Employee Engagement as a Function of HRD in NGOs:

A Study of NGOs Employees in South Indian

Abstract:

Nongovernmental sector has developed quite consistently over the years while addressing the gaps which were neither considered nor paid attention to by the state and the corporate bodies. NGOs have been known as non-profit, voluntary, service/development oriented systems working for the benefit of the sections of the population and also for the members of such organizations. A larger percentage of such members include those who work on the unction of the spirit of volunteerism and altruism. Often NGOs have been critiqued for their over-concern for the development of the needy than for their concern for the development of their employees. Thus, this research paper attempts to explore to what extent the select larger NGOs working in South India paid attention to their HRD and to what extent their employees are engaged consequently in their work. Two hundred employees, representing all three levels of functioning, from 10 NGOs categorized as i) research and training organizations, ii) funding organizations and iii) action-development organizations have participated. Findings show that Employees perceived HRD climate and employee engagement significantly variant according to type of NGOs. HRD climate yielded a positive and significant correlation with the engagement score, according for 33.5 per cent of variation in engagement score. Implications for designing HRD programmes oriented towards employee engagement in NGOS were discussed detailing the modus operandi of the HRD schemes.

Introduction

One well recognized reality in India has been that the efforts of the government and government sponsored organizations and agencies alone are inadequate to achieve the enormous task of socio-economic transformation of the country. Over the years the role of non-profit voluntary organizations has increased to a very great extent in a variety of fields such as rural development, community development, health and rehabilitation, vocational training, consumer organization and the like (Chandrasekhar and Anjaiah,2002).

Voluntary organizations in India range in size from small groups of five or six individuals to large organizations employing hundreds of people and engaged in diverse operations spread across the country (Chandrasekhar, 2000; Bhose, 2003). Voluntary organizations enjoy a number of advantages which make them potentially effective change agents.. Being usually small in size, they are flexible and, therefore, organizationally more adaptive. They tend to have a strong ideological commitment to social justice and economic opportunity for all, and empathy for the underprivileged sections of society. Since they are by and large autonomous in functioning, independent and dynamic, they are able to take on risks and undertake controversial activities which government and corporate bodies would find difficult (D'Souza (1988). A non-governmental organization is defined as " an organization that is administered by an autonomous board which holds meetings, collects funds for its support, chiefly from private sources, and expands money, whether with or without paid workers, in conducting a programme directed primarily to improve public health by providing health services or health, or by combination of these activities" (Chandrasekhar, and Anjaiah, 2002).

The period of the eighties witnessed a growth in NGO's in the form of support

organizations specializing in training, research, advocacy, documentation, legal aid, etc. Issues like women's development, environment, forestry, etc., began to gain significance. This was the period which gave rise to professionally trained social workers from different academic institutions joining the sector of voluntary action. One more trend of this period which needs mention was that people from specialized disciplines like medicine, engineering, science and management, joined the field of voluntary action (Chandrasekhar, and Anjaiah, 2002).

Voluntary action in different parts of India was rooted in a specific socio-political context and was inspired by the emergence and continuity of social reforms, social change and political movements in different parts of the country. The construction work and political struggle agenda for independence, popularized by Mahatma Gandhi became the basis for voluntary work and voluntary organizations in several parts of the country before independence. Students' movement in different parts of the country in the mid sixties also formed the basis for strengthening voluntary organizations. Occurrence of major disaster like droughts, cyclones and floods also attracted a large number of people to get into relief or rehabilitation activities which later got transformed into more holistic development initiative.

Indian NGOs

By the beginning of 1990's, non-governmental organizations have become increasingly important actors in global politics. Known by the UN spawned title of non-governmental organizations, they devoted much of their time in international negotiations, conferences and lobbying activities. For instance, two international NGOs - Green peace and Friends of the Earth (FOE) (Rotham, 1972) have been deeply involved in the Antarctic minerals negotiations, and others seek to strengthen the Montreal Protocol on protecting the ozone layer, the London Dumping Convention on disposal of wastes at sea (Metcalf, 1978) and the Convention on International Trade in Endangered Species (Rotham, 1972) .

