"ATTRACTING NEW TALENTS IN NGOS - CHALLENGES, SOLUTIONS & INNOVATIONS THEREOF - A STUDY AT SWAMI VIVEKANANDA YOUTH MOVEMENT"

ABSTRACT

For a long time, how to attract new talents has been a big concern for organisations, especially Indian NGOs. Thus, this paper has been conducted at SVYM range to address the challenges, analyse and propose the solutions to innovate the recruitment process at SVYM. In the last related paper at SVYM, the author proposed solutions about social media, jobboard, partnerships, experiences of working in the NGO sector, employee referral program, job descriptions, Great Place to Work India certification, website modifications, job consultancy agencies and a pre-screened applicant pool. In this paper, we use the information, including the challenges, benefit perks, organisational policy and other related information, provided by employees at Vivekananda Institute of Indian Studies and Vivekananda Memorial Hospital at SVYM and also reference in another related research. In this paper, we address the challenges in attracting new talents and propose changes about website and social media modifications, developing employee referral hiring programs and partnerships with schools, benefit packages about contingent reward and holidays. On the other hand, there are still the existing challenges that we have not found the solutions to.

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LIST OF ABBREVIATIONS

HR	Human Resources
MRF	Manpower Requisition Form
NGO	Non-Governmental Organization
SVYM	Swami Vivekananda Youth Movement

CHAPTER 1: INTRODUCTION

1.1. REASON FOR WRITING

Non-Governmental Organisations in India have an important role in society's development (M Amiri and B Pagheh, 2019). According to MarketWatch research, 2023 is the year when India officially overcame China to be the greatest population country in the world with more than 1.4 billion people. This brings a lot of advantages but also leads to a few social problems for India. Therefore, Non-Government Organisations appear to support them, especially in developing the community. The World Bank defined NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" (2012).

Among them, a prominent organization can be mentioned as Swami Vivekananda Youth Movement, abbreviated as "SVYM". SVYM organization works with the community in Health, Socio-Economic Empowerment Programs, and education sectors, intending to promote sustainable development for rural and urban communities. SVYM has implemented many recognized programs and projects, some of those are grassroots health program management: Vivekananda Memorial Hospital at Saragur (1998); education and career providing for youth and women: Start of Mobile Education Unit – Vidyavahini (2002) and rural development: Setting up of a Water Quality Testing lab at Saragur (2008). SVYM also is focusing on building a more diversified and advanced education system for children and high-level medical training. This NGO has helped and improved the lives of thousands of people in various parts of India and is highly regarded for its leadership and the quality of its community activities. Some of their current impressive achievements are Surya Mitra Award 2021-22 SELCO India, DH Healing Hands Centre for Excellence Recognition Award (2021), 7th eNGO Challenge Awards 20-21; SVYM certified as a Great Place to Work (2020) and Diverse workPlace year.

However, at SVYM, a lot of difficult challenges are still ahead, especially in attracting new talents and retaining them for the long term (RC Batti - Technology, 2013). As a result, this research paper about "Attracting new talent in NGOs - Challenges, Solutions & Innovations thereof - A Study at Swami Vivekananda Youth Movement" appears for the purpose of identifying and evaluating the factors, as well as challenges, affecting the attraction of new talents. From there, the research team proposes new practical solutions for challenges and innovation for the recruitment process and retaining talents at SVYM.

1.2. LITERATURE REVIEW

1.2.1. Research of Anaïs Thibault Landry, Allan Schweyer, and Ashley Whillans (2017)

This paper titled "Winning the War for Talent: Modern Motivational Methods for Attracting and Retaining Employees" was conducted in the U.S and Indian context to address the question of how we can effectively reward employees, especially "Millennial Generation" and "Generation Z". This paper focus on 6 main points as below:

– ***"Do Cash Rewards Still Motivate?":*** This part provides evidence that cash rewards would be still, even more effective, if it could be used in a meaningful way.

– ***"Moving Beyond Cash: The Growing Popularity of Non-Cash Rewards":*** This part clarifies the advantages of Non-Cash Rewards that it is more meaningful, enjoyable, more visible and/or shareable than cash rewards, and it may make employees work harder.

– ***"Imbuing Rewards with Meaning: The Importance of Recognition and Appreciation":*** Main point of this part is that employees would feel more appreciated if the rewards are heartfelt, genuine and authentic. Moreover, organisations with strong recognition strategies will have greater productivity and lower turnover.

– ***"The Art of Giving and Communicating Genuine Recognition":*** This part gives the evidence and emphasises that the managers should deeply understand how to include recognition in meaningful tangible rewards and some advice to do that.

– ***"Understanding How to Reward Employees as to Satisfy Their Universal Psychological Needs":*** This part focuses on three basic psychological human needs: autonomy, competence, and relatedness. To satisfy these needs, the employees need the freedom to decide how they do their work which is in line with their personal values and interests, they must feel that they have skills to do their tasks and also overcome the challenges, and they need emotional connection with colleagues, peers and managers in a meaningful way.

– And ***"Assessing the Effectiveness of the Reward Programs Currently Used".***

1.2.2. Research of Rehema C. Batti (2014)

Much previous research mentioned that local NGOs must be proactive to deeply understand HR challenges thus highlighting solutions to address the problems. Therefore, this research on *"Human resource management challenges facing local NGOs"* identified the problems which are being faced by local NGOs including the following key elements:

– ***Recruitment and Retention of Competent Staff:*** Many local NGOs make no investment in resource capacity building and staff retention due to the duration of the projects. Some of the projects are located in either remote, so it becomes difficult to attract staff to work in these sites and they are forced to rely on temporary staff or unqualified staff to fill the positions.

