

“A Study On The Factors Influencing Career Choices Of Ngo Employees At Coimbatore”

Kiran Vijay, Bibin Markose, Bindusree A.R.

^{1,2} (Assistant Professor, Dept of Management Studies)

³ (Sree Narayan Gurukulam College of Engineering)

Abstract: *A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information*

It is predicted by experts that if India is to achieve the living standards of the developed world, the NGO sector would need to play a critical role, and must grow at a pace much higher than that required for the overall Indian economy. Keeping this in mind, NGOs are to be given a lot more importance than it already has.

In this scenario, NGO employees who form the very base of this sector are to be given a lot more importance and are to be researched upon.

This study tries to understand what factors drive these employees choose non-profit careers with special reference to Coimbatore. The research is conducted with a sample of 47 NGO employees dispersed around Coimbatore. The data is collected with the help of questionnaires.

The objective is to understand the major factors that influence the career choices of the employees in the NGOs operating in Coimbatore, Tamil Nadu. The research is also to ascertain whether monetary factor is secondary in the factors influencing the career choice.

The findings prove that majority of NGO employees in Coimbatore are motivated to take their jobs for non monetary reasons over monetary factors like remuneration and other monetary incentives. They have joined the sector with the motive of contributing to the society to work for social change.

I. Introduction

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements.

India is estimated to have one NGO for less than 400 Indians. It is predicted by experts that If India is to achieve the living standards of the developed world, then the NGO sector would need to play a critical role, and must grow at a pace much higher than that required for the overall Indian economy. Keeping this in mind, NGOs are to be given a lot more importance than it already has. The NGOs in India are not listed systematically and most of the NGOs, small in type don't follow management practices.

If the NGO sector has to grow, there is a necessity for more employees to join the current employment force. Although, Researches regarding NGOs are carried out in the country, the employees who carry out the operations are not discussed about. NGO employees are to be considered important resources and researched upon.

Research has examined characteristics of the non-profit workforce, particularly in an effort to understand the factors that draw individuals to work in the non-profit sector rather than the public or private sectors. These major researches have been conducted upon employees from other countries.

This study tries to understand what factors drive these employees choose non-profit careers. Have they sought their current position in order to help the public, make a difference, or do something worthwhile rather than seeking job security, salary, or benefits? Previous research indicates that non-profit organizations are presumed to be value expressive and oriented toward ideas of social change and self-sacrificing service.

Career motives are different from person to person. People also differ in terms of what may motivate them to work. The study incorporates the small number of Employees from Coimbatore and searches the factors influencing them. It provides an insight into the difference in the values held by them in comparison to western counterparts.

1.2 SECTOR PROFILE

The NGO sector plays a crucial role in the growth of a nation. The Indian voluntary sector (or the NGO sector) is emerging to be a credible force in catalyzing the nation's social and economic growth, particularly for the masses at the 'bottom of the economic pyramid'. The potential for this is well apparent from the experience of other developed and developing economies. If India is to achieve, as is predicted, the living standards of the developed world by 2050, then the NGO sector would need to play a critical role, and must grow at a pace much higher than that required for the overall Indian economy.

The NGO sector's extensive grassroots connection and involvement in various social service provisions make it a potential ally for the Governments in reforming outdated public policies. The sector, representing various classes of people and interests, plays a surrogate role by engaging in public policy making.

While it is hard to predict the total number of NGOs operating in India due to lack of systematic records, according to estimation there are between 1.2 million to 1.5 million NGOs operating currently. Many of the NGOs are small and a majority of them are run by the NGOs having between 2 to 5 employees; about 5% have between 6 to 10 employees and only about 8.5% NGOs employ more than 10 people.

In spite of the limitations in their size and resources, NGOs in the area of environment, health, education, peace, human rights, consumer rights and women's rights provide convincing examples of the power the sector's actions in social change.

Two theoretical explanations for the growth of the NGO sector are:

1. The Market Failure theory: NGOs emerged to provide services that the public cannot or will not provide, and the services for which the for-profit businesses cannot get sufficient return on their investment.
2. The contract failure theory: NGOs were created to provide services where the parties who want them offered were not in a position to provide these services. These parties were donors or well wishers of the clients receiving the services.

In the initial years after Independence, there was some attention given towards the NGO sector by the Central Government mainly because most of the NGOs were Gandhian in nature. It was not until 1980 that the Government identified new areas in which NGOs as actors could participate in social development. During the next Five Year Plans, The government has increasingly recognised the NGO sector's vital role and has provided increasing levels of funding. In the past two decades, all the levels of the Government have increased their engagement with the sector.

The major strengths of the Indian NGO sector include,

- Strong grassroots links.
- Field based development expertise.
- The ability to innovate and adapt.
- Process-oriented approach to development.
- Participatory methodologies and tools.
- Long-term commitment and emphasis on sustainability.
- Cost-effectiveness.

The major weaknesses of the India NGO sector include,

- Limited financial and management expertise.
- Limited institutional capacity.
- Low levels of self-sustainability.
- Isolation or lack of inter-organizational communication and coordination.
- Lack of understanding of the broader social or economic context.

1.3 Need For Study:

Career choices can be channelized with the help of this study. Employees joining the NGO sector can analyse and understand the fit between their personality and values with that of the factors influencing career choices that are shared by the existing employees in the NGO sector.

This study is useful for the recruitment in relation with the demands of the growing NGO sector and it can also form grounds for developing techniques to motivate NGO employees and research further on the same.

1.4 Objective

The objectives of the study are:

- To understand the major factors that influences the career choices of the employees in the NGOs operating in Coimbatore, Tamil Nadu.
- To ascertain whether monetary factor is secondary in the factors influencing the career choice.

1.5 Limitations Of The Study:

- Difficulty in predicting the number of NGOs operating in the city is a major limitation due to the lack of systematic records.
- The possible NGOs that can be approached are those that are listed on the internet. The point that there may be other NGOs operating in the City and the response of those employees is not incorporated in the study is a limitation.
- A massive majority of NGOs are small and about three-fourths of them are entirely run by volunteers or a few part time employees. Hence, the research is carried out on the basis of a small group of respondents.

II. Review Of Literature

Career drivers are not deliberately chosen, but evolve from the individual's personality, abilities, values and self-image. They are revealed rather than selected. The research on Hybrid Careers: How Chief Executive Officers of Faith Based Organizations Characterize their Career drivers define 'career drivers' as work history experiences. The research conceptualizes career drivers as critical events in the work history that have a significant influence on an individual's career path. The result identified five career drivers that influenced their career path: 'experience of solidarity', 'sense of social work', 'capabilities for executive function', 'appointment for executive function' and 'self-effectiveness'. The executives interviewed in this research were neither solely career driven nor entirely selfless. They worked out of a social will which was deeply rooted in their biography; but they recognized the need for professionalization and thus they built their capabilities for leadership functions. In contradiction to the widely cited assumption, the career of the interview partners was less affected by being altruistic, and more so by professionally supported solidarity (Peter Jäger, Hendrik Höver, Markus Strauch, Andreas Schröer, 2000)

There are researches that explore the concept of career as it relates to third-sector employees. The results of a survey of third-sector employees in New South Wales and Australia suggests a distinctive pattern of work orientation involving a preference for work that is both personally challenging and socially meaningful. These and other findings suggest that the majority of third-sector employees pursue a career that more closely fits Driver's spiral career model rather than the conventional linear career model. It therefore behoves non-profit employers to tailor the organizational reward system to the motivational needs of their employees if they hope to maximize worker satisfaction and effectiveness (Onyx, J., & Maclean 2006) .

The **Spiral Career Concept** is a less traditional view where one rather discovers one's career through periodic (5-10 years) lateral changes of occupational fields. These changes tend to involve development of broader skills and new applications of previous experience.

The **Linear Career Concept** is instead focussed on rapid movement upward the "corporate ladder". A successful career is made by gaining increased levels of responsibility, authority, etc. Success is made as one achieves these higher levels.

