

# Evaluating the effectiveness of personnel working in non-governmental organizations in Vietnam

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## ABSTRACT

Non-governmental organizations can play better roles in corporate social responsibility and the question here is who can play in linking industry with community, which is Human Resource Management Department of this industry. To have a overview of motivation for people to work at NGOs, this study aims to evaluate the effectiveness of personnel working based on a set of criteria and using graphical measurement method by defining criteria and dividing proportion. We divided into 4 main criteria to evaluate effectiveness, which is Working results, Competencies, Consciousness, Social Commitments, then we divided into specific criteria for main criteria. We conduct a research by investigating 30 NGOs in Vietnam with 264 respondents.

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## 1. Introduction

Non-governmental organizations working in development have increased their profiles at local, national and international levels. NGOs tend to be best known for undertaking one or other of these two main forms of activity: the delivery of basic services to people in need, and organizing policy advocacy and public campaigns for change. At the same time, NGOs have also become active in a wide range of other more specialized roles such as emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research and information provision. (Lewis, David, and Nazneen Kanji, 2009).

For any organization, employees are vital resource deciding to the existence and success of any organization. In order to retain professional workers, organization attempt to motivate them in the best working environment to stick with the organization for a long time. One of the factors to consider working motivation, managers generally look at the effectiveness of employees. The effectiveness is a key factor in determining whether the organization's goal implementation is on point and whether timely adjustments are needed. To be able to evaluate the effectiveness of employees, there is a need to observe many different criteria and have an intuitive and impartial assessment so as to make timely and profound adjustments to improve the quality of the human resources.

Non-governmental organizations can play better roles in corporate social responsibility and the question here is who can play in linking industry with community, which is Human Resource Management Department. To develop better connect with the people, HR managers have to take advantage of their Strategic Relationship Management Skills.

"An effective non-profit manager must try to get more out of the people he or she has," wrote Peter F. Drucker in *Managing the Non-Profit Organization*. "The yield from the human resource really determines the organization's

performance. And that's decided by the basic people decisions: whom we hire and whom we fire; where we place people, and whom we promote. The quality of these human decisions largely determines whether the organization is being run seriously, whether its mission, its values, and its objectives are real and meaningful to people rather than just public relations and rhetoric."

Writing in *Human Resources Management*, Gary Roberts, Carlotta Roberts, and Gary Seldon noted several fundamental business principles concerning assessment of personnel needs that apply to nonprofits as well. These principles include:

- Fill positions with people who are willing and able to take on the job.
- Providing accurate and realistic job and skill specifications for each position helps ensure that it will be filled by someone capable of handling the responsibilities associated with that position.
- Written job descriptions are essential to communicating job expectations.
- Employees who are chosen because they are the best available candidates are far more likely to have a positive impact than those who are chosen on the basis of friendship or expediency.
- Performance appraisals, when coupled with specific job expectations, help boost performance

In this study, we aim to evaluate the effectiveness of personnel working in non-governmental by using a set of criteria. After that, we propose these organizations should promote more positive impacts, expand the scale and improve the quality of them. The research group collected data based on the survey with many non-governmental organizations in Hanoi, Vietnam. Research data is ensured the representativeness, completeness, and reliability of the collected samples.

**2. Literature Review**

Effectiveness is not a new theory due to strong determinant of the success and survival of individuals and organizations. According to Vu Van Phuc(2006) showed that Effectiveness is a category which is appeared and existed from slavery-to-socialist society. Effectiveness is considered as a category showing the level of using necessary elements to participate in a certain process for a purpose. A study of Hoang Phe (2010) pointed Effectiveness is the ability to produce the desired results or in other words, the ability to produce the desired quantity. Anything when called effective, means that it has achieved a desired or expected result, or creates a profound highlight. In addition, Peter Ducker (2016) illustrated effectiveness is that we are aware of what has been done or a habit acquired from practice. Effectiveness must be accumulated and completely learned. The effectiveness does not have negative or positive ways, the effectiveness is highly qualitative because of the difficulty to measure the effect with specific numbers in many cases.

