOs. They further maintain that the poor quality of training or lack of importance attached to training local NGO workers contribute to the organisation inability to raise funds.

Lortsman (2007, p.29) asserts that lack of human resource capacity to raise local funds is similar to the absence of institutional mechanism for local fund raising. He further argues that local fund raising requires people having the skills and willingness to do it and a good public reputation. This means that expertise are needed to plan when, where and how to seek for funds especially in an environment where the population is poor and may be suspicious of the motives. This really affects the ability of local NGOs to attract high quality employees. Considering the relevance of human resource to every organization, it could be argued that the most important resource an NGO has is its staff and volunteers. Without Human

resources, it is not possible for an NGO to achieve its mission. They do it for the passion because non-profit work is usually not very glamorous and for that matter, it is a job with long hours and low pay. Organisations may have difficulty recruiting the right individuals for the job at the salary level or struggle to retain the best performing employees.

The importance of having a competitive human resource is synonymous with the success of today's organizations. An efficient and effective human resource will produce quality, productive individuals that will eventually minimize the problems that are related to human resource such as job dissatisfaction, absenteeism, or turnover of employees Daud (2006). Evidently, the relevant of HRD can therefore not be underestimated. This study therefore seeks to find out how NGOs adapt to healthy human resource management toward maximizing the potentials of its employees.

#### IV. RESEARCH METHODOLOGY

This study used the descriptive survey as a means of gaining insight into HRD practices of NGOs in the Health Sector in Ghana. A mixed research method was employed to data collection. Functionally the Ghana Coalition of NGOs in Health is controlled by a Board consisting of all regional chairs, the Chairman and the vice chairperson plus three ex officio members. In this case the National secretariats are those who manage the projects and the various regions handle the implementation. This consists of 5 staff with various expertise. The regions consist of a number of NGOs. In this study the target population is NGOs in the Health sector in Ghana which is difficult to identify. This is because NGOs in health has about 15 networks. This includes the Coalitions, Alliances among others. In this study, Ghana Coalition of NGOs in Health (GCNH) was purposively sampled due to their regional presence, its membership, and thematic focus of its members such as HIV, Maternal Health, Sexual and Reproductive Health and Rights, Water and Sanitation, Immunisation, TB among others. GCNH has a bigger population therefore members were again stratified in groups as active and inactive members. For the sake of this study, 155 active members were stratified and their contacts were given by the regional chairpersons. To avoid bias, these organisations names were written and put in a bowl and a selection of 30 NGOs were sampled due to their size, year of existence and performance in terms of HRD. Formal and informal interviews covering a range of respondents including local NGOs and international NGOs were conducted. A structured questionnaire was designed to contain both close and open ended questions. In order to validate preliminary findings resulting from questionnaires, interview guide were developed for focus group discussions which were held in the National Secretariat Office of the Ghana Coalition of NGOs in Health. This was to help crosscheck individual organisational responses. The Focus group discussions were also helpful in gathering new and relevant information. This was done to pre-test the survey instrument.

Since the research was a descriptive survey, research questions one and two were analysed using frequencies, percentages and bar charts while research questions three was also analysed using interviews and focus group discussions.

#### V. RESULTS AND DISCUSSIONS

The findings from the field have been categorised into 3 sections. Section one discusses findings from HRD practice of selected NGOs in the region. The second section discusses the influence of financial resources on HRD activities, while the third deals with improvements of HRD practices of NGOs in the health sector.

##### **Research Question one: what are the HRD practices of NGOs in health**

This section was targeted to find out the various recruitment policies adopted by the respondents and whether they practice otherwise. It was observed that that some selected NGOs adopt recruitment policy. 46% of respondents have recruitment policy they abide by. Larger NGOs uses application as a means of recruitment and the criteria used for selection is the interview. 37% of respondents use other means for recruitment like relatives, walk-in, family members and friends without necessarily filling an application form or going through an interview process while 17% of respondents use employee referrals. Some even walk in without requisite qualification but they are accepted to work as volunteers to help in the communities most especially those who really understand the local languages in the villages to help eradicate diseases

Further, staff training and development practices at the various NGOs were observed. It was revealed that Staff development and training helps employees to learn new things in order to become efficient in their area of work. Greater number of respondents (13) representing 43.3% practice on the job training for their staff while (5) respondents provides off the job training for the employees representing 16.67%. 10% respondents practice both on-the-job and off-the-job training because of the nature of work. This is because of the inability of HR department and the essence of Human resource development which is not known.