There should be a considerable difference between the career choices and drivers between those in developed countries and those in a developing country like India. Monetary benefits may not be the leading factors influencing these career choices and hence, a research on the same in Indian cities will throw light on what influences their non-profit career choice.

Much of the research on the factors that draw individuals to non-profit careers is based in Australia, Western Europe, and the United States, and research on the role of faith in career choice focuses largely on Christian organizations. This article examines the factors that draw individuals to work in the nongovernmental organization (NGO) sector in the developing countries of Bosnia and Herzegovina, Lebanon, and Sri Lanka. It also looks at whether faith offers similar motivations for NGO workers in Buddhist, Druze, Sunni Muslim, and Shiite Muslim NGOs as it does for workers in Christian NGOs. Much like non-profit workers in other studies, the individuals interviewed chose their jobs based on their personal commitment to an organization's work (Flanigan, 2010).

The study was concluded with the findings that employees are drawn to their careers by a desire to make a difference and do something worthwhile, and often they are willing to sacrifice financial rewards in order to attain this sense of purpose. “Many employees interviewed report feeling called to their profession, whether by the work itself or by religious faith” (Flanigan, 2010).

In the light of the previous researches, the understanding that NGO employees have fairly different career drivers than that of for-profit organizations is an area to be further explored.

Breaking down the research to a much smaller scale in an unorganized country like India, where the benefits provided to an NGO employee is unattractive in comparison to its international counterparts provokes thought. A research conducted on the basis of a City like Coimbatore can be further explored and built on a higher scale to study the NGO employees of India as a whole.

III. Research Methodology

3.1 Research Type

The research design used for this study is descriptive in nature. Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied (Malhotra, 2006).

3.2 Population

Unknown

3.3 Sampling Method

Non probability sampling method is used as population is unknown. Purposive sampling was followed. Purposive sampling is a method where the researcher chooses the sample based on who they think would be appropriate for the study.

3.4 Sample Size

47 samples were collected for the study.

3.5 Data Collection Method

Primary data : Primary data is collected with the use of questionnaires.

Secondary data : Secondary data sources are articles, journals and previous research papers.

IV. Analysis And Interpretation

Table 4.1: Age of respondents

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20- 30	12	25.5	25.5	25.5
	30-40	21	44.7	44.7	70.2
	Above 40	14	29.8	29.8	100.0
	Total	47	100.0	100.0	

Inferences:

- Majority of the NGO employees in Coimbatore fall under the age category of 30 to 40 years which is 44.7%.
- The second highest numbers of employees are above 40 years of age (29.8%) and the least are between 20 to 30 years of age (25.5%)

Figure 4.1: Age of respondents

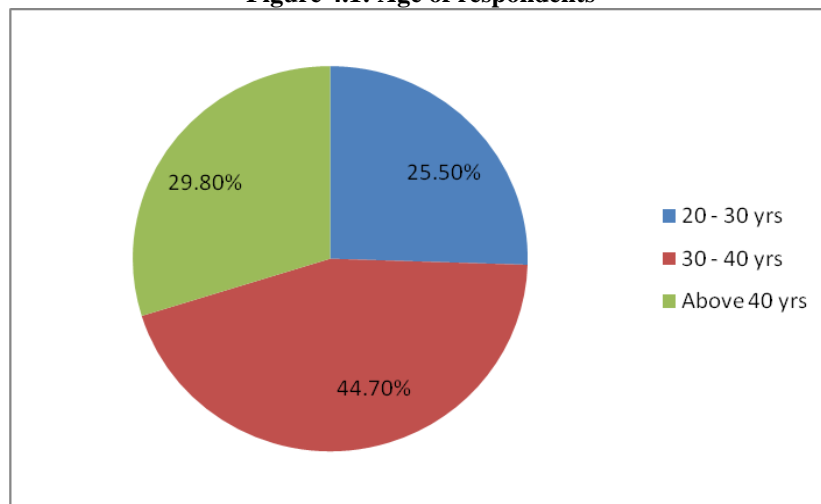


Table 4.2: Gender of respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	61.7	61.7	61.7
	Female	18	38.3	38.3	100.0
	Total	47	100.0	100.0	

Inference:

- A majority of 61.7 percentage of the respondents are males, whereas 38.3 percentages are female employees.

Figure 4.2: Gender of respondents

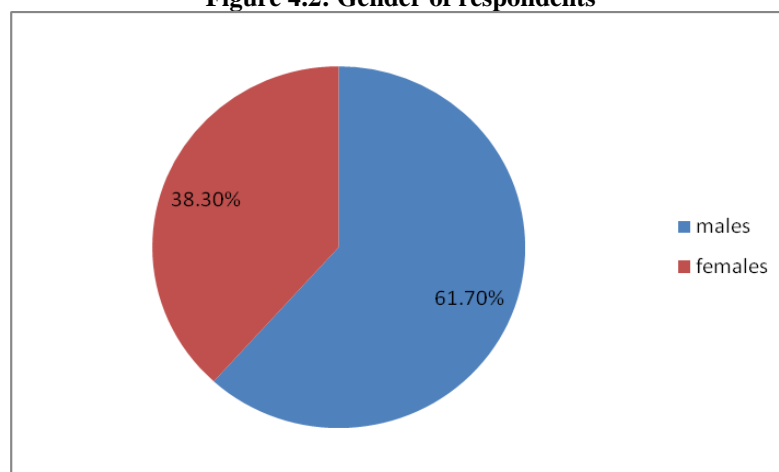


Table 4.3: Income from NGO activity (monthly basis)

Income level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 5000	27	57.4	57.4	57.4
	5001-10000	18	38.3	38.3	95.7
	< 10000	2	4.3	4.3	100.0
	Total	47	100.0	100.0	

Inferences:

- A majority of 57.4 % of the respondents earn less than Rs. 5000 from the NGO activity on a monthly basis.
- 38.3 % respondents earn between Rs. 5001 and 10000 per month.
- 4.3 % of the respondents earn above Rs. 10000 from the NGO employment.

Figure 4.3: Income level of respondents from NGO activity (monthly)

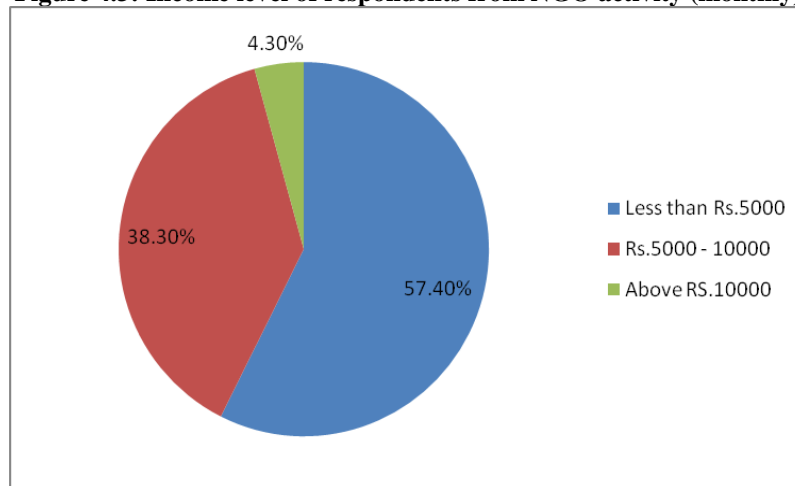


Table 4.4: Educational Qualifications of respondents

Educational qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher secondary	8	17.0	17.0	17.0
	Degree/diploma	29	61.7	61.7	78.7
	Professional	10	21.3	21.3	100.0
	Total	47	100.0	100.0	

Inferences:

- Majority (61.7 %) of the respondents hold a degree or diploma.
- 21.3 % of respondents have professional degrees.
- The remaining respondents have completed higher secondary education which is 17 %.