The growth of NGO led movements on issues in India has been a marked feature of the decade of eighties. Small grass root groups and large urban based NGOs together have placed environment on the national agenda. Today neither politicians, non industrialists nor the media can ignore issues. Controversy has surrounded several major development and infrastructure projects in India during the last decade. Objections to these projects whether they be dams, roads, or railway lines - have centered on the extent of destruction they will cause. On the other hand, these and social cost shave been justified by the Government or project authorities as essential for any kind of development. This dichotomy reflects the essence of the debate around sustainable development.

Status of Human resource management in NGOs

Although there is no comprehensive survey on the socio-economic background of the personnel constituting the NGOs, available at present in India, some individual researchers have undertaken studies of NGOs in a limited area and limited jurisdiction which are indicative of the general pattern of their backgrounds. In an empirical study of 33 NGOs spread over three geographic regions in the state of

Andhra Pradesh, E.A. Naraya observes that an overwhelming majority of NGOs had come up in the 1970s, about a quarter of which were organized by individuals committed to the Gandhian approach. About 18% of NGOs are inspired by Christianity, while another 15% of the non-governmental organizations were started by individuals, who ere fired by the zeal to uplift the scheduled caste / scheduled tribe and other poor strata of the society, 9% of them were rooted in belief of serving the destitute and physically handicapped. Most of the NGOs are registered as societies or trusts, while a few of them are rural development or welfare projects of Christian mission and some of these are branches of the national organizations (John 1977).

The staff of NGOs included honorary workers, part-time and full time paid workers. Personnel policies and position of NGOs are far from satisfactory. There is frustration, cynicism, and the staff and the development workers do not feel highly committed to the programmes of the NGOs. Many of the NGOs are confronted by a dilemma in the sphere of leadership. Elitism, contrary to overt pronouncement seems to be a dominant tendency. In most cases, the founder secretary of the organization does not like to provide an important place for the employees in the organization including the other members of the managing committee. Both policy-making and finances are shrouded in mystery. Many of the NGOs consist of naive individuals without any understanding about the political environment in which they operate. However, many of them do develop strategies to relate themselves to the ongoing power structure.

Research on NGO employees and their work experiences are quite sparse and are fragmented if existing. For example, the HRM aspects of NGOs have been studied covering issues like empowerment (Chandra Sekhar and Anjaiah, 2002), organizational commitment (Chandra Sekhar and Ajaiah, 2002). HRD issues in NGOs have been, off late initiated in the 90s mostly in larger organizations working in wider geographical contexts employing large numbers of employees. It is often contradictorily stated that the NGOs are obsessively involved in the human development of the larger populations ignoring the employees who deliver such development related services. Thus, development of human resources responsible for upliftment of the disadvantaged groups is quite cardinal concern to the entire gamut of NGO activity, further satisfied employee makes his/her clients satisfied in other words, " an engaged employee engages his/her clients in the health relations for mutual satisfaction of the working goals"

HRD and Engagement

As Rao (1996) maintained that there is a great scope as well as need for systematic research on HRD sub-systems. Therefore, there is a need to survey the implementation of HRD mechanisms proposed by Pareek and Rao (1992) in similar industries, either public or private. Matching the organizations in terms of major aspects is to be done before initiating the comparative studies.

It was observed in review of literature that employees perceived the HRD activity as an intellectual level and they have a misconception that the HRD is the responsibility of HRD department and its staff. But, they have to use mechanisms to develop the employees. To comprehend the understanding of their knowledge about HRD, there is a need to assess the implementation of HRD mechanisms at all the levels of the

management. The following inadequacies are found in the literature reviewed regard to research on HRD mechanisms: i) the extent of implementation of each of the major HRD mechanisms proposed by Pareek and Rao (1992) was not reported. ii) Assessment of HRD mechanisms according to levels of the management was not done adequately. iii) the comparison of implementation of HRD mechanisms among the levels of the management with in and across the organizations was not adequately done. iv) in some studies the HRD climate was considered as dependent variable, while the HRD mechanisms taken as independent without any theoretical support to this concept. Therefore, there is a need to properly understand the relationships between HRD climate as independent variable and HRD mechanisms as dependent based on the model suggested by Hellreigal and Slocum (1983). v) HRD climate in the organization has to exist homogeneously in all levels of the management. Variation in the climate among the levels may misbalance HRD systems. Therefore, assessment of HRD climate according to the levels of the management in similar organization is conducted. vi) Comparison of HRD climate among the levels of the functioning in the organization needs immediate attention. v) comparison of HRD climate across the organizations according to the levels of management as the major focus. vi) there is no significant study on proper linking of HRD philosophy, HRD climate and certain HRD outcomes like employee engagement. and vii) Lack of evidence of studies that conceptualize a model of HRD with inclusion of emerging themes like employee engagement and subsequent testing of such model.