Effectiveness in variety of areas will have different definitions and usage. In economics, the effectiveness of an economic phenomenon is an economic category that reflects the level of the use of resources (intellect resources, human resources and capital) to achieve the set goals. Thus, Effectiveness is to have a better result than expected or better but make use of resources sparingly. In mathematics, efficiency is understood as a synonym of the computable, measurable algorithm. Medically, the effect relates to how effectively the patient is treated in reality compared to the physician's expectations.

Thus, the effect can be understood as “Effectiveness is the comparison between achieved results and determined goals” (Doan Thi Thu Ha, 2010). Effectiveness is also an indicator of attitude and motivation for employees, and as a tool of managers to assess employees, consider the employee's work process. To assess employee performance, it is necessary to base on many criteria and also need to consider the different factors affecting. Determining the effectiveness of an organization needs to be based on many different factors, but there are three main groups of factors: group of factors belonging to employees, group of factors belonging to the organization, group of external factors.

According to research by Nguyen KhacHoan (2010), affecting factors include working environment; wages and benefits; work arrangement; job interests and development prospects. In addition, the study of Bui Minh Thu and Le Nguyen Doan Khoi (2014) divided into groups of factors including: human factors; environmental factors and elements of the nature of the work. The author TôThienPhu (2014) also pointed out the influencing factors including: organizational communication; training and developing; rewards and recognition; working group. Similarly author Do ThuyLanHuong (2008) also showed the following factors: communication in the organization; training and developing; rewards and recognition; working group; taking risks by creativity and innovation; orientation and plan for the future. Hoang ThiHanh (2012), the factors that affect effectiveness are trust, resolving conflicts, commitment to achieving goals, responsibilities and caring about results. At the same time, author Bui Quang Hung and Nguyen Thanh Be (2019) showed factors affecting employee's performance: work and life balance; relationship with peers; working conditions; income; welfare and achievement recognition. A proposed research model divides the factors affecting work performance due to two factors including the maintenance factors (working conditions, working environment, salary and welfare policies) and motivational factors (Job characteristics, promotion opportunities, recognition of personal contributions and work relationships), Tran Van Huynh (2016). Author Le Thi Ngoc Diem (2008) also pointed out the following factors: company policy (salary policy, bonus, welfare and training policies, human resource development) and working environment (working conditions, co-worker relations, leadership style and company culture). In addition, some studies showed a number of factors such as internal factors (staff capacity, cooperation, goals and regulations) and external factors (working context, group size and organization reviews).

There are many criteria to evaluate the effectiveness of personnel working, a table built in a conference of Vietnam National University which is will be applied in this study

**Table 1: Table of criteria to evaluate the working effectiveness of employees**

Group of criteria	Requirements
Working results	<ul style="list-style-type: none"> <li>▪ Quantity: sales, number of products and services performed, number of customers using products and services, number of jobs performed</li> <li>▪ Quality: Perfect service, low cost, regularly updated information, customer satisfaction</li> <li>▪ Time: on time, getting the work done on schedule</li> </ul>
Job execution skills/Competencies	<ul style="list-style-type: none"> <li>▪ The level of proficiency in doing the job</li> <li>▪ Soft skills</li> </ul>
Consciousness, attitude	<ul style="list-style-type: none"> <li>▪ Teamwork and collaboration</li> <li>▪ Support others</li> <li>▪ Attitude towards customers</li> <li>▪ Abide by labor discipline</li> </ul>
Personal characteristics	Some characteristics needed for the job: being careful, honest, proactive and vice versa.