It was further observed that training needs is identified through job evaluation, performance management, job analysis or other. Thirteen (13) respondents representing 43% training needs is determined by its importance. This means that it is necessary for the organisation to undergo such training, not specifically as a current training need. This sometimes is not compulsory for employees. 5 allow staff to attend training if only it will benefit the organisation and also if there are availability of funds. 27% respondents talks about the current needs of their staff and 30% are determined by areas related to health for instance issues relating to first Aid. This does not necessarily depends on the current training needs or its importance but rather due to lot of field work it entails.

With regards to the development activities of NGOs, it was revealed that majority of respondents organises workshop trainings for their employees, representing 43.33%. This also includes the volunteers of the organisation. Referral and internship programmes representing 16.67% are organised for only permanent staff while on- the- job training represents 13.33%. The study leave representing 10% are also organised for permanent staff. Majority organisation does not resort to study leave because there is no other person to stand in for the one on leave. This most at times affects progress of work.

When asked in a focus group discussion what information are given to newly employees by the various NGOs, it was



observed that a greater number of respondents (10) indicated that they discuss general information about the job, Six (6) respondents discussed about job requirements briefly and then give a manual to the new hire or volunteer to read and understand while 6 group of respondents talks about conditions of service. Five (5) respondents talks about job description while three (3) respondents discuss about job duties statements. It can be observed that greater number of respondents communicates general information of the job to the new hires without necessarily discussing the policies and procedures of the organisation. Here the general information is about a brief of the work that the individual is about to do together with the allowance or salary excluding policies and procedures since they do not have them in place; not even employee safety or other entitlements is discussed. Here the bottom line is that the salary is subject to availability of funds and ends there without necessarily any increment. Job requirement on the other hand explains what actually the new hire is coming to work on in the organisation and what the organisation also requires from the person. Condition of service on the other hand refers to the other incentive put in place for the new hire, be it bonuses, fringe benefits among others.

Furthermore, the study observed that in terms of how employees' performance are assessed, about 18 respondents assess performance through appraisal representing 60%. This means that despite unlimited resources to engage Human resource personnel, performance evaluation is being assessed. This goes on in the Large NGOs in Ghana and those that have permanent staff based on the project for about 5 years, appraisal is done half yearly. Also, 26% respondents do not evaluate staff performance but they only appreciate what staff has done without necessarily discussing the success and challenges they face in their job. This is because majority of the staff are volunteers and are not permanent staff. They just come in and go as the need arises. Other respondents representing 13.33% neither know the practice of job evaluation nor appreciate what staff do. With these groups of people, they have temporal staff, so whenever a project comes they are just invited to help within a short period of time and then go away. These people have their permanent job already elsewhere.

In addition, the study probe in to how the results of performance appraisals are used, the results showed that 7 respondents representing 23.33% do not provide anything after job evaluation and some although they practice it, do not attract anything afterwards. 6 respondents representing 20% each add promotion together with salary increment as well and the other did only salary increment to staff after the evaluation process. This is because staff are already not enough and there is no vacant position. This allows the staff to feel good and enables them to give off their best despite always working under pressure. 5 respondents representing 16.67% promote its staff to the next level available without necessarily adding some amount of money to their salary but rather they enjoy other benefits like travel allowance, professional education among others. These boost employee's morale and their self-esteem. The last group of respondents 3 representing 10% do otherwise like appreciating what staff has done by just saying thank you to them for doing a very great job. In addition, the study showed the extent to which the NGOs employ job design strategies. These strategies aim at

properly training workers to administer their tasks differently to reduce boredom and also to help them to attain their full potential.

From the findings, it was observed that, 15 respondents representing 50% practice job enlargement. This is because whenever a new project is won they do not necessarily recruit new staff due to unavailability of funds but rather increase the work of the staff in order not to incur additional cost. 7 respondents representing 23.33% practice job rotation while 4 respondents representing 13.33% practice both job rotation and job enlargement. 4 respondents representing 13.33% do not practice any of the job designs. Their work is just one off thing so they don't go according to any job design.

Further from the findings, it was observed that 18 respondents representing 60% do not have HR department while 7 representing 23.33% were not sure due to the fact that some directors play partial role of Human Resource, some have Human Resource personnel but their role do not come out clearly as Human Resource officer. This makes it difficult for clarity purposes so some are not sure whether Human Resource manager exist or not. Also, 5 respondent representing 16.67% has Human Resource department and they are efficient in their area of work. This consists of larger NGOs and not the smaller ones. Ghana Coalition of NGOs in Health has provided HR manual which should guide the HR department and those without HR department yet some selected respondents do not have them in their possession. The study further revealed that out of the 30 respondents, 19 respondents representing 63.33% indicated that do not have HR manual despite the duties they perform. 11 representing 36.67% has Human Resource manual. The HR manual are usual designed by consultants for those who do not have HR department to serve as a guide. This manual outlines the principles that need to be adhered to.