Employee Engagement
The concept of employee engagement has been receiving greater attention from the corporate world as much as the academic world. Engagement is defined as "the extent to which people enjoy and believe in what they do and feel valued for doing it." What make it the most interesting of all the management concepts pertaining to the problems of involvement of the employees in the work place are its startling research results across the world? For example, in a global survey of the employee engagement, only 11 percent were found to be engaged in their workplace and larger percentage of them are either neutral in their engagement or disengaged. What is more startling to note from such results is that it is costing billions of dollars for developed and the developing nations in terms of lost productivity (Chandra sekhar, 2007)

In the recent times, employee engagement and related concepts have received a great deal of interest in HR and management circles. Consequently, there is a plethora of definitions of employee engagement since last five years. The number will further increase as the studies are conducted in future. Let us look at the conceptualization of engagement according to various authors. It is the extent to which employees commit consistently to work and organizations (Richman, 2006), loyal to the cause of the business (Cropanzano and Mictchell, 2005), emotionally and intellectually involved in their work place (Shaw, 2005), put discretionary efforts into their work extraordinarily (Frank et al., 2004). However, there are arguments and counterarguments about the redundancy of the concept of engagement as it reflects the OB concepts in one way or the other (Saks, 2006). Robinson et.al (2004) states that " *... engagement contains many of the elements of both commitment and organizational citizenship behavior (OCB), but is by no means a perfect match with either. In addition, neither commitment nor OCB reflect sufficiently two aspects of engagement – its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness.*"

In this study, it is conceptualized as "the extent to which employees commit to people and processes in their organization and how hard they work and how long they stay as a result of that commitment. Components of engagement include rational engagement and emotional engagement. Rational engagement denotes the employees focus on financial, developmental and professional, needs being met. Emotional engagement denotes employees belief in the valuing, enjoying their work, people and the place.

The outcomes of engagement are also in the same lines as the components of engagement are. For instance, the rational outcomes of engagement results in attraction or retention of the employees. The emotional outcomes of engagement results in discretionary efforts expended by the employees. On the other hand, studies also were conducted to understand what are the drivers of engagement (Robinson, et.al, 2004; TPTR, 2003), the effect of leadership and managerial effectiveness on engagement (Trinka, 2005), engagement and organizational performance (Parsley,2005), engagement and customer focus (Townsend & Gebhardt, 2007). This list is quite likely to increase more in the future.

Thus, there is a need to understand the impact of HRD initiatives made by the Indian organizations in general and NGOs in specific on the work related outcomes as experienced by the employees on one hand and the employee attitudes on the other. This study intends to make an attempt at exploring relationships between HRD climate and the employee's engagement in large NGOs working in South India.

Statement of the Problem

The present study obtained data from the employees representing 10 NGOs which are categorized as Research & Training organizations, Funding organizations and Action-research organizations. All of them are working in the southern geographical region of the country. employees representing three levels of functioning in these organizations have been chosen with an intention to have a better representative picture of the HRD climate perceived and their attitudes of engagement in the development work.

In today's context of NGOs there is a need to develop the employees for the effective service delivery in order to ensure the better quality of life of the children, women and men in rural and urban areas. More specifically, there are certain disadvantaged groups in the society which need specialized services to uplift them and to integrate them with the main stream. Therefore, HRD of the employees plays a vital role. It is understood as HRD of the employees ensures HRD of the people in general in the society.

Many organizations have attached importance to training at the time of joining of the employees as well as on the job. Employee development has been very well recognized as an adaptable component of HRD in achieving attitudinal change and employee regeneration. A country like Japan, which has been much advanced technically has adopted such programmes for the development of their employees as a pre-requisite for organizational effectiveness. HRD forms a link between organizational systems with organizational effectiveness. However, the contribution of such initiatives in a frame work of HRD remains a question in the context of the extent to which employees are engaged in their workplaces.