– ***Inadequate Human Resource Policies or Procedures:*** Some of the local NGOs, the policies that exist are not aligned with government labour policies.

– ***Lack of Capacity to Manage a Diversity of WorkForce***: Challenges in motivating people of diverse age and gender, using outdated methods to manage staff, the lack of educated and skilled labour in the locations. Some organisations must hire part-time staff or work with volunteers, but organisations did not have relevant policies to engage effectively with groups.

– ***Mismatching of Employee Qualifications with Jobs or Positions:*** In some organisations, a member of employee has been in a position where he or she did not possess the skills or abilities

required to perform the duties of adequate or those who occupied positions of management not the relevant skills or knowledge to support other staff they supervised.

– ***Inadequate HR Management Skills among Supervisors***: Usually the size of many local organisations is small and does not have an HR unit or HR manager. This lack of HR skills affects the management of the organisation and has sometimes led to conflicting responsibilities between management and staff over who to implement which activities.

– ***Organization Program Strategies Affect Staffing:*** When organisations are in partnership with an agency and the donor does not provide funds to hire additional staff, existing staff sometimes perform multiple roles without having the necessary skills required. This leads to increased workload, stress, dissatisfaction of staff and ultimately leads to underperformance of the entire organisation.

– ***Inability to Offer and Provide Competitive Employee Incentives and Benefits***: This question is more difficult in NGOs because salaries or incentives provided depend on donor funds received or income generated by an activity undertaken by the organisation. This sometimes has a significant impact on the morale and performance of staff within these organisations.

– ***Inadequate Performance Management Systems:*** Many local NGOs have not adopted a performance culture within their organisations. Managers who did not set work objectives demotivated staff. Many staff members feel frustrated by the lack of constructive feedback on their performance, often because what is expected of them is unclear. This results in low or poor performance in terms of achieving planned organisational mandates.

– ***Inadequate Career Development Opportunities:*** Another challenge faced by local staff is the lack of career development opportunities. This would involve working continuously to create new employment opportunities and helping staff to move within the organisation to maintain morale.

– ***Difficulties in Maintaining Balance between Employee and Organization Needs:*** Local NGOs are constantly faced with the task of trying to balance employee concerns with organisational goals and finances.

– ***Lack Induction and Coaching Mechanisms for New Employees:*** However, many do not realise that the recruit must understand the mandates and projects in order to be able to work effectively. Staff from some of the local NGOs felt their supervisors were not giving them clear guidance on the day-to-day tasks required to fulfil their roles and this was compounded when there were no descriptions.

– ***Presence of Leadership Gaps/Crisis:*** Once a management position becomes vacant, many organisations seem to have difficulty finding a replacement because of the leadership crisis. There are instances where that position remains for more than 6 months to a year.

– ***Inadequate or Clear Structures for Rewarding Performance:*** Many members of the staff felt that they did not reward or recognize good or exemplary performance and also that sanctions for poor performance was something that many did not address or ignore. This caused tension among those who felt they worked very hard to help achieve the organisation's goals but were not recognized.

1.3. RESEARCH OBJECTIVE

1.3.1. General objective

This research is conducted to improve the quality of recruitment process at SVYM, increase the ability to attract new talents and retain current human resources at SVYM.

1.3.2. Particular objectives

– Identify attractive factors of SVYM in attracting and retaining talents.

– Identify challenges of SVYM in attracting and retaining talents.

– Propose solutions to overcome challenges and promote attractive factors of SVYM in attracting new talents from the labor market, as well as retaining current talents, and optimise the cost for attracting and retaining human resources.

1.4. RESEARCH SUBJECTS AND RESEARCH SCOPE

This research paper is conducted at Swami Vivekananda Youth Movement Organisation from June 19th 2023 to July 10th 2023.

Subjects of the study:

– Experienced employees on labour market

– Group of worker's gene Z is defined as was born after 1997 and spread across till 2012 (Dimock, M.., 2019).

1.5. RESEARCH SIGNIFICANCE

Leadership and staff working at SVYM can refer to the content and results of this study to improve the quality of the recruitment process by improving the quality and quantity of the candidates and improving the ability to retain talents. From there, costs optimize, and work efficiency increases, contributing to the growth of the organization.

1.6. RESEARCH STRUCTURE

The first chapter of this paper provides an introduction. The second chapter presents the challenges and factors affecting the attraction and retaining talents at SVYM working toward meeting these challenges and SVYM is mitigating those challenges. The third chapter is for the recommendations for overcoming challenges. The fourth chapter will highlight the talent attractions at SVYM. The fifth chapter will be for the recommendations for the development of attractive factors. The final chapter is about innovation and attracting new talents.

CHAPTER 2: CHALLENGES IN ATTRACTING TALENT

As a non-profit organisation, SVYM faces unique difficulties in this dynamic environment.

2.1. SALARY EXPECTATION

Since SVYM is a nonprofit organization and works for a good cause, the salary is given equitably for the requirements of the role, experience, qualifications, etc. This may make it challenging for the organization to recruit experienced workers to work in the labor market.

2.2. COMMITMENT LEVEL

The commitment level can vary for employees depending on the work environment, growth opportunities, and work that aligns with personal interests and values. Normally, Gen Z also tends to place personal value and life experience above making a profit. They often want to experiment and explore new careers, not sticking with a company like Generation X or Baby Boomer. When individuals believe employment fits their needs. These factors may also have an impact on their commitment to work.

Besides, at SVYM working with the community, the level of commitment of employees is also shown through contributing to the development of society, helping the disadvantaged, and preserving the environment.

2.3. EXPECTATION OF CANDIDATE AND REALITY IN WORKING

There might be a gap between the expectation of candidates and reality in working, which leads to the challenges related to not only retaining talents but also the job performance of employees.