Figure 4.4: Educational qualifications of respondents

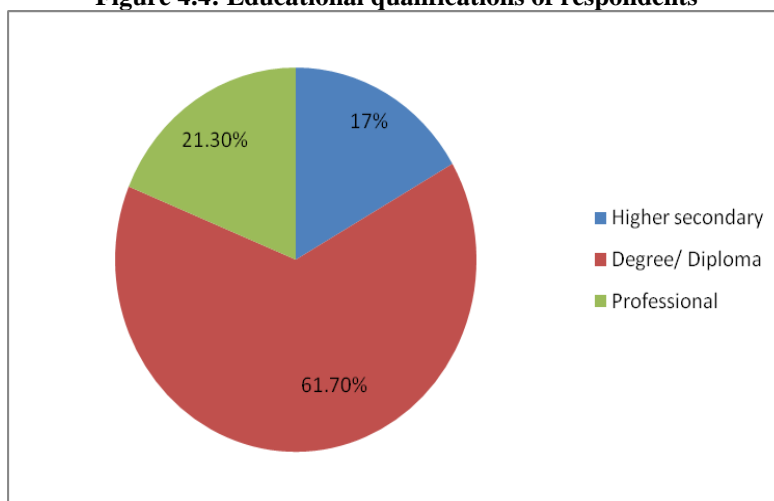


Table 4.5: Nature of employment of respondents

Nature of employment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	18	38.3	38.3	38.3
	Part time	19	40.4	40.4	78.7
	Volunteering	10	21.3	21.3	100.0
	Total	47	100.0	100.0	

Inferences:

- Majority of NGO employees are part time employees (40.4%).
- There are 38.3 percentages of full time employees and the remaining 21.3 percentage are volunteers.

Figure 4.5: Nature of employment of Respondents

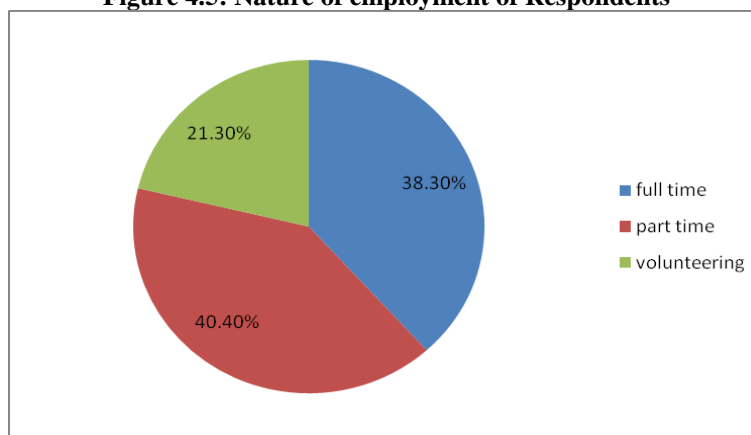


Table 4.6: Existence of past work experience of respondents

Work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	85.1	85.1	85.1
	No	7	14.9	14.9	100.0
	Total	47	100.0	100.0	

Inferences:

- 85.1 % NGO employees have previous work experiences whereas the remaining 14.90% are new to the workforce.

Figure 4.6: Existence of past work experience of respondents

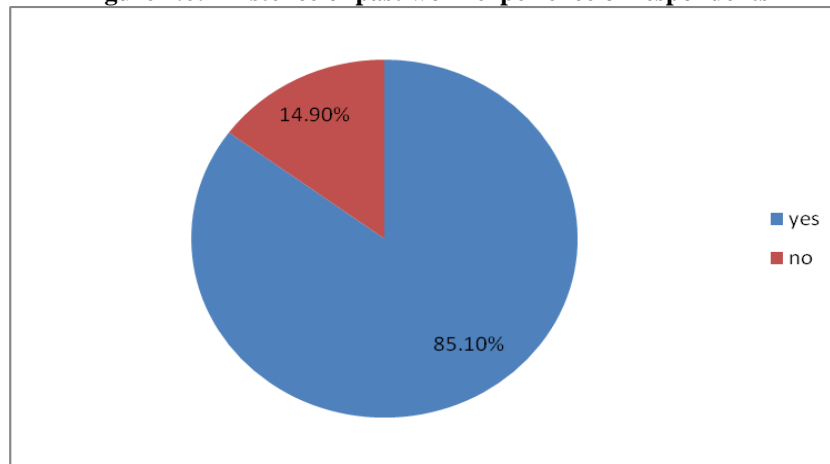


Table 4.7: Area of work experience of respondents

		Area of work experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NGO	18	38.3	43.9	43.9
	For-profit organisation	11	23.4	26.8	70.7
	Medical services	2	4.3	4.9	75.6
	Legal services	4	8.5	9.8	85.4
	Government	2	4.3	4.9	90.2
	Others	4	8.5	9.8	100.0
	Total	41	87.2	100.0	
	No experience	6	12.8		
Total		47	100.0		

Inferences:

- 12.8 % of the respondents have no previous work experience.
- Majority of the employees (38.3%) have work experience working in NGOs.
- The next 23.4 % of employees have worked for profit organizations.
- The remaining has experience working in legal services (8.5 %), Government (4.3%) and others (8.5 %). The others are not specified.

Figure 4.7: Area of work experience of respondents

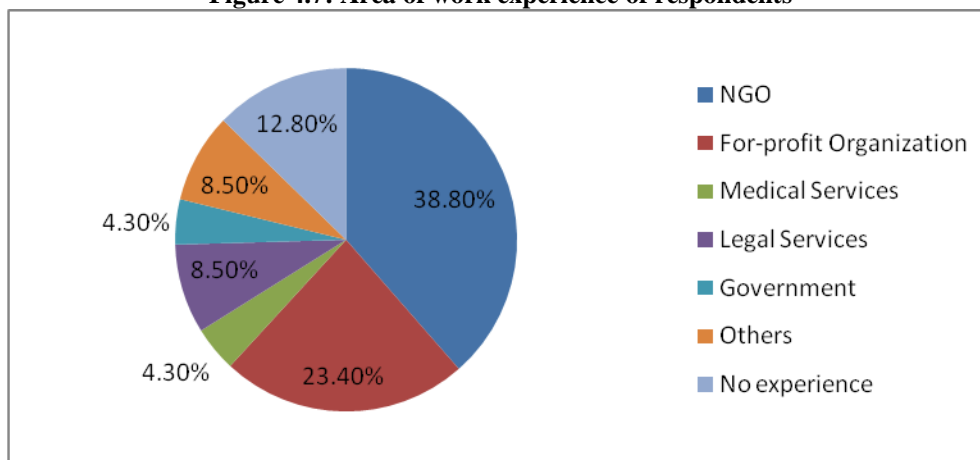


Table 4.8: Type of respondent’s life experiences that influenced the decision to take up the job

		Kind of life experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Witnessing a social issue from an external point of view	21	44.7	44.7	44.7
	Personal involvement in a particular issue	9	19.1	19.1	63.8
	Work experience in a similar organization	16	34.0	34.0	97.9
	Others	1	2.1	2.1	100.0
	Total	47	100.0	100.0	

Inferences:

- Most of the respondents (44.7%) were influenced by witnessing a social issue from an external point of view to the job.
- Work experience in a similar organization influenced the remaining 34 % of employees.
- 19.1 % of the employees were influenced by personal involvement in a particular issue and the remaining employees (2.10%) state other reasons (reasons unspecified).