If HRD plan is to be implemented in any organization, top management has to extend full support and committed to it. Single component of HRD may not bring desired change in the organization. HRD is not a mechanism for fire fighting a problem which crops-up in an organization. Further, an organization suffering from multi-pronged problems the total revamping of HRD becomes essential. The role of line managers is very important in implementation of HRD practices. HRD department has the responsibility to guide and advice the line managers to implement. HRD competencies will be used to educate the line managers in order to implement the HRD efforts and make it clear that HRD is the joint responsibility of line managers and HRD personnel.

It is further understood that the studies have not highlighted the linkage of HRD climate with certain employee relevant outcomes. There were no evidences of studies conducted exclusively on OCTAPAC (O-openness, C-confrontation, T-trust, A-authenticity, P-proactive, A-autonomy and C-collaboration) Culture in the organizations. At least in the context of NGO movement, such attempts are only aired in the audiences addressed evidences of attempts at organizing HRD initiatives are still in the nascent stage in many larger NGOs

It is also found from the experiences that there is no direct evidence of the top management's support/commitment/ towards the HRD and training. Further, it is found that there is no study on clear pronouncement of HRD policy by the top management.

There is a gap in survey with regard to the role of the those programme functionaries who are directly responsible for the provision of services to the clients in the implementation of HRD efforts and developing competencies of the HRD staff to guide these supervisors.

HRD is a multi-dimensional concept discussed in the preceding sections gives us a comprehensive set of mechanisms being practiced in the area of HRD, though they are in much unorganized form.

Thus, it is argued that due to liberalized economy and the globalization of economy, donor NGOs all over the world are affected by the lack of adequate funds for partner NGOs participating in our development work. This has led the donors to be very specific in funding the activities of those NGOs who are very effective and can produce the value to the clients in specific and society in general.

To face these challenges NGOs need to make strategies for survival by providing quality services. One such strategy is HRD that is needed by these organizations to recognize their human potentials. This enables the supervisory staff to use the capabilities of the employees to the best possible extent to meet organization goals. Thus, there is need to have good climate of HRD which is a pre-requisite for implementing development programmes with a purpose. This way, it will be easy to develop the employees' skills, knowledge and attitudes.

In this study, it is intended to examined the standard assumption that climate influences engagement. Therefore, HRD climate perceived by the staff of select NGOs has been taken as a major independent variable and the employee

engagement as the dependent variable. From the standard theoretical model perception, it is very clear that every perception is bound to result in certain outcomes like, values, opinions, attitudes, feelings etc. While, following this model, HRD climate is treated as perception which could result in an outcome like employee engagement which is well known as an employee attitude in the recent times.

Firstly, three categories of organizations are selected namely, research & training organizations, funding organizations and action-research organizations. Secondly, three levels of functionaries namely, the top, middle and the lower levels of functionaries are chosen to know their perceptions about HRD. Thirdly, it also attempts to assess the relationship between HRD climate scores and the employee engagement scores with the help of descriptive and inferential statistics.

Further, Paul (1974) states that research focusing on interorganisational and intra-organizational behaviour leads one to focus on aspects of organizations that are often over-looked when focusing solely on behaviour "within" the organization. Comparison of the situation occurring in the two contexts, gives additional insights into the constraints that shape the social psychology of the organizations.

There have been evidences that HRD climate differs from organization to organization, from production centered organizations to service centered organizations; from regional corporations to national corporations; from national corporations to multi-national corporations and from government organizations to non-government organizations. However, there have been no evidences of comparative studies of climate among different types of NGOs.

Thus, this study also attempts to assess the perceived HRD climate and engagement scores across three categories of organizations and among three levels of functions in these organizations. This will be done to know whether HRD climate differs according to the organizations and levels of functioning in these organizations. Besides the relationships between HRD climate and employee engagement are explored as they are very crucial to the development works in India and quite likely in any other country.