2.4. PREFER WORK LOCATION

For some employees, the preferred work location typically reflects personal preferences and factors such as convenience, proximity to home, and office workspace within their organization. On the other hand, there are some types of work or types of projects that employees cannot work on remotely, thus losing their interest in work.

2.5. WORKING FOR NGOS IS NOT INTERESTING

This is mostly a matter of each person's personal interests. If they do not have a strong connection to the mission or cause of an NGO, they may find the work less engaging. It's important to align personal interests and values with the work being done. Secondly, common reasons for failure include introverted or extroverted personalities, improper company culture, low participation, neglecting local knowledge, and a lack of trust and engagement. Additionally, when compared to other sectors, some people think that NGOs may offer fewer career advancement opportunities and relatively lower salaries. This can be a deterrent for individuals seeking rapid career growth or financial stability.

2.6. RETAINING THE EMPLOYEES FOR LONG TERM

SVYM collaborates with the community on various projects, with Short Projects requiring personnel to work for at least a year to understand project status. Retaining talents is challenging, as

projects end may lead to job loss and employees may seek different positions. Efforts to retain talent even when projects are closed are crucial.

2.7. NEW EMPLOYEES MAY LEAVE THEIR JOBS EARLY.

In some cases, new employees may leave the job early due to some reasons, such as personal reasons or lack of understanding of work value. This leads to another challenge as the next point.

2.8. HIGHER EDUCATION

There can be several common reasons why employees decide to pursue higher education after engaging in an organization for a year or two including personal growth, professional requirements, financial considerations, etc. Gene Z looks for work with personal growth in mind, so they want to work for companies or organizations that have personal growth.

2.9. SLOW IN CAREER IMPROVEMENT

Unlike other organizations, SVYM often focuses on creating sustainable changes and achieving long-term goals, the impact they create in society. Especially working with the community. Additionally, workloads are repetitive. So, prioritizing this impact and mission can sometimes lead to slower work and career growth.

2.10. TRAVELLING TO OTHER LOCATIONS

SVYM is a national development working with diverse communities may be urban, rural, or indigenous groups. Working in difficult areas or a diverse set of stakeholders in varied locations or places combined with the requirement of working far away from home, might also be a challenge for SVYM in attracting talents.

2.11. SOME POSITIONS/ PROJECTS REQUIRE PHYSICALLY WORKING (WORKING WITH THE COMMUNITY)

Positions and projects working with the community require employees to have certain experience and skills. Some physics projects require applicants to be able to travel to a specific location or work at fixed times. This can create barriers for those who are not able or qualified to participate.

2.12. DISADVANTAGES OF STRONG VALUE

While a strong organizational culture can have numerous benefits to attract new talents, it may also have some disadvantages to maintain employees. First of all, some employees have personal characteristics that do not fit the organizational culture, and therefore, they do not want to adapt, or employees working at the organization do not understand the values and principles of the organization's culture. That may lead to employees leaving the organization early.

2.13. FIXED WORKING HOURS/ OVERTIME WORKING

Currently at SVYM, a standard workday consists of 8.5 hours, typically from 8.30 am to 5 pm or 9 am to 5.30 pm depending on each location. Additionally, the workweek runs from Monday to Saturday. However, the challenge here is that sometimes, there are urgent meetings, programs, conferences, etc, and employees working out of time will not be paid an extra fee. So, this makes it

difficult to compete in recruitment and also will be difficult to attract employees who have worked at organizations with flexible working hours or gene Z.

SVYM follows the standard working hours, and basically, an organization is working with the community, the working hours may vary according to the availability of the stakeholders on the ground, and few employees, specifically working women and working mothers, may feel it difficult to balance the boundaries between work life and personal life.

2.14. DELAY IN RECRUITMENT PROCESS/ RECRUITMENT RESULTS

At SVYM, these delays can be caused by a variety of factors including reviewing applications, conducting interviews, making hiring decisions, raising MRF, approval, collecting feedback from interviewers, etc. The consequences of recruitment process delays may include increased time, loss of potential candidates, and negative impacts on the organization's productivity and growth.

CHAPTER 3: MEASURE TO OVERCOME THESE CHALLENGES

3.1. FOR "SALARY EXPECTATION".

The organisation has several options for ensuring that employees receive the salary expectation:

− *Investigate the market to learn the going wage for comparable positions in the field and region in an organization. Websites like LinkedIn, Naukri.com, Indeed India, and Glassdoor etc can offer insightful information.*

  o Although it is not possible to increase the salary, it is necessary to continuously research the salary to rationalize the pay scale structure.

  o Make sure that the organization's current salary is the market standard salary.

− *Highlights benefits, bonuses, rewards, or professional development in the job advertisement and career sections. Which will be described in chapter 6.*

3.2. FOR "COMMITMENT LEVEL", "EXPECTATION OF CANDIDATE AND REALITY IN WORKING" AND "PREFER WORK LOCATION".

The following are some suggestions organization might take into consideration:

− Referral hiring policy:

  o *Discount tickets on the organisation's products for referring persons. However, the referred employees need to work at the organisation for more than 2 months.*

    ⇒ In some ways, refer successfully means contributions of employees to organisations, so this increases relationships and commitment.

    ⇒ Also increase well-behaviour, attitude, and work performance.

  o *Providing information about recruitment program to employees*

    ⇒ Make sure the employees are aware of the recruitment program and understand its benefits. The organisation can promote it through email, internal platforms, and team meetings.

  o *Increasing recruitment of local people*

    ⇒ Design recruitment strategies that target local talent, including job postings in local newspapers, job fairs, and partnerships with local educational institutions.

