

Work Values Orientation and Job Satisfaction of Development Personnel: A Study of an NGO

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ABSTRACT: Values are the great determinate of work behavior. If nature of the work is in line of personnel's work values, the personnel will be more satisfy with their work and life. Resultant, their outcomes will be higher. In case of organizations engaged in rural development significance of preferences for the work values given by the employees become much higher because behavior of development personnel in the organization finally translated in the quality of services to be provided to the rural community. There are negligible studies on work values of development personnel in Indian NGOs context.

Keeping these facts in view, a study was conducted on an NGO working in Nainital district of Uttarakhand named 'Central Himalayan Rural Action Group (CHIRAG)'. Sample size of the study was 132 employees of the organization. Variables selected for the study were salary progression, career progression, job satisfaction level, importance given to the values and value expectancies.

Overwhelming majority of employees was working with low career and salary progression, even though, they were found satisfied with their job.

It was found that the employees of the organization have given more importance to ability utilization, advancement, peace of mind, achievement and altruism work values. The work values social relation, comforts of life and risk were least important to the employees of the organization. Most of the employees reported that their work values ability utilization, peace of mind and altruism are being satisfied by working in the organization.

On the basis of the study, it might be suggested that organizations engaged in rural development should recruit the candidates having preferences for altruism, ability utilization, peace of mind and prestige work values because people having these work values will have more job and life satisfaction in rural developmental activities, resultant, quality in outcomes might be expected from them.

Key words: Development personnel, Job satisfaction, NGO, Work Values

INTRODUCTION

Work values have significant contribution in determination of employees' behavior at work, their job and life satisfaction [1]. Donald Super [2] defined work values as "an objective, either a psychological state, a relationship, or condition, that one seeks to attain". According to Schwartz [3] "values are desirable states, objects, goals, or behaviors, transcending specific situations and applied as normative standards to judge and to chose among alternative modes of behaviors". If nature of the work is in line of personnel's work values, the personnel will be more satisfy with their work and life. Resultant their outcomes will be higher.

In case of organization engaged in rural development, significance of assessing the preferences and level of realization of work values of the employees becomes higher because behavior of development personnel in the organization finally translated in the quality of services to be provided to the rural community.

It has been observed from the literature reviewed that studies on work values of personnel in Indian NGOs context are negligible. However, it requires much attention as work values of NGOs personnel is great determinant factor in quality of outcomes of the endeavors being done for rural development. Keeping these facts in view, a study was conducted on work

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values orientation and job satisfaction of employees of a non-governmental organization.

MATERIALS AND METHODS

The non-governmental organization '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.

A structured questionnaire was given to all the 102 full-time employees and 50 per cent of part-time employees (i.e. sixty four) of the organization to gather the desired data. However, the filled questionnaire was returned by ninety-four full time employees and thirty-eight part time employees. Thus, sample size of the study was 132.

The present paper deals with the salary progression, career progression, job satisfaction, life satisfaction, importance given to values and values expectancies of the employees of the organization.

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.

The variable value expectancies means chance to realize an important value with the help or anticipated help of work. It is the product of importance attached to a value and the probability of the value being realized through work experience [4]. The measures of importance given to values and value expectancies were taken from the research work of Sinha [4] on 'Work Culture in India Context'. The values considered for the study were as ability utilization, achievement, advancement, aesthetics, altruism, autonomy, authority, comforts of life, creativity, dependency, economic rewards, life style, peace of mind, personal development, physical activity, prestige, risk, social interaction, social relation, variety and working conditions.

Job satisfaction was measured with the help of a single item on a 4-point scale ranging from quite dissatisfied (1), dissatisfied (2), satisfied (3) to quite satisfied (4).

RESULTS AND DISCUSSION

Salient findings of the study are as follows:

Career and Salary Progression of the Respondents

Career progression was measured as an indicator of advancement received by an employee in his/her

career. Maximum number (74.24 per cent) of respondents registered low career progression in life followed by medium career progression (21.96 per cent). Only 3.78 per cent respondents achieved high career progression.

Salary progression was measured as the indicator of growth in salary of an employee from his/her first salary to the salary at the time of study. The trend of salary progression was found similar to career progression. Maximum number of the respondents (83.33 per cent) achieved low salary progression followed by medium salary progression (10.60 per cent). Only 6.06 per cent employees got high salary progression in their life (Figure 1).

