A STUDY OF ORGANIZATIONAL CLIMATE OF AN NGO WORKING IN HILLS OF UTTARAKHAND

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ABSTRACT

In the present rural developmental scenario of the country, NGOs are playing vital role. Organizational climate is an important aspect which affects the working of any organization. But there are negligible studies on organizational climate of NGOs working in the country. Organizational climate of an NGO named 'Central Himalayan Rural Action Group (CHIRAG)' was assessed. The NGO is working in Nainital district of Uttarakhand. Sample size of the study was 132 employees of the organization. Organizational climate was categorized as 'closed', 'paternalistic' and 'open'. Close organizational climate means that the conditions in the organization were not conducive while open organizational climate denotes that the conditions were favorable and growth oriented, whereas paternalistic organizational climate indicate that the conditions were in between these two extremes. The perception of the respondents about various dimensions of the organizational climate was also studied. The dimensions selected for the study were esprit, fairness, hindrance, autonomy, communication, supervision, administration, innovativeness, trust and overall identity. It was found that majority of the respondents perceived organizational climate of the organization as 'open' followed by 'paternalistic'. Overall identity, innovativeness and spirit dimensions of organizational climate were found at first three positions. Dimensions at last three positions were fairness, autonomy and supervision. The dimensions: hindrance, communication, trust and administration were ranked on fourth, fifth, sixth and seventh positions respectively.

Key words :   Organizational climate, NGO, Uttarakhand

Organizational climate has a major influence on performance of the employees of the organization. Individuals in the organization have certain expectations and fulfillment of these expectations depends upon their perception as how the organizational climate suits to the satisfaction of their needs. (1) defined organizational climate as the shared perception of the employees' who work and live together in the organization. It is the sum total of individual perceptions regarding organizational procedures, policies, practices and it represents the psychological environment in the organization consisting of individual perceptions and opinions framed upon the micro events that happen to them as well as to others over a period of time. (2) feels that organizational climate is one of the major components which determines the attitudes and behavior of its members in an organization. In case of organizations engaged in rural development significance of organizational climate become much higher because attitudes and behavior of development personnel in the organization finally translated in the quality of services to be provided to the rural community. But there are negligible studies on organizational climate of NGOs working in the country. Organizational climate of an NGO named 'Central Himalayan Rural Action Group (CHIRAG)' was assessed. The NGO is working in Nainital district of Uttarakhand.

MATERIALS AND METHODS

The non-governmental organisation Central Himalayan Rural Action Group (CHIRAG) working in Nainital district of Uttarakhand was selected for the study on the basis of its larger size, penetration at grass-root level and existence of well-defined hierarchy in the organization. Sample size of the study was 132 employees of the organization.

Employees' general profile related variables were age, sex, educational level, background (rural/urban), marital status, age at first job, gross salary of first job, present gross salary, change in organizations, promotions, experience in the organization, total experience, career progression and salary progression. Career progression was calculated dividing the number of promotions of an employee by the total years of his/her work experience and multiplying by 100. Salary progression was calculated

subtracting the first salary from present salary of an employee and dividing by total years of his/her work experience.

In the study organizational climate is conceived as the generalized view of the internal environment expressed by the individuals that is formed as a result of various experiences, interactions and activities in the organization. It was measured with the help of a schedule specially developed for the purpose. The perception of the respondents about various dimensions of the organizational climate was also studied. The dimensions selected for the study were esprit, fairness, hindrance, autonomy, communication, supervision, administration, innovativeness, trust and overall identity.

RESULTS AND DISCUSSION

General profile of the organizational Personnel

At the time of the study there were total 102 full time employees working in the organisation, out of them sixty were permanent and forty-two were project based. In addition to full time staff, 128 villagers were working as part time staff in the organization as forest caretakers, balwadi workers, environmental education teachers, librarians, community workers, community technicians, community health workers and village dais (mid wives) etc. In case of full time staff, beside Executive Director, CHIRAG has adopted four levels of hierarchy viz., Team Leaders, Development Associates, Development Assistants and Extension workers.