Figure 4.8: Type of respondent’s life experiences that influenced the decision to take up the job

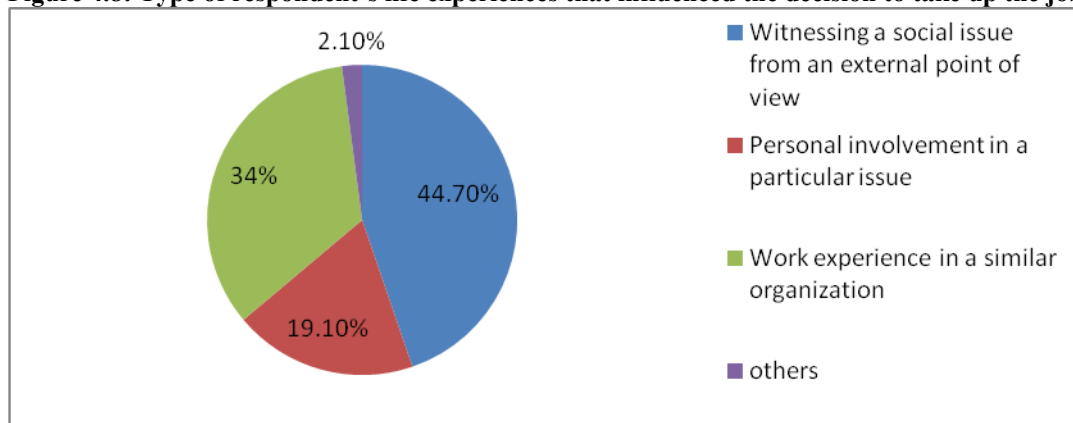


Table 4.9: Existence of respondent’s association of personal image with an NGO in the lines of Social work

		Image			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	89.4	89.4	89.4
	No	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

Inference:

- A major 89.4 % of the respondents accept that they associate themselves with the image of an NGO in the lines of social work while 10.6% don’t accept the same

Figure 4.9: Existence of respondent’s association of personal image with an NGO in the lines of Social work

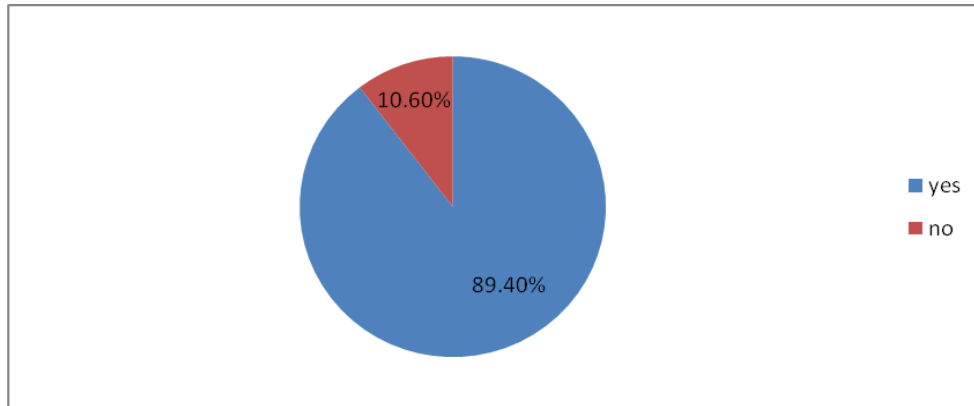


Table 4.10: Causes for choice to work at an NGO

		Choice of NGO			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	An effort to contribute towards the society	23	48.9	48.9	48.9
	An employment opportunity	6	12.8	12.8	61.7
	Religious commitment	6	12.8	12.8	74.5
	Personal commitment towards the organization	9	19.1	19.1	93.6
	Others	3	6.4	6.4	100.0
Total		47	100.0	100.0	

Inferences:

- A majority of 48.9 % of the respondents made a choice to work in an NGO as an effort to contribute to the society.
- The next 19.1 % made a choice to work in an NGO employment due to personal commitment towards the organization.
- While it was an employment opportunity for 12.8 % of the respondents, there were other reasons for 6.4 % of the respondents.
- Religious commitment is the reason for 12.8 % of the respondents.

Figure 4.10: Causes for choice to work at an NGO

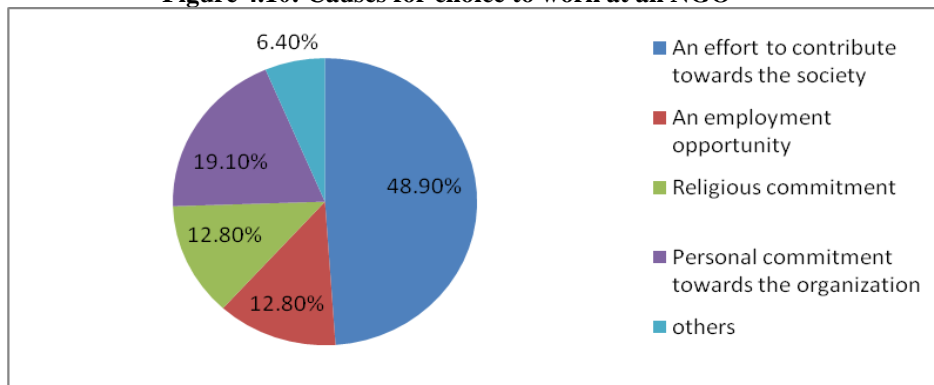


Table 4.11: Respondent’s image in working for an NGO

Image to the society					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	41	87.2	87.2	87.2
	no	6	12.8	12.8	100.0
	Total	47	100.0	100.0	

Inference:

- A major 87.2 % of the respondents accept that his/her image in front of the society that they live in changes with the fact that they work in a non-profit organization while the remaining 12.8 % disagree.

Figure 4.11: Respondent’s image in working for an NGO

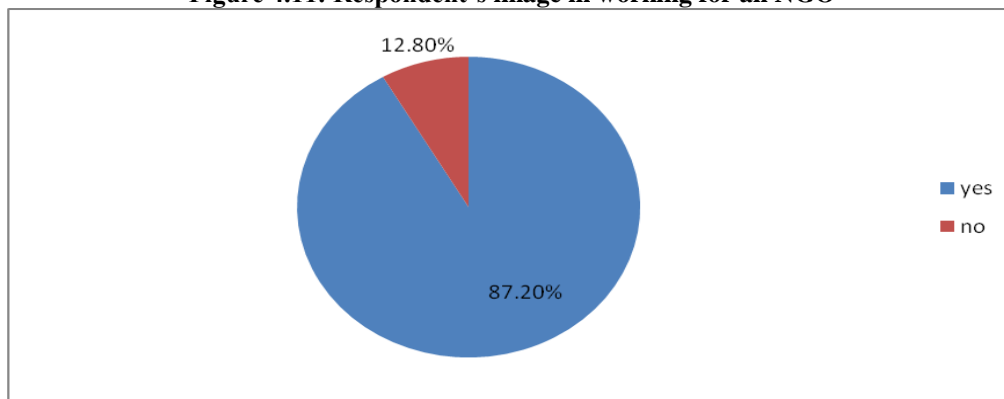


Table 4.12: Differences in the perceived images in front of the society

Perceived images					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service orientation	13	27.7	30.2	30.2
	Solidarity	6	12.8	14.0	44.2
	Responsibility	9	19.1	20.9	65.1
	Humanitarian	15	31.9	34.9	100.0
	Total	43	91.5	100.0	
	No difference	4	8.5		
Total		47	100.0		

Inferences:

- A majority of 31.9 % of the respondents think that humanitarian aspect is the difference that the society perceives as a difference of image between working with an NGO than that of a profit organization.
- Close to the majority, 27.7 % of the respondents think that service orientation is the difference.
- 19.1 % believe that responsibility is the difference whereas 12.8 % of the respondents think that solidarity is the difference.
- 8.5 % of the respondents don't see a change in the image.