In terms of the practice of recruitment and selection, it was revealed that, 46% of selected respondent adopt recruitment policy, this is by sending application forms to apply for a vacant position and also inviting the applicant for an interview. This allows the NGOs to get the qualified persons for the job. 37% use relatives, friends, family members and walk-in to get jobs. While 17% use employee referrals. According to the respondents, various persons walk in without requisite qualification but they are accepted to work as volunteers to help in the community most especially those who really understand the local languages in the villages to help them to campaign and to eradicate diseases.

With regards to training and development, the analysis showed that, selected respondents organise training for their staff. This is by organising workshops, attending short courses and coaching within the organisation and other capacity building training programmes as these helps the staff to develop in the area of study representing 69.67%. The rest do not organise any training programmes for their staff. This is because of the inability of HR department and the essence of Human Resource development is not known by the Directors. According to the respondents, it is therefore necessary for the organisation to undergo such training, not specifically as a current training need. This sometimes is not compulsory for employees. 5 allow staff to attend training if only it will benefit the organisation and also if there are availability of funds. 27% respondents talks about the

current needs of their staff and 30% are determined by areas related to health for instance issues relating to first Aid. This does not necessarily depend on the current training needs or its importance but rather due to lot of field work it entails. Again, majority of respondents organise workshop trainings for their employees, representing 43.33%. This also includes the volunteers of the organisation. Referral and internship programmes representing 16.67% are organised for only permanent staff while on-the-job training represents 13.33%. The study leave representing 10% are also organised for permanent staff. Majority organisation does not resort to study leave because there is no other person to stand in for the one on leave. This most at times affects progress of work.

It was also observed that greater number of respondents communicate general information of the job to the new hires without necessarily discussing the policies and procedures of the organisation. Here the general information is about a brief of the work that the individual is about to do together with the allowance or salary excluding policies and procedures since they do not have them in place; not even employee safety or other entitlements is discussed. Here the bottom line is that the salary is subject to availability of funds and ends there without necessarily any increment. Job requirement on the other hand explains what actually the new hire is coming to work on in the organisation and what the organisation also requires from the person. Condition of service on the other hand refers to the other incentive put in place for the new hire, be it bonuses, fringe benefits among others.

Again in the study conducted, 60% assess performance through appraisal. This means that, despite the unlimited resources to engage Human Resource personnel, performance evaluation is assessed. This goes on in the large organisations that have a capacity of over 35 employees and those that have permanent staff. Other respondents representing 13.33% neither practice job evaluation nor appreciate the work done by staff. With these groups of people, they have temporal staff, so whenever a project comes they are just invited to help within a short period of time and then go away. Other respondents only appreciate what staff has done without necessarily discussing the success and challenges they face in their job.

Furthermore, 7 respondents representing 23.33% do not provide anything after job evaluation and some although they practice it, do not attract anything afterwards. 6 respondents representing 20% each add promotion together with salary increment, whilst other respondent only increase staff salary after the evaluation process. This is because staff are already not enough and there is no vacant position. This allows the staff to feel good and enables them to give off their best despite always working under pressure. 5 respondents representing 16.67% promote its staff to the next level available without necessarily adding some amount of money to their salary but rather they enjoy other benefits like travel allowance, professional education among others. These boost employee's morale and their self-esteem. The last group of respondents 3 representing 10% do otherwise like appreciating what staff has done by just saying thank you to them for doing a very great job.

Also the study indicated that, 13.33% do not know what job design strategies is all about so they do not practice it. This is because they use a lot of volunteers and interns in the

organisation. 50% of the respondents practice job enlargement. This is as a result of majority of staff practicing multitasking since permanent staff are not many and they work with more volunteers. In addition, 23.33% practice job rotation as this allows staff to experience each other's job.

Human resource information system are processes that the organisation put together to provide the human resource needs. From the study, 16.67% has HR department, these are the larger organisations that have branches in other regions. 23.33% are not sure because the director happens to be the HR manager and all decision is vested to him. Respondents also indicated that, this does not speed up processes. Again 36.67% have HR manuals without necessarily having HR department. This serves as a guide in the office whereas 63.33% do not have HR manual to guide them. With the small size, HR manual is being designed by consultants for those who do not have HR department to guide them. This manual outlines the principles that need to be adhered to in the work setting.