    ⇒ Build strong connections with local communities through local events, supporting community projects, or sponsoring educational programs.

3.3. FOR "PREFER WORK LOCATION" AND "WORKING FOR NGOS IS NOT INTERESTING".

Addressing the two previously Prefer work location, Working for NGOs is not interesting, we propose some solutions as follows:

− Flexitime:

- o ***Flexitime should be tested, if effective then developed. During testing, the organisation should regularly evaluate, reassess, and gather feedback from employees.***

  ⇒ Allowing employees to have flexibility in their work hours, as long as they meet certain core requirements. Instead of adhering to the traditional 9 to 5:30 schedule, flexitime enables employees to choose when they start and finish their workday, within certain limits set by the organization.

- o ***Use technology for tracking: Using time-tracking systems or software that allow employees to record their working hours accurately.***

  ⇒ Some of the most famous and commonly used time-tracking software: Zoho People; GreytHR; BambooHR etc. The organisation can consider its cost and features.

- Leave days of employees (policy):

  - o ***Considering a day off for family gathering.***

    ⇒ Half-day off per month or they can decide not to use 2 half-days off for 1 full day off.

    ⇒ Based on the employee's work performance, the employee's efforts, the time to go to work (on time or not) to be able to consider the day off for family gathering. For example, in the last 3 working months, employees have good work results, team behaviour, etc so the organisation can consider using this recommendation for rewarding.

3.4. FOR "RETAINING THE EMPLOYEES FOR THE LONG TERM".

The organisation may refer to the following recommendation:

- ***Flexible holidays***

  - o Consider applying an optional holidays policy, except national holidays and holidays of state, that each employee can select which holiday they want to leave (a fixed number offered by SVYM) in a set of holidays that SVYM offers.

- ***Contingent rewards:***

  - o Regularly thank/ appreciate the employees for their hard work and encourage each other.

  - o Extra off time for high positions such as team leaders/ managers to thank them for their high performance.

  - o Extra tea/ coffee ticket.

- ***Performance-based evaluations:***

  - o Shift the focus from input-based evaluations (time spent in the office) to outcome-based evaluations (achieving goals).

- ***Regularly collect opinions and interview employees:***

       o   Interviews to understand the reasons behind employee departures and identify areas for improvement.

3.5. FOR "NEW EMPLOYEES MAY LEAVE THEIR JOBS EARLY".

– *Part- time job:*

       o   Consider recruiting "Collaborators" to support when SVYM has external activities like job fairs, workshops, etc.

       o   The organisation may consider for a "Part-time internship" position, and the organisation can choose how many months of part-time work to prevent early departure.

3.6. FOR "HIGHER EDUCATION" AND "SLOW IN CAREER IMPROVEMENT".

– *Flexible work arrangements (In case the employee wants to continue to work)*

       o   Consider offering flexible work hours or work-from-home options to accommodate their educational commitments.

– *Establish partnerships with educational institutions (In challenges "Slow in career improvement").*

       o   Collaborating with universities, colleges, or online education platforms can provide opportunities for employees to access educational resources, courses, or degree programs at discounted rates.

       ⇒ Encouraging continuous learning and personal development.

– *Rehiring (In case the employees don't want to continue to work).*

       o   After employees have left for higher education, it is advisable to maintain contact and monitor their learning progress. This can help the organisation see the potential and opportunity to re-hire this employee in the future.

       ⇒ Keep in touch with them and evaluate them.

3.7. FOR "TRAVELLING TO OTHER LOCATIONS" AND "SOME POSITIONS/ PROJECTS REQUIRE PHYSICALLY WORKING".

– *Research and plan:*

       o   Allow employees to actively plan their business trips and exchange information with co-workers at other locations to take turns traveling. For example, instead of going to other work locations once a week, it is possible to propose alternating traveling schedules to let the staff at different SVYM sites can take turns traveling on business trips, avoiding letting an employee travel several times to other sites.

       ⇒ *Reduced the number of travelling of each employee.*

– *Virtual meetings and remote work:*

       o   For employees working on the project requires physical working, besides the tasks requiring them to work physically at the campus, consider providing them to work-from-

home on some days they don't need to work physically. Moreover, can consider providing employees with work support devices and networks to use when working remotely.

o   If possible, encourage employees to use virtual meetings instead of physically travelling to other sites for in person meetings.

CHAPTER 4: ATTRACTIVE FACTORS

4.1. THOUGHTS OF SWAMIJI AND STRONG FOUNDATION OF VALUES

SVYM ideologies are inspired by Svāmī Vivekānanda and shown in core values which are Satya (truthfulness), Ahimsa (non violence), Seva (service), and Tyaga (sacrifice). These values combine with SVYM's social impact to enhance their reputation thus increasing the ability to attract the people who believe in these values to come and work at SVYM. Also, at SVYM there are other values that require employees to follow at work. If potential candidates support those factors in their lives, it would be an attractive one.

4.2. WORKING ENVIRONMENT (AT PHYSICAL CAMPUS)

The physical campuses of SVYM are really green campuses that have healing energy with physical refreshment activities across all the campuses of SVYM. Furthermore, an office setting with lots of trees, as well as a badminton, volleyball, or other sport court where employees can gather to play during breaks and after work. This is a way to enhance the relationship between colleagues and also an attractive point for candidates. Moreover, SVYM's sites were designed to integrate Swami's values, quotes, organizational missions, and other cultures in their workplaces.

4.3. WORK CULTURE

All employees at SVYM receive clear orientation about their roles, and responsibilities and a friendly introduction about organizational culture, managers, and colleagues, etc when they start working at SVYM, to help them easily get on well with SVYM and other staff members. The working environment at all sites of SVYM is designed to be open, cool, and calm with special values as described above. Furthermore, SVYM has been awarded to be a "GREAT PLACE TO WORK" in the category "Non-profit and Charity Organisations" from April 2020 to March 2021.