Objectives And Hypotheses Of The Study

This study has four-fold purposes. Firstly, it intends to assess the HRD climate perceived by the employees across the select NGOs under study. Secondly, it attempts to measure the employee engagement of employees of across the select NGOs. Thirdly, intends to know whether inter-organizational and intra-functional differences that exist in the HRD climate perceived by the employees. Lastly, it attempts to assess the relationships between perceived HRD climate and employee engagement. In view of these objectives, the following null hypotheses are formulated.

1. Employees may not differ in their perceptions about HRD climate dimensions, according to the type of their organizations namely research and training organizations, funding organizations and action-development organizations.

2. Employees may not differ in their scores on HRD climate and employee engagement according to their level of functioning in their organizations.

3. There may not be a significant correlation between HRD climate dimensions, and employee engagement.

Research Method
Research in organizational studies suggests climate as a descriptive variable since the responses collected from the participants are merely descriptive rather than evaluative. In this study, the descriptive-analytical research design is adapted with the primary intention to describe the HRD climate in various types of NGOs. Hellriegel & Slocum (1974), James & Jones (1974) reveal three major approaches toward measuring climate in the organizations.   The   first approach treats climate as an attribute or set of attributes belonging to an organization. Assumptions of this approach (a) organizations exist and persist despite fluctuations in membership (2) organizations develop a set of characteristics that may be specified (3) these specified characteristics are relatively enduring over time (4) the specification of these organizational characteristics may be accomplished objectively. (5) Climate of the organization would be expected to be obtained.   This approach called multiple measurement of organizational attribute. The second approach treats climate as an interaction of an organization's characteristics and the individual's perceptions of those characteristics.   This is called perceptual measurement of organizational attribute. The third approach to measuring climate in the organizations is termed as the perceptual measurement-individual attribute approach.   All these approaches have been followed in the present study to collect, collated and presented the essence of existing HRD climate in relation to the outcome of HRD - that is employee engagement.

Study Area
Many research studies point to the fact that organizationally relevant variables differs from organization to organization according to their nature of functions, type of ownership, organizational practices and their respective structures and processes (Van de Ven et.al, 1980). With this preview, 10 NGOs were identified on the basis of three categories namely : 1) research and training organizations, 2) funding organizations and 3) action-development organizations. All of them are working in the south Indian region. A 3x3 factorial design was adopted with three types of organizations and three levels of functionaries. Thus, using stratified dis-proportionate random sampling technique   structured questionnaires   were administered   to   the participants. The sampling design is presented in the following table.

TABLE 1 : SAMPLING DESIGN

Sn	ORGANISATION	Senior Level	Middle Level	Lower Level	Total
1	Asmitha	8	12	0	20
		40.0%	60.0%	.0%	100.0%
2	Council for Social Development	6	6	8	20
		30.0%	30.0%	40.0%	100.0%
3	Anveshi	4	8	8	20
		20.0%	40.0%	40.0%	100.0%
4	Centre for World Solidarity	6	4	10	20
		30.0%	20.0%	50.0%	100.0%

#	Organization				
5	Gandhi Peace Centre	2	6	12	20
		10.0%	30.0%	60.0%	100.0%
6	Academy of Gandhian Studies	2	2	16	20
		10.0%	10.0%	80.0%	100.0%
7	Help Age India	6	2	12	20
		30.0%	10.0%	60.0%	100.0%
8	Integrated Rural Development Services	6	6	8	20
		30.0%	30.0%	40.0%	100.0%
9	Progress	2	12	6	20
		10.0%	60.0%	30.0%	100.0%
10	Youth for Action	0	6	14	20
		.0%	30.0%	70.0%	100.0%
	Total	42	64	94	200
		21.0%	32.0%	47.0%	100.0%

Measures

HRD climate Scale: A separate HRD climate questionnaire (HRDCQ) was prepared keeping the NGOs in mind. As it is known that the structural and functional attributes of NGOs are quite different from that of other organizations. Therefore, this specially designed scale to assess the perceived HRD climate has been based on the HRD needs of the NGOs. This scale has been developed in view of the suggestions by Pareek (1984), Rao (1984) and Pareek and Rao (1987). Pilot tested instrument resulted in 21-item scale. This questionnaire consisted of seven dimensions namely, i) Top management belief in HRD, ii) Supervisory-subordinate relationships, iii) Personal policies, iv) Supportive and encouraging climate, v) Employee development orientation, vi) Training, vii) Encouragement of employee initiative. Each dimensions of organizational climate which was measured with the help of three statements and responses to each statement were obtained on a five point scale (where 1 is 'not at all true' and 5 are 'very much true'). A composite score for each dimension was obtained by computing the scores on every three statements meant for measuring the respective dimensions. The norm for interpretation is that if the respondents score 9.0 on an average, on a given dimensions, the climate regarding such dimension is moderate. If the score is less than 9.0, the climate is not conducive, similarly, if they score above 9.0 the climate is conducive on that particular dimension. The reliability co-efficient of their scales were calculated with the help of split half and test-retest Co-efficient of reliability formulae. The reliability results of the scales are presented in the following table 2.