Figure 4.12: Differences in the perceived images in front of the society

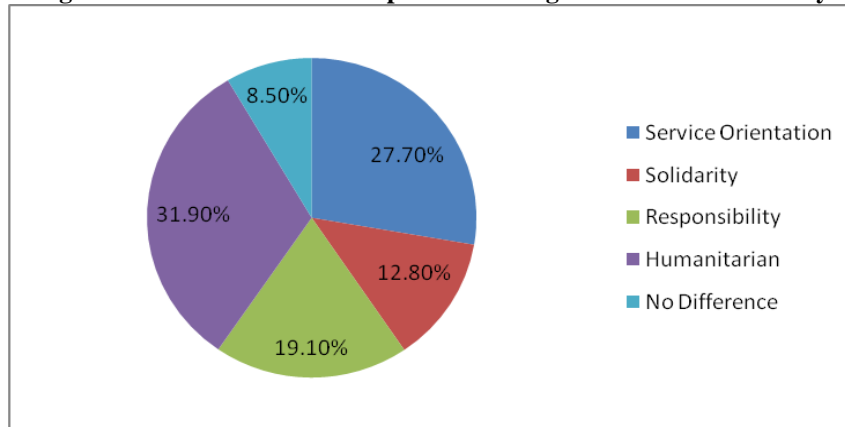


Table 4.13: Respondents who would change to another job opportunity if available

		Job shift			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	19.1	19.1	19.1
	No	38	80.9	80.9	100.0
	Total	47	100.0	100.0	

Inference:

- Majority of the respondents (80.9%) would not change to another job in case of an opportunity whereas 19.1% would change if an opportunity aroused.

Figure 4.13: Respondents who would change to another job opportunity if available

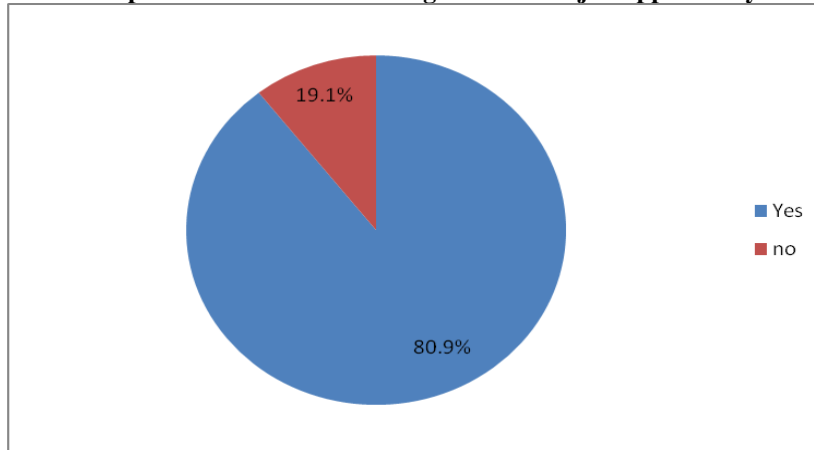


Table 4.14: The respondent’s opinion whether there is a difference between working in a profit organization and NGO

		Existence of difference			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	89.4	89.4	89.4
	no	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

Inference:

- 89.4% of the respondents believe that there is a difference between working in a profit organization and an NGO while the remaining 10.6 % of the respondents don't consider a difference.

Figure 4.14: Respondent's opinion whether there is a difference between working in a profit organization and NGO

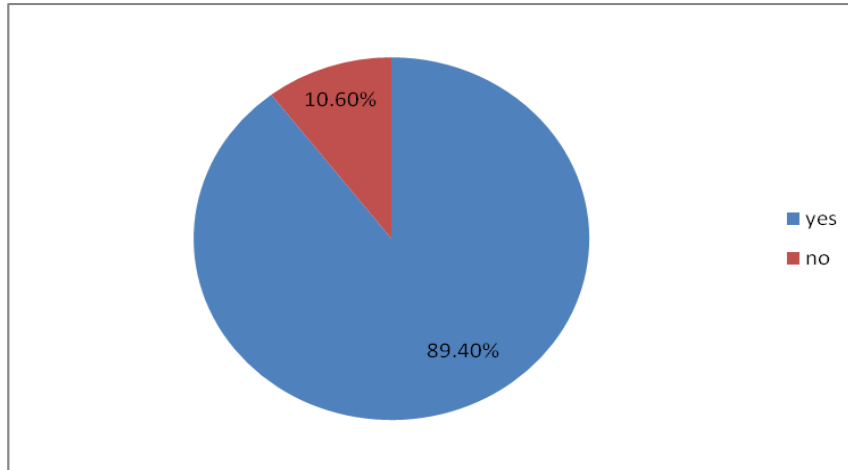


Table 4.15: The differences between working for an NGO and profit organization as per the respondent's perception

Difference					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Remuneration	4	8.5	8.5	8.5
	Other incentives	4	8.5	8.5	17.0
	Personal Satisfaction	20	42.6	42.6	59.6
	Concern for causes	17	36.2	36.2	95.7
	others	2	4.3	4.3	100.0
	Total	47	100.0	100.0	

Inferences:

- 42.6 % of respondents consider personal satisfaction and 36.2% of respondents consider concern for causes as the difference between working for NGOs and profit organization.
- 8.5% of the respondents believe that remuneration and other incentives (8.5 %) as the difference.
- 4.3 % of the respondents see other differences which haven't been specified.

Figure 4.15: Difference between working for an NGO and profit organization as per the respondent's perception

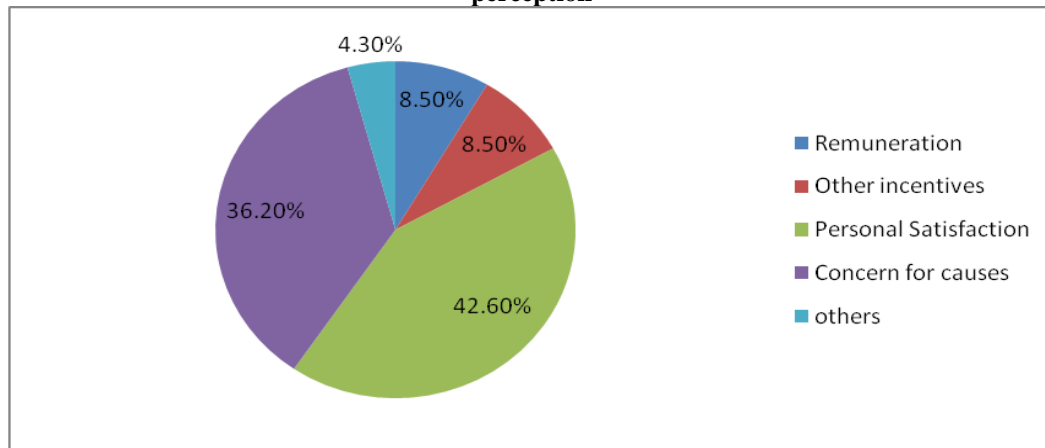


Table 4.16: Respondent's agreement to Commitment towards social changes as an inspiration to pursue the job at the NGO

		commitment			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	19.1	19.1	19.1
	Agree	25	53.2	53.2	72.3
	Strongly agree	13	27.7	27.7	100.0
	Total	47	100.0	100.0	

Inferences:

- A major 53.2 % of the respondents agree that commitment to social change inspired them to pursue the job at the NGO.
- While 27.7% of the respondents strongly agree, 19.1 % are neutral.
- There is no disagreement from any of the respondents.

Figure 4.16: Respondent's agreement to Commitment towards social changes as an inspiration to pursue the job at the NGO

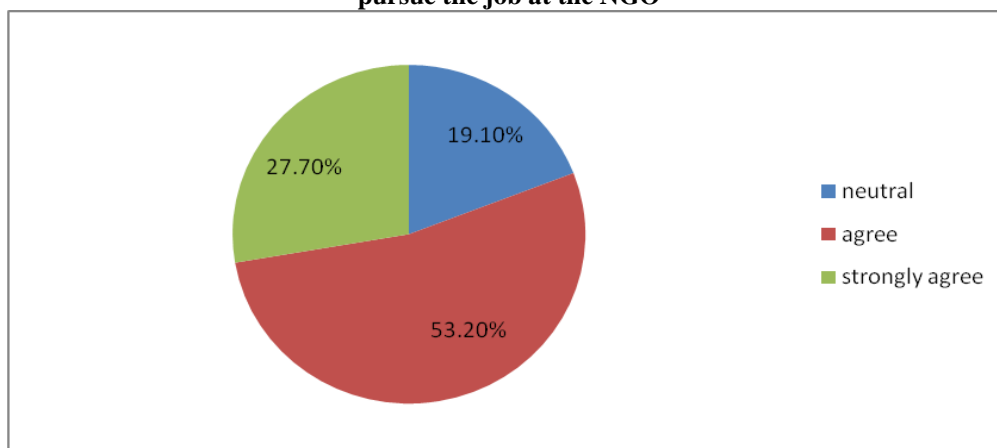


Table 4.17: Respondent’s agreement towards availability as the major reason for accepting the current job opportunity

Availability		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	31.9	31.9	31.9
	Disagree	18	38.3	38.3	70.2
	Neutral	10	21.3	21.3	91.5
	Agree	4	8.5	8.5	100.0
	Total	47	100.0	100.0	

Inferences:

- 31.9 % of the respondents strongly disagree that availability is the major reason for accepting the current job while 38.3 % disagree.
- 21.3 % are neutral about the same and 8.5 % of the respondents agree.
- There is no strong agreement.