Majority of the employees of the organization were of middle age and married. Male: female ratio of personnel in the organization was 4:1. Overwhelming majority of employees was from rural background working at low salary with low career and salary progression in spite of having high experience. Few respondents were found having negative salary progression. One forth employees of the organization were educated up to 8th standard and almost similar proportion of employees was graduate. Percentage of employees with education up to high school and post-graduation were also almost similar, that was 18.93 and 17.42, respectively. Part- time workers of the organization were less educated. Employees at middle hierarchy were either graduate or postgraduate in art

Table-1: General profile of organizational personnel

S. No.	Aspect of general profile	No. of respondents	Percentage
1.	**Age**		
	Young below 23)	8	6.06
	Middle (24 to 43)	84	63.63
	Old (above 44)	40	30.30
2.	**Background**		
	Rural	117	88.63
	Urban	15	11.36
3.	**Marital status**		
	Married	90	68.18
	Unmarried	42	31.81
4.	**Educational level**		
	Upto 8th	34	25.75
	High School	25	18.93
	Intermediate	17	12.87
	Graduate	32	24.24
	Post Graduate	23	17.42
	Doctorate	1	0.75
5.	**Age at first job**		
	Very young (below 23)	21	15.90
	Young (24 to 43)	97	73.48
	Old (above 44)	14	10.60
6.	**Change in organization**		
	No change	109	82.57
	One time change	14	10.60
	Two time change	7	5.30
	Three time change	1	0.75
	Four time change	-	-
	Five time change	1	0.75
7.	**Number of Promotions**		
	No promotion	87	65.90
	One promotion	18	13.63
	Two promotions	16	12.12
	Three promotions	8	6.06
	Four promotions	3	2.27
8.	**First salary**		
	Low	127	96.21
	Medium	3	2.27
	High	2	1.51
9.	**Present salary**		
	Low	112	84.84
	Medium	18	13.63
	High	2	1.51
10.	**Career progression**		
	Low	98	74.24
	Medium	29	21.96
	High	5	3.78
11.	**Salary progression**		
	Low	110	83.33
	Medium	14	10.60
	High	8	6.06
12.	**Total experience**		
	Low	50	37.87
	Medium	28	21.21
	High	54	40.90

group subjects. Most of the personnel at upper hierarchy were from urban background and having professional post-graduate qualifications. Majority of

the employees of the organization got first job at young age (19 to 32 years) and they have not changed any organization in spite of getting any promotion (Table1).

Organizational climate of the organization

The organizational climate is one of the important aspects, which affect the working of the organization. The individuals may perceive the organizational climate differently. Based upon the perception of NGO's personnel, the organizational climate was categorized as 'close', 'paternalistic' and 'open'. Close organizational climate means that the conditions in the organization were not conducive while open organizational climate denotes that the conditions were favorable and growth oriented, whereas paternalistic organizational climate indicate that the conditions were in between these two extremes. It was found that majority of the respondents (59.09 per cent) perceived the organizational climate as 'open' followed by 'paternalistic' (40.15 per cent). Only one respondent perceived organizational climate as 'close' (Table 2).

Table-2: Distribution of the respondents according to their perception of organizational climate

S.N.	Organizational climate	No. of Respondents	Percent-age
1.	Close	1	0.75
2.	Paternalistic	53	40.15
3.	Open	78	59.09

Perception of employees about functioning of various dimensions of organizational climate

The perception of employees about functioning of various dimensions of organizational climate namely esprit, fairness, hindrance, autonomy, communication,

Table-3: Ranking of various dimensions of organizational climate

S.N.	Dimensions	Weighted mean score	Rank
1.	Esprit	7.50	III
2.	Fairness	6.91	VIII
3.	Hindrance	7.39	IV
4.	Autonomy	6.89	IX
5.	Communication	7.28	V
6.	Supervision	5.20	X
7.	Administration	6.94	VII
8.	Innovativeness	7.57	II
9.	Trust	7.13	VI
10	Overall identity	8.37	I

Table-4: Matrix of relationship among general profile related variables and different dimensions of organizational climate