### **Research question two: How does the financial resource of an NGO influence its HRD practices?**

Majority of respondents indicated that lack of financial resources impact negatively on activities of Human Resource. Some of the practical examples respondents came up with can be summarized as poor quality of work representing 16.67%, low performance of work due to inadequate funding 50%, lines of authority not clearly defined 13.33%, low motivation 10% and lack of core funding 10%. Majority respondents conceded that inadequate funding of Human resource development lead to low performance of work.

Again, according to the respondents labour turnover is high in the organisation. This is the rate at which employees leave the organisation overtime. This is as a result of low motivation in the organisation. The figure below depict the rate at which employees leaves the organisation as indicated by the respondents. The study further probed into the turnover rate among respondents. With a sample size of 30, 13 organisations experience staff turnover rate of more than 5 persons yearly. Ten (10) respondents experience 3 persons per annum of employee turnover. Five (5) persons have one employee per annum of labour turnover and 2 experience none employee turnover because they exist just a year and they have not done much projects. These findings supports the Regional reports on GCNH which specified that there are reports of low salaries, high staff turnover, mass desertion, ineffective leadership and above all misappropriation of project funds in the NGOs (Regional Reports of GCNH).

### **Qualitative data analysis**

In a focus group discussion, it emerged that expertise is needed to plan, when, where and how to seek for funding, especially in an environment where funds is not forthcoming. This is because scarce funding greatly complicates the ability of local NGOs to attract high-quality employees. And in effect affect the employment of Human resource to implement Human resource development activities thereby increasing labour turnover.

Again, there are salary staff who receives low remuneration than those in the private sector, this results in staff turn-over in

local NGOs. This contributes to the organisations' inability to raise fund because of poor quality of training and lack of importance attached to training. Here staff are not given the chance to develop their career or even attend training programmes to help run the organisation. This demoralise the staff and they do not spent much time working with local NGOs. This really affects ability to raise funds to be able to employ or engage in Human Resource development activities. This is because staff are not being trained to have that skills and willingness to perform those function which do not lead to good public reputation.

Again, most of local NGOs are drawn from family and church which makes the board not formal. It is surprising to find father, mother, husband, wife, siblings, auntie or uncles constituting board members and even staff as well, due to this it is obvious that the decision making rest with the executive director. Therefore such NGO may be situated in the Executive director's home. Due to this challenge local NGOs suffer lack of management skills, technical information and clear goals and form weak structure as well.

For local NGOs to overcome these challenges have to devise better strategies to operate and raise fund to stay in that field since they have compelling missions that must be accomplished. Even if family members and church members are well educated and trained they will achieve their mission as intended.

### **Research question Three: How can NGOs in the health sector improve on their human resource development practices?**

In an interview done, selected NGOs in Ghana and those who have long experience in those fields indicated that; Most NGOs in Ghana lack clearly defined structure in terms of organisational charts, buildings, facilities and human resources. For local NGOs to receive funding there is the need for structure to be put in place to generate local funds. Though most local NGOs operate in their own small way, do not have any structures in place. One person manages the office alone. Most at times they use their own houses which are not well furnished as their office without adequate facilities. When this happens donor funding is difficult to come by.

There is no provision of human resource activities at all due to the fact that there are no budget lines for that. This goes a long way to affect work performance because the owners themselves carry on most of Human resource activities and since they are not qualified, lack requisite skill of Human resource. Therefore no motivation is given to staff which affects work performance. This means that the owners themselves should attend courses that can broaden their horizon so that they can have the requisite skills to discharge their duties.

Quality of work is also not assured to some local NGOs because of unskilled labour they employ due to community outreach programmes. This is because most NGOs depend on voluntary staff to run their activities and programmes and generally do not have control over the quality of labour they obtain. Their staffing levels are determined by those who volunteer their services. Some of the personnel used to run the affairs of local NGOs are not well trained to effectively carry out their duties. Due to training and recruiting of experienced human resource personnel will enable local NGOs to manage their day

to day affairs and can have the capacity to effectively plan, appraise, implement and monitor their projects and programmes. Also employees become creative in future by attending innovative courses to help government to restructure its strategies if what they have put in place does not merit the country. Since NGOs deal with a lot of advocacy issues, they are able to comment on issues on policies that the government have put in place which is not helping or to stand in for the voiceless in the country for there is be equity. This allows the country to thrive.

- It was also noted that most volunteers and interns do not normally provide adequate support for NGOs activities because of the limited time they have to render their services. In this case strategies should be devised so that volunteers will not work directly on the job thereby creating gaps when they leave the organisation.

- In promoting wellbeing of community members, by providing free medical care among others, and working effectively with the right people, members in the community will perceive that these local NGOs are satisfying their required need in the area of project development and service delivery. This will contribute to

- > Obtaining funding for projects
- > Sustain of staff
- > Growth of the organisation
- > Organisation ability to develop good proposal for funding.