4.4. WORK SATISFACTION

SVYM has gratitude and reward programs for the employees who have well-work performance or have seniority working at SVYM. In some circumstances, SVYM may provide employees with remote work options or flexible work schedules so they can tailor their schedules to better suit their priorities. This brings autonomy at work to staff, so that their work performance may increase and thus increases their work satisfaction. Moreover, all employees at SVYM know that working at SVYM means working for the communities and contributing to the development of India in general, so they can easily see the meaning and strong impact of their work. That improves their job satisfaction.

4.5. SUPPORTIVE COLLEAGUES

SVYM organizes regular team-building activities, such as Sammilana where all staff meet and play games or enjoy time together, Foundation Day that SVYM conducts sports competitions, music competitions, cook or fancy dress competitions, and so on; workshops, and retreats to foster a sense of camaraderie and unity among colleagues, this helps build better communication, trust, and mutual understanding, thus the relationship between co-workers can be similar to a small family in a work

environment. They are encouraged to help each other, share knowledge and experiences, and work together for common goals. A positive work environment and sharing among colleagues can foster creativity and the development of new ideas when everyone feels encouraged and supported. This leads to enhanced productivity, creativity, problem-solving abilities, and a strong bond and rapport between members of the organization.

4.6. BONDING, RAPPORT BETWEEN OR AMONG EMPLOYEES

In non-monetary benefits, rewards are mentioned as per recommendations of program teams, collaboration, and teamwork. This leads to enhanced productivity, creativity, problem-solving abilities, and a strong bond and rapport at SVYM. Furthermore, health clubs (gymnasium facility, periodic yoga/meditation classes) and recreation clubs are allowed for employees to use. Moreover, SVYM usually holds hold engagement programs (internal activities) as mentioned in point 4.5.

4.7. GROWTH, EXPOSURE, LEARNING OPPORTUNITIES

Growth, exposure, and learning opportunities are demonstrated through the provision of a library of books for all employees to borrow on-site or take home to learn and expand their knowledge. Normally, all employees are trained on "Know your organization", and "Professionalism", managers and higher positions receive additional training on "Human and Social capital" in addition to the job-related technical training.

Not only that, if there is a vacancy, the opportunity will be given to current internships at SVYM, and then-current staff members if they want Job Rotation, in case all of the applications meet the job requirements. Furthermore, employees working at SVYM also have promotion opportunities because they can apply to higher positions if that position is vacant.

4.8. SERVICE VALUE FACTORS

Seva (service) is one of the four core values of SVYM. First of all, Healthcare Services focus on preventive care, primary healthcare, and addressing the healthcare needs of marginalized populations. Secondly, Education and Skill Development aim to empower disadvantaged individuals through education, enabling them to improve their livelihoods and participate fully in society. Thirdly, Advocacy and Policy Change collaborate with government agencies, NGOs, and other stakeholders to influence policies that benefit marginalized communities. Four, Community Development related to sustainable rural and tribal communities, women's empowerment, sanitation, environmental conservation, and disaster management. Last but not least, Volunteering and Capacity Building also focuses on capacity building by conducting training programs to empower local communities, grassroots organizations, and individuals to become agents of change. SVYM commits to serving the community based on these service values, thus attracting people who have a spirit of passion to contribute to the community to come to work.

4.9. ORGANISATION REPUTATION

SVYM has a certain level of reputation in India because of its social impact on local people's lives, which is presented clearly on its homepage. This organization has received a total of 12 awards including the Surya Mitra Award 2021-22 SELCO India, DH Healing Hands Centre for Excellence Recognition Award, 7th eNGO Challenge Awards 20-21, Best NGO in India award by Resource Alliance supported by EdelGive Foundation & Rockefeller Foundation, and so on. Moreover, SVYM has conducted a lot of social activities, both training programs, and workshops, and collapsed with a lot of organizations, which are local schools, international universities, local and international companies, collabo with other NGOs, and with Government organisations. All of these things are presented on their website and social media so that viewers, especially potential candidates can see and be impressed.

4.10. LEADERSHIP TEAM OF SVYM

At SVYM, there are some staff (especially the leadership team)/volunteers currently working in higher positions in other organizations/enterprises, but they also work and contribute to SVYM in some ways. This may inspire other employees at SVYM as well as potential candidates about the SVYM leadership team's passion for developing communities.

4.11. SALARY AND BENEFIT PACKAGE

The employee's statutory needs are met by SVYM, including organization benefits (health benefits, educational benefits, insurance, loans, and advances) and non-monetary benefits. For employees working at SVYM, there will be two significant factors to support employees on health and education for their children.

CHAPTER 5: MEASURE TO STRENGTHEN ATTRACTIVE FACTORS

5.1. FOR "THOUGHTS OF SWAMIJI"

Present inspiring sentences and stories of Svāmī Vivekānanda at the workplace and social media, below is a suggestion to present it.

– *Internal radio program (5-7 minutes in tea-time):*
  o For each week/each month that presents upcoming information, also inspiring sentences, and stories of Svāmī Vivekānanda.

5.2. FOR "WORKING ENVIRONMENT", "WORK CULTURE"

Obtain a new "Great Place to Work India" certification because the old one is expired.

5.3. FOR "WORK SATISFACTION"

– *Conduct a "feedback box":*
  o Encourage staff to give their opinions or suggestions for SVYM to improve, this in some ways means contributing to the organisation, thus improving their work satisfaction. On the other hand, they can express their love to SVYM that we can use for small parties as described in point 5.4 below.