TABLE 2 : RELIABILITY COEFFICIENTS FOR HRD CLIMATE AND ENGAGEMENT SCALES

Sno	Scales	Split half reliability coefficient Pilot study	Test-re-test (pilot and main study)
1	Top management belief in HRD	.8147	.7312
2	Supervisory-subordinate relationships	.7243	.7401
3	Personal policies	.7000	.7630
4	Supportive and encouraging climate	.6859	.8436
5	Employee development orientation	.7759	.8344
6	Training	.6094	.9485
7	Encouragement of employee initiative.	.9262	.9034
8	Employee Engagement Scale	.7021	.824

The Split half reliability coefficients calculated for nine (7) dimensions of HRD climate presented in the above table, reveals that all seven dimensions have been very highly reliable

Employee engagement Scale

There are various instruments existing for the measurement of engagement. However, almost all of them were exclusively developed for the industrial employees. Therefore, scales that could be used in services context definitely are invited. One such scales tuned to such context, is an 18-item scale developed by Thomas (2007) was adapted since, it has sufficient psychometric properties and also considered to be a unidimensional construct befitting the needs of this study. The scale items were measured using five-point scale (were 5=strongly agree and 1=strongly disagree). The split half reliability coefficient for employee engagement scale yielded a value of 0.70. In other words the Employee engagement scale is internally consistent.

In order to test the null hypotheses, means, standard deviations and F" ratios were computed to see the inter-organizational and inter-functional differences in HRD climate and engagement variables. Finally, regression analysis was utilized to see the predicting relationship between HRD climate and employee engagement. All such results are presented in table 3.

Results and Discussion

The results pertaining to the testing of null hypotheses are presented in the following sections. Firstly, the interorganisational analysis has been made to present the HRD climate and employee engagement issues in the NGOs. Secondly, the interfunctional analysis has been made on the study variables. Thirdly, the relationships between the variables have been analyzed.

HRD Climate, Employee Engagement according to Type of NGOs

As regards top management's belief in HRD, all the members from the NGOs perceived uniformity as evident from the similar mean scores. The f value presented in the table also suggests that such finding is statistically insignificant. This indicates that the top management's belief in HRD is good in NGOs as evident from the mean scores which have not reached the theoretical average scores.

Surprisingly, with regard to the supervisory and subordinate relationships, the action oriented NGO members perceived it better (mean=10.06) than their counterparts in training-research and funding organizations. The f value presented in the table also suggest that such variation in their mean scores has reached statistical level of significance indicating that supervisory relationships perceived by the members is organization specific.

On the HR policies, a similar trend is observed. That is the members from action oriented organizations perceived it better (mean=11.67) than their counterparts in training-research and funding organizations. The f-value also suggests that such variation is statistically significant. This further show that HR policies are perceived better in action oriented NGOs than others, though all types of NGOs are found doing better on this dimension which is evident from the mean scores that have surpassed the theoretical mean scores mentioned in the methodology.