General profile related variables	Correlation coefficient ('r' value) with different dimensions of organizational climate										
	Esprit	Fairness	Hindrance	autonomy	Communication	supervision	Administration	Innovativeness	Trust	Overall identity	Overall organizational climate
Age	0.05	0.181	-0.097	0.043	-0.184	-0.107	0.249*	0.061	-0.048	-0.057	0.003
Education	0.239*	0.181	0.491**	0.268*	0.244*	0.252*	-0.004	.222	-0.181	0.301*	0.316**
Age at first job	-0.171	0.086	-0.249*	-0.055	-0.287*	-0.207	0.195	0.005	0.040	-0.285*	-0.166
Gross first salary	-0.260*	-0.204	-0.057	-0.044	-0.044	0.009	-0.261*	-0.148	-0.403**	-0.215	-0.238*
Present salary	0.071	0.242*	0.333**	0.235*	0.192	0.259*	0.090	0.103	-0.279*	0.195	0.227
No. of promotions	0.321**	0.254*	0.433**	0.208	0.205	0.329**	0.113	0.185	-0.006	0.382**	0.374**
Experience in CHIRAG	0.260*	0.135	0.022	0.017	0.019	0.023	0.032	-0.035	0.244*	0.257*	0.144
Total experience	0.282*	0.167	0.157	0.133	0.074	0.091	0.137	0.086	-0.024	0.262*	0.206
Career progression	0.055	0.184	0.286*	0.095	0.033	0.179	0.149	0.096	-0.000	0.137	0.176
Salary progression	0.093	0.362**	0.235*	0.150	0.154	0.127	0.311**	0.117	0.123	0.233*	0.288**

**Correlation is significant at the 0.01 level of probability, *Correlation is significant at the 0.05 level of probability

supervision, administration, innovativeness, trust and overall identity were studied and were ranked on the basis of their respective weighted mean scores. The dimension with higher weighted mean score denoted more conducive and favorable conditions in the organization regarding that dimension and lower weighted mean score denoted the less favorable conditions.

The results revealed that the dimensions ranked on the first three positions were overall identity, innovativeness and esprit (weighted mean scores of 8.37, 7.57 and 7.50, respectively). Dimensions at last three positions were fairness, autonomy and supervision (weighted mean scores of 6.91, 6.89 and 5.20, respectively). The dimensions: hindrance, communication, trust and administration were ranked on fourth, fifth, sixth and seventh positions respectively (mean weighted scores 7.39, 7.28, 7.13, 6.94 respectively) (Table-3).

The higher ranking of overall identity, innovativeness and esprit indicating better sense of individual's identification with the organization, openness to accept new ideas and greater loyalty. However, there may be lack of fairness, autonomy and supervision in the organization as these dimensions obtained lower ranks.

Relationship among profile related variables and different dimensions of organizational climate

There was positive and significant correlation between age and perception of respondents about administration dimension of organizational climate. Education was found positively and significantly correlated with perception of respondents about esprit, hindrance, autonomy, communication, supervision and overall identity dimensions of organizational climate. Education was also significantly and positively correlated with perception of respondents about overall organizational climate of the organization (Table 4).

Age at first job was significantly and negatively correlated with perception of respondents about hindrance, communication, and overall identity dimensions of organizational climate. Gross first salary was negatively and significantly correlated with perception of respondents about esprit, administration and trust dimensions of organizational climate. Gross first salary was also found negatively and significantly correlated with perception of respondents about overall organizational climate. Present salary was found positively and significantly correlated with perception of respondents about fairness, hindrance, autonomy and supervision dimensions of organizational climate but it was negatively and significantly correlated trust dimension of organizational climate (Table 4).

Number of promotions received by the employees of the organization were found positively and significantly correlated with esprit, fairness, hindrance, supervision and overall identity dimensions of organizational climate. Number of promotions were also found positively and significantly correlated with perception of the respondents about overall organizational climate (Table 4).

Experience in CHIRAG was significantly and positively correlated with perception of respondents about esprit, trust, and overall identity dimensions of organizational climate. Total experience was found positively and significantly correlated with perception of respondents about spirit and overall identity dimension of organizational climate (Table 4).

There was positive and significant correlation between career progression and perception of respondents about hindrance dimension of organization climate. Salary progression was found positively and significantly correlated with perception of respondents about fairness, hindrance, administration and overall identity dimensions of organizational climate. It was also positively and significantly correlated with perception of respondents about overall organizational climate (Table 4).

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