5.4. FOR "SUPPORTIVE COLLEAGUES" AND "BONDING, RAPPORT BETWEEN OR AMONG EMPLOYEES"

Conduct more internal activities for employees to join together. For instance:

– *Weekly meeting:*
  o In that meeting, employees can regularly say thank you/encourage each other to be more motivated to work and communication improves the relationships between them.

– *Small party for each quarter in a year/half a year/a year (consider combining with Sammilana):*
  o Employees can spend time together, listen to the sharing of founder/high positions, employees' love to the organisation collected from feedback box, etc, and congratulate them for their hard work.

5.5. FOR "GROWTH, EXPOSURE, LEARNING OPPORTUNITIES"

Build specific career paths for each field of departments. A strong point is that SVYM should strictly follow that career path to build the trust, motivation, work satisfaction and engagement of employees at SVYM.

Another recommendation for this factor is presented in the "Rehiring" section in chapter 6.

5.6. FOR "SERVICE VALUE FACTORS" AND "ORGANISATION REPUTATION" AND "LEADERSHIP TEAM AT SVYM"

Expand partnerships with secondary school; high school; university/colleges, collaboration with Professors/Academia, to:

– *Generate students interested in the NGOs field.*

– *Conduct job fairs/ campus recruitment.*

  ⇒ Collect database.

– *Conduct guest lecture/talkshow/classroom social work programs (host by leadership team at SVYM) to provide an overview of SVYM and inspire the students, focus on:*

  o Job opportunities, volunteer, or internship opportunities at SVYM.

  o Focus on meaningful work and talking about working/volunteering at SVYM is a plus point to apply to big/international colleges.

⇒ Not only promotes the value of organisation, but also collects the information of potential candidates.

– *Give the opportunities to visit SVYM's sites in the rural and tribal areas:*

  o Besides SVYM learning sessions, select suitable students to provide opportunities to visit SVYM's sites to impress, strengthen, and inspire students about what SVYM is really doing, thus contributing to their intention to volunteer/ collaborate/ work at SVYM.

– *Conducting workshops:*

  o Selecting students to give the opportunities to participate in activities at SVYM such as debate workshops, yoga classes or other activities so that they can come, see, and experience work culture, work environment at SVYM.

  ⇒ Indirectly attract.

5.7. FOR "SALARY AND BENEFIT PACKAGE"

Our recommendation for this factor is presented in the "For Salary expectation" section in Chapter 3.

CHAPTER 6: INNOVATION TO ATTRACT THE NEW TALENTS

6.1. WEBSITE

6.1.1. Homepage

− ***Replace the first video with photos.***

⇒ Easier to form a first impression and avoid risks if there is a poor Internet connection. Another option is arranging both photos and video.

− ***Combine "Our Reach", "Key Impact" and "Awards"***

⇒ Clearly show the impact range of SVYM. These are relevant information and can make others more outstanding if they go together.

Adopt from Salaam Baalak Trust organisation, about the sharing, thought of people who have received help from this organisation. This will emphasise the impact of organisation and be more impressive as well as attractive with potential candidates.

6.1.2. Career section

− Put the award information about Great Place To Work on the career section with other photos about meaningful work at SVYM. These are motivating factors that push candidates' intention to apply. Below is an example of Smile Foundation:
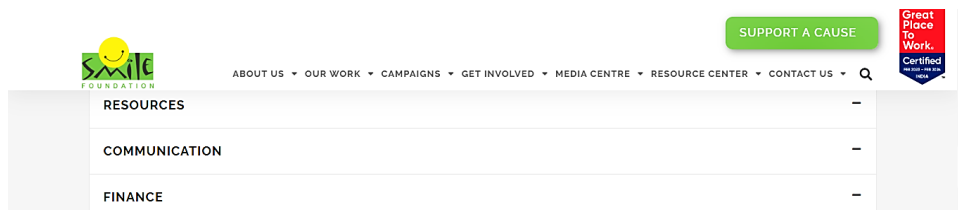
− Add more information about benefits in each position besides salary. There is some research that determined that more benefits, more attractive for candidates and that will push their intention to apply.

– In the summary information about jobs (picture below), change its showing, from "Apply now" to "read more". When a candidate clicks on "Read more", JD, salary and benefits should be shown immediately without linking to another page, below that is the "apply now" link. These are the advantages if changing and example adopted from HelpAge India Organisation:

    o   In case of poor Internet connection, linking to another page takes a lot of time.

       ⇒ Losing the applying intention of potential candidates. If changed this way, the hiding information before clicking "read more" will already be loaded when we load the whole page.
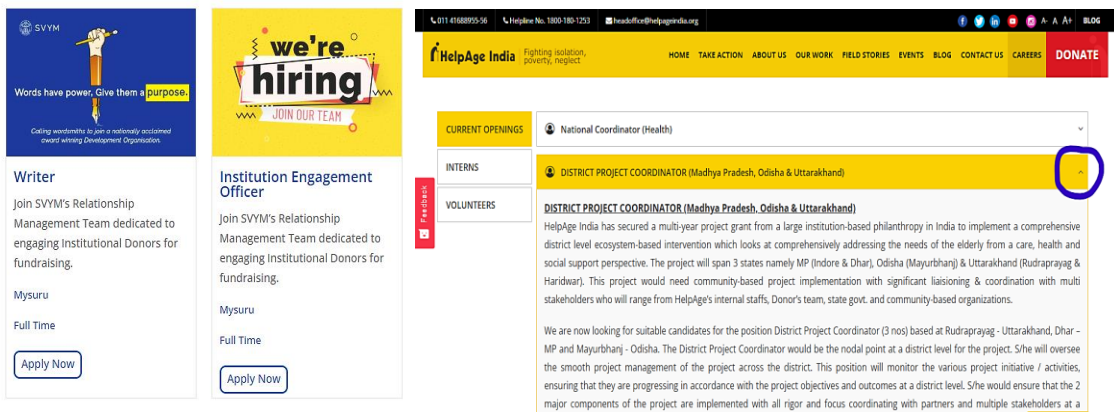

    o   Some people want to compare between positions.