Figure 4.17: Respondent’s agreement towards availability as the major reason for accepting the current job opportunity

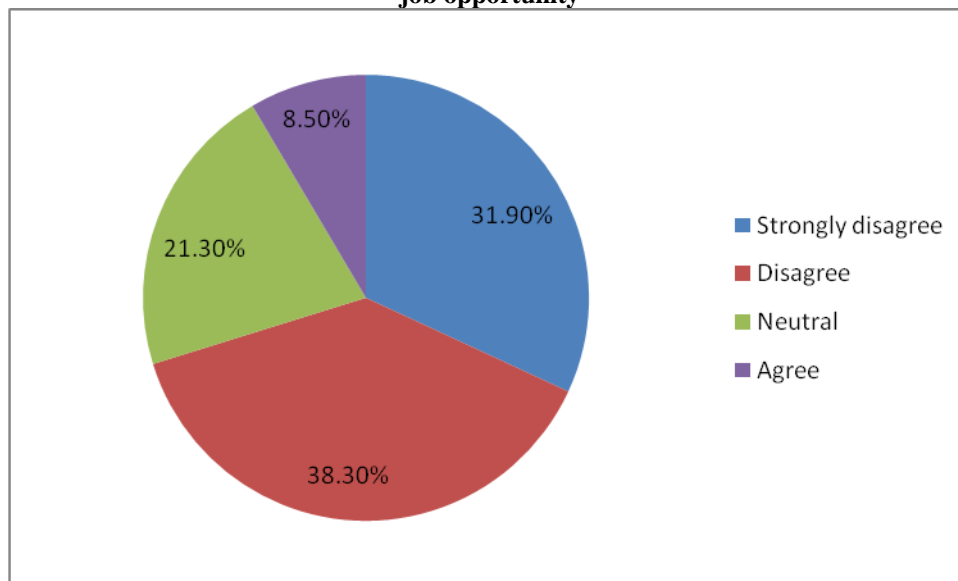


Table 4.18: Respondent’s agreement towards remuneration as the most important concern when considering the job

Remuneration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	38.3	38.3	38.3
	Disagree	15	31.9	31.9	70.2
	Neutral	10	21.3	21.3	91.5
	Agree	4	8.5	8.5	100.0
	Total	47	100.0	100.0	

Inferences:

- A major 38.3 % strongly disagree that remuneration is the most important concern when considering the job.
- 31.9 % of the respondents disagree to the above and 21.3 % are neutral.
- 8.5 % of the respondents agree that remuneration is the most important concern when considering the job.
- There is no strong agreement towards the same.

Table 4.18: Respondent’s agreement towards remuneration as the most important concern when considering the job

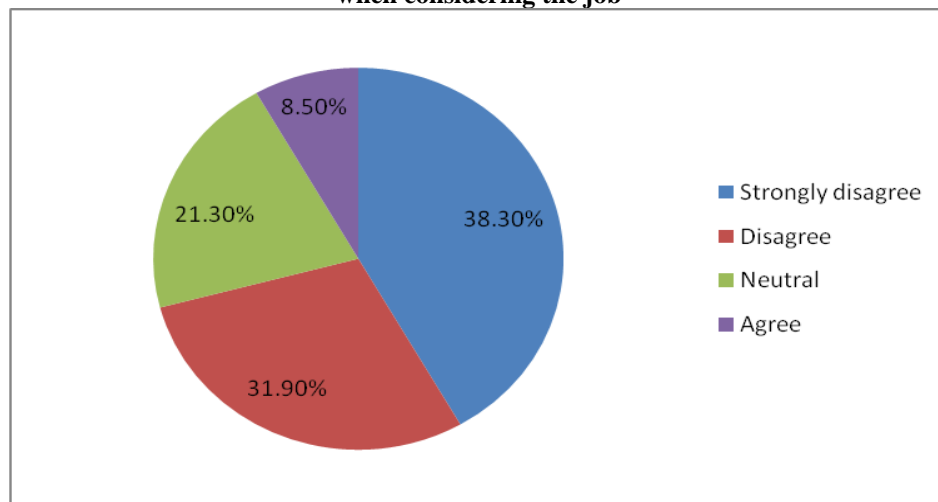


Table 4.19: Respondent’s agreement towards monetary incentives as a confirmation to their decision to pursue the job for the future

Monetary incentives					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	27.7	27.7	27.7
	Disagree	13	27.7	27.7	55.3
	Neutral	13	27.7	27.7	83.0
	Agree	6	12.8	12.8	95.7
	Strongly agree	2	4.3	4.3	100.0
	Total	47	100.0	100.0	

Inferences:

- 27.7 % of the respondents strongly disagree that monetary incentives are a confirmation to their decision to pursue their job at the NGO for future.
- 27.7 % of the respondents disagree and 27.7 % of the respondents are neutral about the same.
- 12.8 % of the respondents agree and 4.3 % strongly agree.

Figure 4.19: Respondent’s agreement towards monetary incentives as a confirmation to their decision to pursue the job for the future

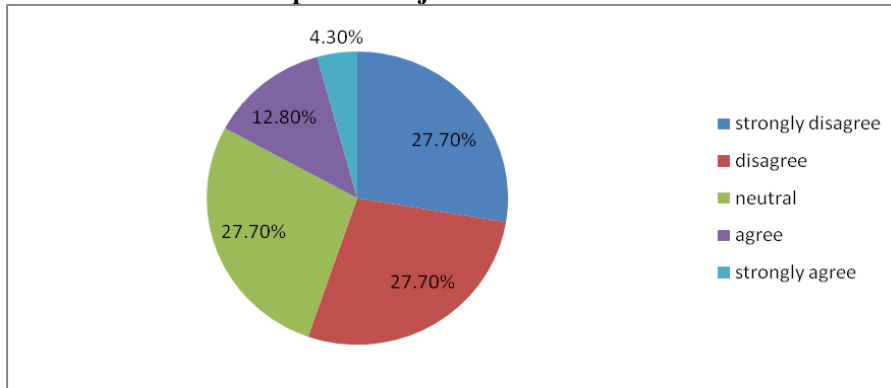


Table 4.20: Respondent’s agreement towards religious belief of service and humanity as a driver to their career choice

Religious Belief					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.3	4.3	4.3
	disagree	9	19.1	19.1	23.4
	neutral	19	40.4	40.4	63.8
	agree	13	27.7	27.7	91.5
	strongly agree	4	8.5	8.5	100.0
	Total	47	100.0	100.0	

Inferences:

- A majority of 40.4 % are neutral about religious beliefs of service and humanity as a driver to their career choice.
- 27.7 % of the respondents agree and 8.5 % of the respondents strongly agree.
- The remaining 19.1 % respondents disagree whereas 4.3% strongly disagree.