3. Methodology

a) Theoretical framework

Table 2: Table of criteria to evaluate the working effectiveness of employees of non-governmental organizations

Group of criteria	Specific criteria
Working results	Quantity
	Quality
	Time
Competencies	Proficiency
	Soft skills
Consciousness	Teamwork and collaboration
	Colleague Support
	Attitude to the community
	Discipline
	Character
Social commitments	Interests in community work
	Desiring to create social impact

b) Data collection and questionnaire

In order to consider the actual performance of staff at NGOs, we used a **graphical measurement method** by defining criteria and dividing proportion. Proportion is expressed through the importance of those criteria. We have evaluated each staff by scoring 5 levels: Excellent (5 points), Good (4 points), Medium (3 points), Pass (2 points), below the required level (1 point). After the evaluation, we summarized to get the average data of the whole unit. Situational assessment is an assessment of all staff at NGOs so the score will be the average of the individuals and have the odd to the decimal.

We conduct a research by investigating 30 NGOs in Vietnam with 264 respondents. The data was collected by setting questionnaire based on criteria above and the question table was delivered to both staff and leaders of NGOs.

After collecting data, we use Excel software to input every single filling form, then we use descriptive statistical analysis and have a initial analysis. With every criterion, we built a table which witness for the effectiveness and concluded a summary table for all NGOs in Vietnam.

4. Results and Conclusion

Table 3: Average evaluation score according to Working results

Criteria	Proportion	Scores
Quantity	25%	3.868
Quality	50%	3.636
Time	25%	4.64
<b>Working results</b>	<b>100%</b>	<b>3.945</b>

Thus, the result of the work reached 3,945 points, a relative level but not good. Job performance is an important criterion to evaluate the performance of employees. Typically, when looking at an employee to make a preliminary assessment, the assessor often looks at the results of the work that he or she has completed to make an initial conclusion about the performance. At each point level of the criteria, such as Time achieved 4.64 points almost absolute, but Quality was

only 3.63 at the medium level, indicating that there has not been uniformity in the work results of the staff at NGOs has implemented. From another perspective, Quality is the most important criterion, so the final average score greatly affects this criterion. The reason for the high quality is because it is a very important factor for the results of work, the assessor will look at Quality rather than Time and Quantity. Time and Quantity are criteria to consider, these two criteria can be said as complementary criteria for Quality and support to achieve the best Quality. Therefore, to achieve good work results, we need to work towards the first quality in parallel, to ensure the quantity and time on schedule.

Table 4: Average evaluation score according to Competencies

Criteria	Proportion	Scores
Proficiency	60%	4.5425
Soft skills	40%	4.336
<b>Competencies</b>	<b>100%</b>	<b>4.46</b>

Competence is a vital criterion for evaluating working effectiveness because the rule is that the higher the capacity, the higher the efficiency. At NGOs, the Competency Index is quite high at 4.46, which is almost absolute because NGOs's projects and programs require solid technical and competency. In both criteria, the level of proficiency and soft skills are highly evaluated at NGOs because of NGOs' work experience and strong expertise in human resources. The proportion of these 2 indicators is not much different, soft skills is an effective complement to job proficiency. Harmonizing the application of both criteria will help officials quickly solve problems and handle workload more smoothly.

It is clear that the level of proficiency is due to expertise and years of accumulation, the staff have been attached to their work for quite a long time so that they always achieve high scores in this criterion. In parallel with their accumulated experience, they always acquire the soft skills needed to handle their specific jobs. Therefore, evaluating the performance of NGOs staff in this criterion is good and deserves promotion.

**Table 5: Average evaluation score according to Consciousness**

Criteria	Proportion	Scores
Teamwork and collaboration	25%	4.14
Colleague Support	15%	3.5875
Attitude to the community	20%	4.3
Discipline	25%	3.925
Character	15%	4.3425
<b>Consciousness</b>	<b>100%</b>	<b>4.066</b>

Social commitments	20%	4.975
<b>Working effectiveness</b>	<b>100%</b>	<b>4.316</b>

Attitude is the most important criterion that determines the working effectiveness. An employee with a good attitude will determine the working effectiveness himself. With this criterion, NGOs reached 4,066, NGOs staff were also aware of the importance of the work they were doing and had a positive attitude to their work. The highest are 2 criteria: Teamwork and Cooperation and Discipline both have the highest proportion and have the highest evaluation score. NGOs is also making great efforts to improve employees' working attitudes to motivate them to work more and increase efficiency. The remaining criteria with the Colleague Support criterion are not good evaluation points because of an issue that NGOS cares too much. Perhaps the staff at NGOS have not coordinated and worked well in the course of work. In order to improve the attitude of staff requires from both the staff and the leadership of the institute. Therefore, not only are employees really serious, but the leaders need to create more motivation for them to be able to increase efficiency and improve their attitude and responsibility for each employee.