       ⇒ Support them to do that.

– **A purpose to serve**: more position levels (& photo). Beside the meaning of work, include information about the working environment, relationship between co-workers, reasons of working and engaging here of employees, which things at SVYM contribute to their job satisfaction. As some researchers determined, that information about the working environment told from current or past employees is more reliable. Some ideas: **strongest values, ask new starters to describe why they choose SVYM, inspired quotes from long-serving employees on what they love about their jobs, or interview employees on specific topics.**

– General "career path" in SVYM and successful stories of current/past employees on the "career section". For instance, a past employee worked at SVYM for a project, then he left for higher studies and then currently working in the Government sector.

       ⇒ Higher position not in SVYM but in his career path.

Advantages:

    o   Attract potential candidates by a clear career path ⇒ Pushing the intention to apply.

    o   Potential candidates can see the values of working experience at SVYM ⇒ Feel that it will support their career plan ⇒ The intention to work here to gain good experiences.

Add a section about internal communication activities for employees at SVYM, here is an example adopted from Oxfam Organisation.
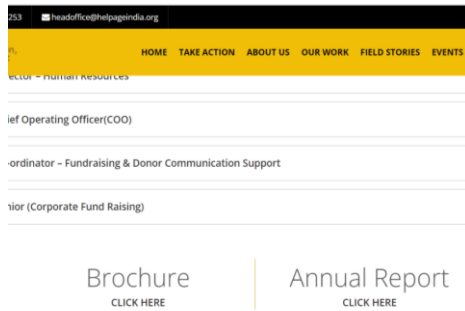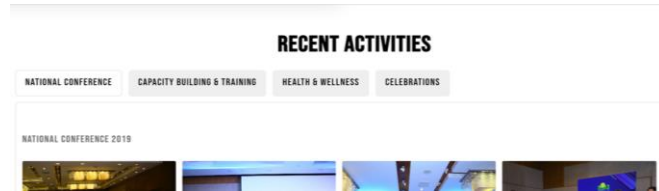
Add the "Annual Report" section below the job vacancies (adopting from "HelpAge India" organisation). This helps candidates understand clearly what the organisation has achieved in the past year. Also, this supports the mission, values and meaning of work at the organisation, thus pushing the applying intention of candidates.

Idea: Edit annual report to be video with key points (adopt this point from Oxfam India organisation). ⇒ More attractive than attached files or normal text.

6.1.3. Internship (Work and Learn) and volunteer Section:

– "Student Say" section: more people and include photos of them.

⇒ Make it more reliable and clearly show the value, diversity and uniqueness of SVYM.

– "Our Volunteers Say" section: more people and include photos of them (adopting from CRY organisation).

– "Frequently asked questions" to both "Internship" and "Volunteer" sections (from CRY organisation).

6.2. LEVERAGE SOCIAL MEDIA (LINKEDIN, WEBSITE, FACEBOOK, TWITTER, INSTAGRAM)

6.2.1. Regularly update information about the organisation's activities and job vacancies on social media and websites.

These are the top 3 NGOs with the largest number of followers on the Linkedin platform:

− Care India: 112.632 followers

− Child Rights and You: 103.669 followers

− Smile Foundation: 96.051 followers.

⇒ *The common point of these organisations is that they are very active on social networks. There will be an average of 10 to 15 posts per week.*

− Linkedin: only can have one job post open at a time (free option) ⇒ Focus on job vacancies for manager/director/high positions; put the Linkedin link on other SVYM social media: Facebook, Instagram, and Twitter to improve the number of viewers.

− Also use social media posts for jobs posting to make it more attractive to viewers, thus enhancing reputation (applying to Facebook, Twitter, and Instagram).

− On LinkedIn, add "specialties" in the "about" section as below (adopted from SaveLIFE Foundation).
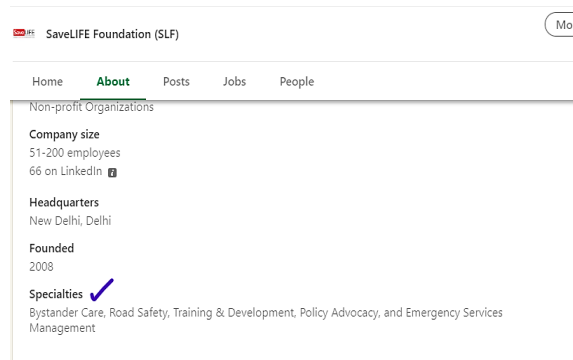