Figure 4.20: Respondent’s agreement towards religious belief of service and humanity as a driver to their career choice

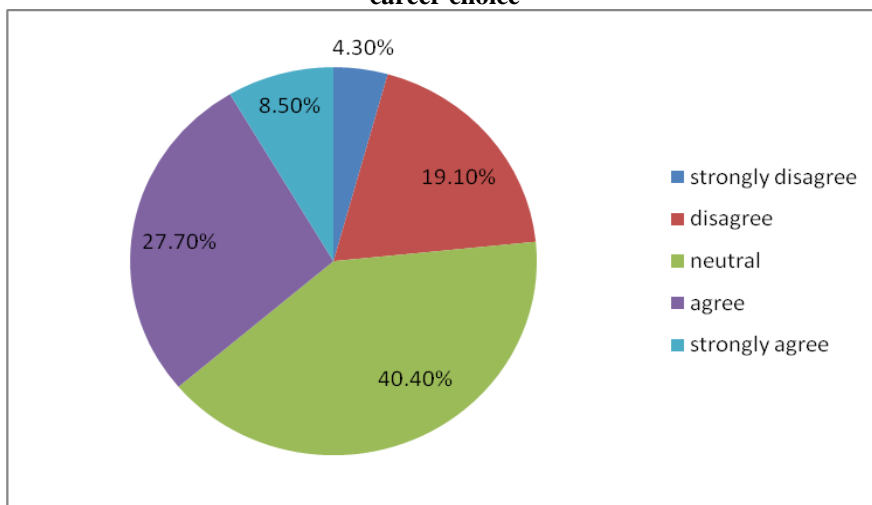


Table 4.21: Respondent’s agreement towards their decision to work at an NGO being backed by life experiences

Life experiences		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.4	6.4	6.4
	disagree	6	12.8	12.8	19.1
	neutral	20	42.6	42.6	61.7
	agree	15	31.9	31.9	93.6
	strongly agree	3	6.4	6.4	100.0
Total		47	100.0	100.0	

Inferences:

- A majority of 42.6 % of the respondents are neutral about life experiences as a factor to choose an NGO career whereas 31.9 % of the respondents agree.
- 6.4 % of the respondents strongly agree to the same and 12.8 % disagree.
- 6.4 % of the respondents strongly disagree.

Figure 4.21: Respondent’s agreement towards their decision to work at an NGO being backed by life experiences

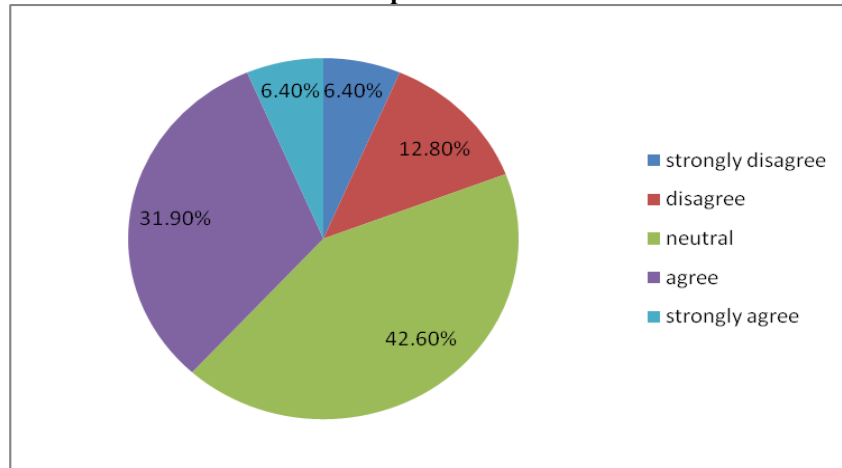


Table 4.22: Ranking of factors influencing career choices

Hypothesis:

H0 : All the factors influencing career choices have the same mean values.

H1 : All the factors affecting career choices don’t have the same mean values.

Test Statistics ^a	
N	47
Chi-square	96.596
df	5
Asymp. Sig.	.000
a. Friedman Test	

Null hypothesis is rejected because significance value (.000) is less than 0.05.

Ranks	
	Friedman Mean Rank
Commitment to social change	5.23
Life experiences	4.11
Religious belief	3.93
Monetary incentives	2.85
Availability	2.46

Ranks	
	Friedman Mean Rank
Commitment to social change	5.23
Life experiences	4.11
Religious belief	3.93
Monetary incentives	2.85
Availability	2.46
Remuneration	2.43

The ranks in the six factors are not the same. The order of importance is understood from the descriptive statistical table, the most important factor is commitment to social change (mean rank 5.23) followed by life experiences (mean rank 4.11). The next highest ranks are religious belief (mean rank 3.93), monetary incentives (mean rank 2.85), availability (2.46) and the least being remuneration (mean rank 2.43).

Table 4.23: The difference in factors influencing career choices based on age

Hypothesis:

H0: Age does not have an influence on the factors influencing career choices.

H1: Age does have an influence on the factors influencing career choices.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Commitment to social change	Between Groups	.183	2	.092	.188	.829
	Within Groups	21.476	44	.488		
	Total	21.660	46			
availability	Between Groups	3.904	2	1.952	2.327	.109
	Within Groups	36.905	44	.839		
	Total	40.809	46			
Remuneration	Between Groups	14.911	2	7.455	.338	.715
	Within Groups	969.940	44	22.044		
	Total	984.851	46			
Monetary incentives	Between Groups	.773	2	.387	.282	.756
	Within Groups	60.333	44	1.371		
	Total	61.106	46			
Religious belief	Between Groups	.507	2	.254	.253	.778
	Within Groups	44.131	44	1.003		
	Total	44.638	46			
Life experiences	Between Groups	2.896	2	1.448	1.578	.218
	Within Groups	40.381	44	.918		
	Total	43.277	46			

The significance values of all the factors commitment to social changes (0.829), availability (0.109) , remuneration (0.715), monetary incentives (0.756), religious belief (0.778) and life experiences(0.218) are greater than 0.05. Hence, null hypothesis is not rejected. Age does not have an influence on the factors influencing career choices.

Table 4.24: The difference in factors influencing career choices based on nature of employment

Hypothesis:

H0: Nature of employment does not have an influence on the factors influencing career choices.

H1: Nature of employment does have an influence on the factors influencing career choices.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Commitment to social change	Between Groups	2.991	2	1.495	3.524	.038
	Within Groups	18.669	44	.424		
	Total	21.660	46			
availability	Between Groups	1.461	2	.731	.817	.448
	Within Groups	39.347	44	.894		
	Total	40.809	46			
Remuneration	Between Groups	22.336	2	11.168	.511	.604
	Within Groups	962.515	44	21.875		
	Total	984.851	46			
Monetary incentives	Between Groups	.492	2	.246	.178	.837
	Within Groups	60.615	44	1.378		
	Total	61.106	46			
Religious belief	Between Groups	2.629	2	1.314	1.377	.263
	Within Groups	42.009	44	.955		
	Total	44.638	46			
Life experiences	Between Groups	1.932	2	.966	1.028	.366
	Within Groups	41.344	44	.940		
	Total	43.277	46			

Null hypothesis is rejected as the significance value of commitment to social change (0.038) is less than 0.05. Commitment to change is the most influential factor when nature of employment is the independent variable. The average mean of commitment to change in relation to nature of employment is 4.01. Nature of employment does have an influence on the factors influencing career choices.

Table 4.25: The difference in factors influencing career choices based on area of work experience

Hypothesis:

H0: Area of work experience does not have an influence on the factors influencing career choices.

H1: Area of work experience does have an influence on the factors influencing career choices.

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Commitment to social change	Between Groups	2.120	5	.424	.912	.484
	Within Groups	16.270	35	.465		
	Total	18.390	40			
availability	Between Groups	4.033	5	.807	.862	.516
	Within Groups	32.747	35	.936		
	Total	36.780	40			
Remuneration	Between Groups	51.425	5	10.285	.389	.853
	Within Groups	926.136	35	26.461		
	Total	977.561	40			
Monetary incentives	Between Groups	6.824	5	1.365	1.018	.422
	Within Groups	46.932	35	1.341		
	Total	53.756	40			
Religious belief	Between Groups	1.889	5	.378	.418	.833
	Within Groups	31.672	35	.905		
	Total	33.561	40			
Life experiences	Between Groups	7.212	5	1.442	1.433	.237
	Within Groups	35.227	35	1.006		
	Total	42.439	40			

Null hypothesis is not rejected. The significance values of all the factors commitment to social changes (0.484), availability (0.516), remuneration (0.853), monetary incentives (0.422), religious belief (0.833) and life experiences(0.237) are greater than 0.05. Area of work experience does not have an influence on the factors influencing career choices.