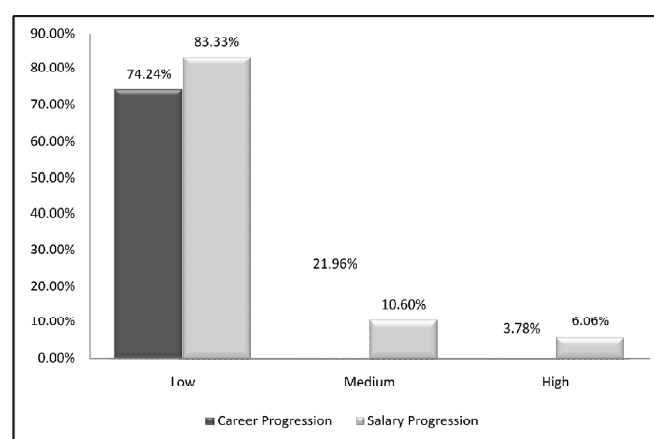
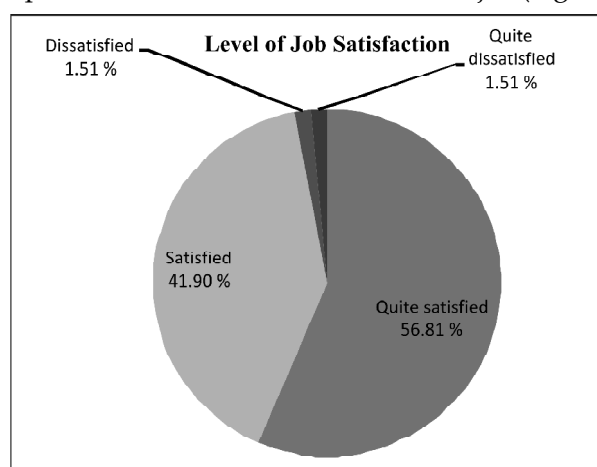


Figure 1: Distribution of respondents according to career progression and salary progression

Job Satisfaction

Figure 2 depicts that overwhelming majority of the employees of the organization was satisfied with their job as 56.81 and 40.90 per cent respondents registered their job satisfaction level under satisfied and quite satisfied category, respectively. Only 1.51 per cent respondents were dissatisfied with their job (Figure 2).



Importance given to Values by the Respondents

Data pertaining to importance given to values by the employees of the organization is presented in Table 1. It is clear from data that high importance was given by majority of the respondents to advancement, followed by ability utilization, altruism, peace of mind, achievement and creativity value, respectively. Near about half of the respondents has given high importance to authority, personal development and prestige values. The values aesthetic, autonomy, working conditions and life style were highly

important for near about one-third of the respondents. Near about one-fourth of the respondents has given high importance to economic rewards, physical activity and variety values. For few of the respondents values comforts of life, social interaction, dependency and social relation were highly important.

The physical activity, social interaction, life style, dependency, social relation and variety values were moderately important for maximum number of the respondents. Moderate importance was given by 59.09, 57.57, and 57.57 per cent of the respondents to