6.2.2. Create compelling content:

Develop high-quality content that delivers mission, impact, and success stories. Utilise various forms of media such as videos, infographics, and photos to engage the audience and showcase work.
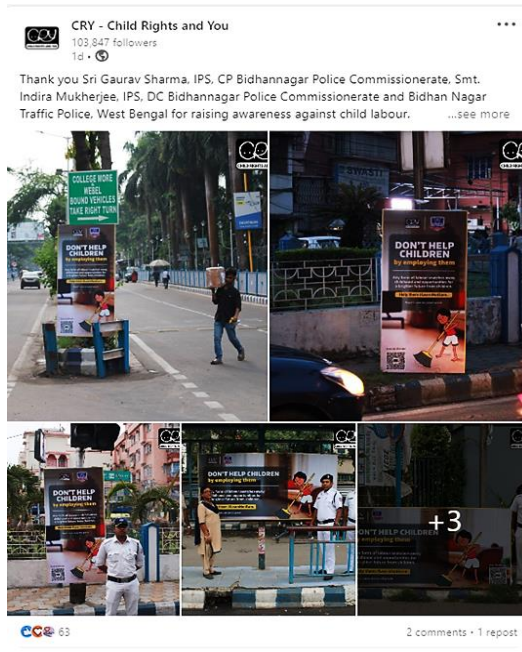
Besides the current hashtag, organisations should use common hashtags #SVYM or #SwamiVivekanandaYouthMovement in every post to increase Brand awareness, as well as increase organisation search.
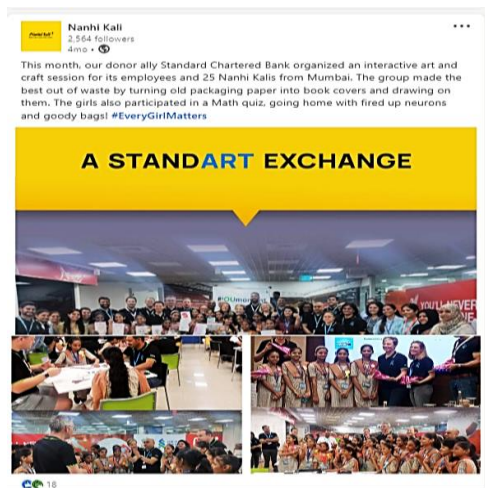
In addition to reposting, we should post its inner workings, which is relevant and supportive for organisational value and mission.

⇒ *Example:* For SVYM: the workshop in conjunction with Cornell University on debate for Indian students was held at VIIS within 1 week. On the left side is an example from Nanhi Kali.

6.3. JOB ADVERTISEMENT (BOTH CAREER SECTION ON WEBSITE, SOCIAL MEDIA AND JOB POSTING)

6.3.1. Define position career path.

It's better to define in each position that if they work in this position after how many months/years, they can come to a higher position, specifically defining which positions.

 Advantages:

‒ Make the career path for each position clearer and more specific.

  o *More reliable, more attractive to candidates and viewers*

– *Enhanced employee recruitment (and retaining)*: demonstrates that the organisation understands the needs of its workforce. On the other hand, if they aim for higher positions, they tend to commit with the organisation according to the information about the year when they apply.

– *Push the working motivation for employees.*

Disadvantages:

– *Difficult and complicated to build* specific career paths because there are a lot of positions.

– Building the career paths and put it on website, social media *takes time and money.*

6.3.2. Define the impact of each position, especially high/important positions.

Besides job description, it's better to show what the impact of the role contributes to the organisation. For example:

– Coordinator: the impact is overseeing the referral process and ensuring the activities of the organisation are being effective, etc.

– Cooperation officer: the impact is expanded and enhances the organisation's partnerships, opportunity to have abroad business travel to enhance international partnership.

6.4. OPTIMISE THE DATABASE OF CANDIDATES

Recommendations:

Although there is the information about unselected candidates or candidates who didn't take our offer, our recommendation is still keep and use their information in these ways:

– Suggest volunteering/internship to get a certificate from SVYM. They can use it to support their resume when they apply for a new job.

– Contact and suggest coming and working when there is a more suitable job vacancy.

– *For the candidates who do not meet the job requirement*, we can suggest that they come and take training, mentee programs or take part in workshops, etc. from SVYM so that they can develop themselves to better fit with job requirements.

– *For the candidates who meet the job requirement*, overqualified, but according to some reasons that they are not fit with the organisation (culture, expectation, etc.), we can contact them to come and be a mentor when SVYM has mentoring programs.

Advantages:

– Though they are not official employees of SVYM, they are engaging with SVYM by these ways. By that time, they will have the real experience about SVYM culture, working environment, etc. so that they may better want to become an official staff member at SVYM.

– Because when they take part in a training, mentoring program at SVYM without so much fee, after that they may feel that they must work and contribute to the development of SVYM.

Disadvantages:

– *For the candidates who meet the job requirement:* At the time they reject our offer, they may have a better offer so that they take it and become busy in their job, and they may also reject our suggestion on our other programs.

– *For the candidates who do not meet the job requirement:* They may want to look for and take an official job rather than take part in an internship or training program.

6.5. REHIRE

Recommendation:

– **Rehiring employees who lost their jobs because the project ended when there is a job vacancy suitable for them.**

⇒ The organisation can contact them to suggest coming back to SVYM when there is a suitable job vacancy for them, and they meet the position requirements.

– **For employees who want to study higher education.**

⇒ Let the organisation know about their higher study plan before 2 months for replacement recruitment.

⇒ Allow them to use the library of the organisation during their study and other support.

Advantage:

– *Reduced training and onboarding:* They understand the company's policies, systems, etc so they easily get back up to work without orientation sessions.

– *Culture fit:* The old employees who had experienced the working environment and culture of SVYM already often more easily get on well and provide a sense of stability.

– *Cost and time savings:* reduce advertising costs, recruitment fees, the interview process (cost and time) and also reduce expense onboarding.

– *Motivation and loyalty:* When they are contacted for a new job, they may feel their contributions are valued, thus boosting their motivation and loyalty to continue to contribute when they come back.

– Show the support of SVYM on higher education.

– Because they had time working at SVYM, SVYM knew about their attitude, work performance, etc, thus reducing the possibility of the gap between working expectation and the reality at work.

Disadvantage:

– When they have experience and higher education, they may not want to work at SVYM.

– The new position is suitable for the employees but not suitable/good as their old position.

– In the time between leaving SVYM and SVYM contacting them, they probably have got a new job.

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