**Table 6: Average evaluation score according to Social commitments**

Criteria	Proportion	Scores
Interests in community work	50%	4.95
Desiring to create social impact	50%	5
<b>Social commitments</b>	<b>100%</b>	<b>4.975</b>

This could be the highest point in the NGOs framework of working effectiveness criteria with an almost perfect score of 4,975. NGOs staff are the ones who come from the spirit of the community because they are passionate because they love social work and want to make an impact. With the job recruitment NGOs always looks first at the candidates that is their interest in social work as well as their desires in this field. It was these criteria from the beginning that assisted NGOS select and invite the right people to work in this field. Social commitment is also a key criterion to evaluate the effectiveness of the employees' performance. This criterion is specific to the type of non-governmental organization, with high social commitment they will have more motivation to work and increase the effectiveness of social work.

**Table 7: Table summarizing the average score of the criteria**

Group of Criteria	Proportion	Scores
Working results	25%	3.945
Competencies	25%	4.46
Consciousness	30%	4.066

Through NGOs working effectiveness Assessment table, the results are quite positive, the level of evaluation is all above the good level and even nearly excellent. There is only one criterion: Work results is not achieved as Good as expected so it should be timely improved to be able to overcome. Criteria such as Competencies, Consciousness are also Good, but not too Excellent, but these two criteria are very important criteria in deciding a great deal on employee performance. The highest criterion is Social Commitment, stemming from the interest in social activities, NGOs staff are a solid heart to create a positive impact for the community living around them. In order to improve all these criteria, NGOs need to focus on the points that are not yet promoted, but the point is the strength to be able to harmonize and combine many factors to increase the effectiveness of staff. To be able to offer the best solution, we need to evaluate the strengths and weaknesses, find the cause of the weakness and have a timely solution.

### 5. Recommendations

NGOS needs to pay attention to training and development due to a strategic weapon, associated with long-term profitability and an important tool to achieve the organization's goals, so it is considered a means to achieve be the most effective organizational development. It is becoming more and more important and is being enhanced by an increasingly integrated economy. Moreover, the quality of human resources has become one of the important competitive advantages in the modern business environment and one of many factors that motivate people at the workplace. NGOs should consider training and advancement as a way to motivate employees' working spirit and a way to retain them in the organization. In order to systematically develop the curriculum, NGOs needs to research and identify training needs. Because the work characteristics of each organization are different, NGOs also need timely changes to help employees be comfortable with their work. It is possible to rotate some other specialized jobs to help officials more comfortable working, to help them better understand the nature of other jobs. At the same time, NGOS also needs to promote and stimulate the creative spirit and the initiative in the work for each of its staff, giving them the opportunity to offer ideas and contribute to NGOS to improve the quality. There is a need to have a standardized document system of salary, time and conditions rules, which should be disseminated to employees so that they can understand what they receive. For different jobs, there should be a system of criteria to accurately evaluate performance, especially seniority should be included in the salary evaluation system. Working conditions are an extremely important factor in the employee's performance, such as facilities, working environment, colleagues, etc. In order to create the best working conditions for employees. NGOS needs timely solutions. Implementing the regime of labor reward and saving resources. This not only benefits the staff but also adds value to the organization. NGOs need to have a clear set of reward criteria suitable for the position and job because the work due to the job characteristics of each department and position varies, so the reward criteria also need to be different to ensure Fair. Leadership should pay

more attention to employees, regularly visit and motivate staff in time so that they feel there is not much gap in the position.

At the same time, there is a need for talks and advice between leaders and employees.

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