Table 1
Importance given to values by the respondents their value expectancies

n = 132

S.N.	Values	Level of Importance			Level of value Expectancies		
		Low	Moderate	High	Low	Moderate	High
1.	Ability utilization	2 (1.51)	36 (27.27)	94 (71.12)	18 (13.63)	74 (56.06)	40 (30.30)
2.	Achievement	6 (4.54)	38 (28.78)	88 (66.66)	44 (33.33)	72 (54.54)	16 (12.12)
3.	Advancement	8 (6.06)	24 (18.18)	100 (75.75)	32 (24.24)	82 (62.12)	18 (13.63)
4.	Aesthetics	2 (1.51)	76 (57.57)	53 (40.15)	63 (47.72)	4 (3.03)	23 (17.42)
5.	Altruism	10 (7.57)	30 (22.72)	92 (69.69)	22 (16.60)	40 (30.30)	70 (53.03)
6.	Authority	2 (1.51)	66 (50.00)	64 (48.48)	34 (25.75)	72 (54.54)	26 (19.69)
7.	Autonomy	1 (29.09)	72 (54.54)	48 (36.36)	36 (27.27)	66 (50.00)	30 (22.72)
8.	Comforts of life	46 (34.84)	62 (46.96)	24 (18.18)	98 (74.24)	27 (20.45)	7 (5.30)
9.	Creativity	6 (4.54)	48 (36.36)	78 (59.09)	50 (37.87)	62 (46.96)	20 (15.15)
10.	Dependency	22 (16.66)	88 (66.66)	22 (16.66)	48 (36.36)	70 (53.03)	14 (10.60)
11.	Economic Reward	22 (16.66)	78 (59.09)	32 (24.24)	102 (77.27)	25 (18.93)	5 (3.78)
12.	Life style	10 (7.57)	84 (63.63)	38 (28.78)	72 (54.54)	48 (36.36)	12 (9.09)
13.	Peace of mind	0 (00.00)	42 (31.81)	90 (68.18)	18 (13.63)	64 (48.48)	50 (37.87)
14.	Personal development	6 (4.54)	64 (48.48)	62 (46.96)	32 (24.24)	70 (53.03)	30 (22.72)
15.	Physical activity	10 (7.57)	94 (71.12)	28 (21.21)	28 (21.21)	82 (62.12)	22 (16.66)
16.	Prestige	8 (6.06)	64 (48.48)	60 (45.45)	32 (24.24)	66 (50.00)	34 (25.75)
17.	Risk	54 (40.90)	66 (50.00)	12 (9.09)	98 (74.24)	27 (20.45)	7 (5.30)
18.	Social interaction	20 (15.15)	90 (68.18)	22 (16.66)	94 (71.21)	34 (25.75)	4 (3.03)
19.	Social relation	32 (24.24)	80 (60.60)	20 (15.15)	98 (74.24)	29 (21.96)	5 (3.78)
20.	Variety	24 (18.18)	80 (60.60)	28 (21.21)	70 (53.03)	55 (41.66)	7 (5.30)
21.	Working condition	14 (10.60)	76 (57.57)	42 (31.81)	78 (59.09)	45 (34.09)	9 (6.81)

Note: The figure in the parenthesis indicates the percentage

economic rewards, aesthetics, and working conditions values, respectively. The values risk, authority, personal development and comforts of life were at medium level of importance for almost half of the respondents. Peace of mind, achievement, ability utilization, altruism and advancement values were at moderate level of importance for near about one-fourth of the respondents. Most of the values were at low level of importance for very less number of respondents.

Value Expectancies of the Respondents

Near about half of the respondents reported that their altruism value is highly being satisfied by working in the organization, followed by peace of mind and ability utilization, respectively. Near about one-fourth of the respondents reported that their prestige, autonomy, and personal development values are highly being satisfied with the help of work they are doing in the organization. Few respondents reported that their authority, aesthetics, physical activity and creativity values are being highly satisfied with the help of work.

Values found being satisfied up to moderate level of maximum number of respondents were social activity, advancement and ability utilization. Near about half of the respondents reported that their values achievement, authority, personal development, prestige, autonomy, peace of mind, creativity, and variety are being satisfied up to moderate level.

Near about three-fourth of the respondents reported that their values economic rewards, comforts of life, social relation and risk are being satisfied only up to low level. At most half of the respondents revealed that their values working condition, life style, variety and aesthetics are being satisfied only up to low level. Creativity, dependency and achievement values were found being satisfied up to low level of near about one-third of the respondents.

The non-governmental organization 'CHIRAG' is engaged in development of underprivileged section of the rural community, it is obvious to get more chances to satisfy altruism value by working in the organization. Realization of peace of mind value by maximum number of the employees of the organization indicates existence of conducive working environment in the organization. Realization of ability utilization value by employees of the organization is an indication that organization is assigning responsibilities to employees with respect to their abilities. Employees of the organization were found working with low salary and career progression; and

their money related values such as life style, comforts of life and economic rewards were not being satisfied up to high level, even though they were found satisfied with their job. The inference might be drawn that employees of the organization were satisfied with their job in spite of low salary and career progression because values like life style, comforts of life and economic rewards value were not highly important for them. Highly important values for them like ability utilization, peace of mind, achievement and altruism were highly and/or moderately being satisfied by working in the organization. It might be a contributing factor for their high job satisfaction level.

CONCLUSION

Employees of the organization have given high importance to advancement, ability utilization, peace of mind, altruism and achievement values; and except advancement, all these values were found being satisfied with help of work they are doing in the organization. Overwhelming majority of employees was working with low career and salary progression, however, they were found satisfied with their job. Thus, It can be concluded that organizations engaged in rural development should recruit the candidates having preferences for altruism, ability utilization, peace of mind and prestige work value because people having these work values will have more job satisfaction in rural developmental activities, resultant, quality in outcomes might be expected from them.

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