V. Findings And Suggestions Of The Study

5.1 Summary of findings

A major 44.7 % of the NGO employees are of the age category of 30 to 40 years. The second highest numbers of employees (29.8%) are above the age of 40 years and the least number of them (25.5%) are aged between 20 to 30 years (Table 4.1). The number of female NGO employees is less (38.3%) in comparison to the number of male employees (61.7%) (Table 4.2).

The monthly income from NGO activity for majority of the employees (57.4%) is less than Rs. 5000. 38.3 % of the employees earn between Rs. 5001 to 10000 and only 4.3% of the employees earn above Rs.10000 (Table 4.3).

The educational qualifications of the NGO employees vary between degree or diploma, Higher Secondary and professional education where in the majority (61.7 %) of the employees are degree or diploma holders. 21.3 % of the employees have professional degrees and 17% of them have higher secondary education (Table 4.4).

Majority of NGO employees are part time employees (40.4%). There are 38.3% of full time employees and 21.3 % of NGO employees are volunteers (Table 4.5).

A massive majority (85.1%) of NGO employees have work experience whereas 14.9% of the employees are new to the work force (Table 4.6).

38.3% of the employees have experience working in NGOs while 23.4% of them have worked with for-profit organizations. The remaining have worked in the Government sector (4.3%), provided legal services (8.5%) and medical services (4.3%). 8.5 % of the employees have worked in other sectors which were not specified (Table 4.7).

Witnessing a social issue from an external point of view is the life experience that influenced the majority (44.7%) of employees to take up the job in an NGO sector, whereas work experience in a similar organization influenced 34% of the employees. 19.1% of the employees were influenced in their decision to take up the job due to personal involvement in a particular issue while 2.1% of the employees had other life experiences that were not specified (Table 4.8).

Majority (89.4%) of the employees accept that they associate themselves with the image of an NGO in the lines of Social work whereas 10.6 % of NGO employees don't. (Table 4.9)

An effort to contribute to the society was the cause for choice of work at an NGO for 48.9% of the employees. Religious commitment was the cause for 12.8% of employees whereas it was an employment opportunity for 12.8% of them. Personal commitment towards the organization caused 19.1% of NGO employees to choose to work at an NGO while 6.4% of employees stated other causes which were not specified (Table 4.10).

A major 87.2% of employees accept that their image in front of the society changes with the fact that they work for an NGO while 12.8% of them disagree (Table 4.11).

31.9% of NGO employees state that Humanitarian aspect is the difference in image of an NGO employee that the society perceives while 27.7% believe that Service orientation is the difference. 19.1% believe that the aspect of responsibility is the difference in image perceived while 12.8% of them think solidarity is the difference. 8.5% of the employees don't see a change in the image (Table 4.12).

There are 19.1 % NGO employees who would change to another job opportunity if it is available whereas 80.9% of them would not (Table 4.13).

Majority (89.4%) of NGO employees are of the opinion that there is a difference between working in a profit organization and NGO whereas 10.6% of them disagree with the opinion. (Table 4.14)

42.6 % of the respondents consider personal satisfaction to be the difference between working for NGOs and profit organizations whereas 36.2% of employees consider concern for causes to be the difference. 8.5 % of employees think remuneration is the difference between working for an NGO and profit organization while another 8.5% think other incentives are the difference. 4.3% of them see other differences that are not specified. (Table 4.15)

A major 53.2% of NGO employees agree that commitment to social change inspired them to pursue the job at the NGO while 27.7% of them strongly agree and 19.1% of them are neutral about the same. There is no disagreement from any of the employees. (Table 4.16)

Majority (31.9%) of employees strongly disagree that availability is the major reason for accepting the NGO job while 38.3% of them disagree. 21.3% of NGO employees are neutral about availability as the major reason for accepting the current job opportunity while 8.5% of them agree to the same. There is no strong disagreement (Table 4.17).

Remuneration was the most important concern when considering the NGO job for 8.5% of employees (agree) while 38.3% of them strongly disagree and 31.9% of NGO employees disagree. 21.3% of employees are neutral about remuneration as the most important concern when considering the NGO job (Table 4.18).

27.7% of NGO employees strongly disagree that monetary incentives is a confirmation to their decision to pursue the job for the future, 27.7% of employees disagree and 27.7% of NGO employees are neutral about the same. 12.8% of NGO employees agree that monetary incentives is a confirmation to their decision to pursue the job for the future while a minor 4.3% of them strongly agree. (Table 4.19)

A majority of 40.4% of NGO employees are neutral about religious belief of service and humanity as a driver to their career choice whereas 27.7% employees agree and 8.5% employees strongly agree to the same. 19.1% of employees disagree that religious belief of service and humanity was a driver to their career choice while 4.3% of them strongly disagree. (Table 4.20)

42.6% of the respondents are neutral about their decision to work at an NGO being backed by life experiences while 31.9% of them agree and 6.4% of employees strongly agree to the same. 12.8% of NGO employees disagree that their decision to work at an NGO was backed by life experiences and 6.4% strongly disagree to the same. (Table 4.21)

The most influential factors that influence career choices of NGO employees at Coimbatore are Commitment to social change (mean rank 5.23), Life experiences (mean rank 4.11) and Religious belief (3.93). The less influential factors are monetary incentives (mean rank 2.85), availability (mean rank 2.46) and remuneration (mean rank 2.43). (Table 4.22)

Age and area of work experience don't have an impact on the factors influencing career choices of NGO employees (Table 4.23, Table 4.25). Commitment to change is the most influential factor when nature of employment has an impact on the factors influencing career choices of NGO employees at Coimbatore (Table 4.24).

5.2 Suggestions:

- More young employees are to be attracted to the NGO sector workforce through awareness campaigns at schools and colleges highlighting the importance of NGOs in the development of the country.
- Remuneration scales are to be improved as the remuneration provided is much lower than those of their foreign counterparts employed in NGOs.
- More number of full time employees are required for the growth of the sector and the improvement of pay scales and other benefits from NGO employment have to be increased.
- Employee retention strategies are to be implemented by NGOs to retain employees as there are employees who may shift to another opportunity if available.
- NGOs have to develop their mission and vision promoting social change as commitment to social change is one of the major factors influencing career choices of NGO employees.
- Remuneration is to be given more importance as it is a concern for some of the employees.
- Faith based organisations should be able to create awareness on NGO activity amongst believers as religious belief inspires some of NGO employees to this sector.
- HR practices like manpower planning, organized recruitment and selection, training and development as well as grievance handling are to be incorporated in NGOs at Coimbatore.
- Commitment towards the field of work can be encouraged through interactive programmes that educate these employees about necessary changes that maybe required in the Society or country.

VI. Conclusion

It is important to reiterate that this study draws from a small sample of respondents, and a broader survey with a larger sample would be necessary to corroborate the patterns visible in the qualitative data. Nonetheless, there are substantial differences identified in the results of this study that indicate NGO employees in developing India with reference to Coimbatore are motivated to take their jobs for non monetary reasons over monetary factors like remuneration and other monetary incentives.

Employees are drawn to their careers by a desire to make a difference and do something worthwhile, and often they are willing to sacrifice financial rewards in order to attain this sense of purpose. Commitment to social change and life experiences are among major factors that influence career choices of NGO employees. The major factors that influence NGO employees are Commitment to social change, Life experiences and religious belief

However, there is a major requirement to improve remuneration scales to motivate and retain employees in the sector. More awareness is to be created about the importance of NGOs in the development of the country to attract more employees to this growing sector.

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