As HRD is mainly concerned with developing competences of people, it is necessary for NGO manages to introduce motivating factors like job enrichment, developing staff potentials, creating autonomous work groups, fostering innovation and creativity and developing trust so that the work will be done be efficiently and effectively.

### **Discussion**

The presents study revealed the HRD practices of NGOs in the Ghanaian health sector. The outcome highlights the need for NGOs and its stakeholders to place much importance on their HRD practices and this is evidence in the relevance of these practices in enhancing the performance and success of organization, for instance according to Bhumit (2015) through effective HR practices, N. M. Sadguru Water and Development Foundation, an NGO based in Dahod district working in the natural resource management sector has been culminated a distinguished triumph in employee retention and organisational growth, which is remarkable and striking for the development sector. Further, the inadequate attention giving to the practice of HRD in the NGOs especially in the Ghanaian health sector as revealed in the analysis is also a cry for NGOs to invest resources in enhancing the development and wellbeing of its employees. The inadequate employment of HRD practices can be explained from Batti (2014) assertion. According to Batti (ibid) many local NGOs face diverse challenges in the area of human resource management. Local NGOs have inadequate HR management procedures in the organization and this affects the employee's work experiences and overall performance at individual and organizational level. The author further postulate that many local NGOs due to the size of the organization and scope do not have a human resource (HR) unit or a human resource manager and therefore they appoint staff to oversee staff issues who often do



not have the required human resource skills and competencies to manage the employees. Another area that is challenging local NGOs is the fact that many depend on donor funds that are tied to funding cycles that are short term in nature. This affects the NGOs human resource capacity in terms of the number and type of staff to recruit and employment duration (Batti, 2014). These findings of Batti (ibid) supports the present findings.

## VI. CONCLUSIONS

NGOs play a very important role in the socio economic development of Ghana by supplementing the state's efforts in providing sustainable development. They provide umbrella of services including the promotion of equality and human rights, legal services, education and training programmes and also fill development gaps where government is short. They have over the years demonstrated the capacity of doing more with the needed support. However, funding for effective implementation of project activities is woefully inadequate (Gyamfi, 2010). This is the more reason why Human resource development activities are not being put in place. Mostly non availability of training and development programmes to harness the competencies of staff. Due to these issues most staff are not motivated enough to even stay in the organization. In effect staff does not stay long enough in the organisation and leaves for another organization. It is therefore imperative for local NGO's to measures in place to enhance their HRD practices so as to improve employee's performance and the well-being of the organization.

## VII. RECOMMENDATIONS

The recommendations that are put forward in the study are based on data analysed and interaction with the executive directors of selected local NGOs in Ghana together with experts in the field. This is an attempt to encourage the local NGOs to fill up the gaps so that they can finance their cause in much more effective way to be able to have human resource manager in place to work on human resource development activities and also use the HR manual as a guide for their activities in case they do not have a budget line for HR managers.. The recommendations are as follows:

- Local NGOs should understand the psychology of workforce, retain the best talents of the organisation, motivate them to perform better and handle diversity while maintaining unity simultaneously. Also to be able to understand the mindset of workers in order to retain them is by giving the workers other benefits apart from their salary in terms of fringe benefits and bonuses and also recognising what the workers have done and appreciate them.
- Human resource development should be addressed as a component of organisations survival in that, human beings are indispensable and managing people with various ideologies views and lifestyles need to be taken seriously. This will go a long way to maintain staff in the organisation.
- Strategies should be redirected and streamlined in their activities to ensure that quality human resource is employed and still be able to achieve the strategic objectives of the organisation.

- The directors, Chief Executive Officers and senior level officials should work towards developing and building their capacities, making all resources available since they are not working like sole proprietorship but always working with people.
- NGOs should help to manage change in the organisation and not be static in taking decisions. This is because when volunteers and interns come in, some of them might be good asset to the organisation. Again lot of NGOs in the various communities are not adaptive to technology, due to this current demands are not met which is very crucial to the organisation. In this case local NGOs should help furnish their organisation with required resources and executive officers should motivate its staff to stay longer in the organisation than enjoying the funds themselves without recognising the staff. This is because if employees are handled properly they might always come to that organisation with new ideas and input which will go a long way to help the organisation to succeed.
- Human resource development need to be introduced properly to the organisations as it helps maintain talents in workers due to the capacity trainings attended. Also HR manuals should be provided by the organisation with clear defined policies procedures to guide them in their decisions. This will help the organisation to provide excellent environment for staff to work with proper motivation being put in place.

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