TABLE 3: HRD CLIMATE BY TYPE OF NGOS

Study Variables	Type of NGO	Mean	S.D	F Value	P=
Top Management Belief In HRD	Training and research	6.4333	2.30965		
	funding Oriented	6.2750	1.57492	1.255	.287
	Action Oriented	6.8000	2.04027		
Supervisory -Subordinate Relations	Training and research	9.4000	3.06539		
	funding Oriented	8.8500	2.55125	3.103	.047
	Action Oriented	10.0667	3.03576		
The HR Policies	Training and research	12.0333	3.69593		
	funding Oriented	11.6750	3.28701	3.106	.047
	Action Oriented	13.1000	3.27652		
Team Spirit Among Employees	Training and research	10.0333	2.96286		
	funding Oriented	9.2250	3.36390	3.016	.051
	Action Oriented	10.5667	3.39175		
Employee Development	Training and research	9.6333	3.36969		
	funding Oriented	8.5000	2.26140	5.822	.033
	Action Oriented	10.1333	3.20734		
Training	Training and research	6.8667	1.94384		
	funding Oriented	6.0000	1.80014	4.114	.018
	Action Oriented	6.7667	2.23506		
Employee Initiative And Encouragement	Training and research	17.1333	4.37817		
	funding Oriented	14.9750	4.59216	7.042	.001
	Action Oriented	17.7333	4.89159		
Employee Engagement	Training and research	49.8333	7.56927		
	funding Oriented	45.3000	6.31334	8.100	.000
	Action Oriented	49.2333	8.29819		

With regard to team spirit among members in NGOs, it is found from the table that, members from training-research (mean=10.56) and action oriented organizations (mean=10.03) perceived it better than the members in funding organizations. The f value presented also suggest that such variation in their mean scores is statistically significant indicating that team spirit is more in the first two types of organizations. Surprisingly, the norm of interpretation shows that none of the NGOs reported mean scores more than 9.0, indicating that the top management's belief in HRD is less conducive.

As regards employee development initiatives, it is found that again action oriented (mean=10.13) and training-research organizations (mean=9.63) perceived it better than the members in funding organizations. The f value also support such finding, indicating that the stated organizations are giving more importance to the employee development than in funding organizations

As regards training climate, members from training and research (mean=6.86) and action oriented organizations (mean=6.76) organizations perceived it better than the members from funding organizations. Such variance in their mean scores is also found statistically significant as evident from the f-value. This indicates that the training climate is indeed better in training –research organizations, followed by the action oriented organizations. The norm for interpretation shows that the training climate is less conducive in these NGOs.

On the employee initiative and encouragement, it is found that again, the action oriented (mean=17.73) and the training and research (mean=17.13) originations perceived such dimension better than their counterparts in funding organizations, further, the f-value also suggests that such variation in their mean scores is statistically significant. The climate in this regard is more conducive as evident from the mean scores.

Lastly, on employee engagement score, it is very surprising to note that members in all the types of NGOs have not crossed the theoretical mean score of 54. This indicates that the employees in all NGOs are less engaged in their work. While making comparisons, it is found that members from the training-research (mean=49.83) and the action oriented (mean=49.23) have scored better over their counterparts in funding oriented organizations. The f value also suggests that such variation in their mean scores is statistically significant.

The null hypothesis "employees may not differ in their perceptions about HRD climate dimensions, according to the type of their organizations   namely research and training organizations, funding organizations and action-development organizations" is rejected, since all the NGOs significantly difference on the dimensions of HRD climate and engagement significantly according to their types". This further indicates that every NGO will have its own HRD climate evolved and built over the time convenient to its own internal structure and functions. Hence the NGOs varied on all the dimensions of HRD. Further, on engagement also, the NGOs are varied in their employee engagement practices, despite the fact that none of them are seriously engaging their employees as evident from the finding.

HRD Climate, Employee Engagement according to Level of Functioning in NGOs

It is quite clear from the table that on 'top management's belief in HRD' it is found that all the members have uniform perception about the dimensions of climate. Further, none of the levels of functionaries has reached the expected mean score of 9.0.

As regards supervisory-subordinate relations, though all the levels have reached expected mean scores of 9.0, none of them significantly varied in their mean scores as

evident from the f value presented. This shows that on this dimension of climate, all the members are of uniform perception.

TABLE 4: HRD CLIMATE BY LEVEL OF FUNCTIONING

Study Variables	Level of Functioning	Mean	Std. Deviation	F Value	P=
Top Management Belief In HRD	Senior Level	6.7619	1.97311		
	Middle Level	6.5312	2.23939	.770	.465
	Junior Level	6.3191	1.74881		
Supervisory & Subordinate Relations	Senior Level	9.9048	3.22951		
	Middle Level	9.6250	2.82562	1.843	.161
	Junior Level	8.9787	2.74735		
HR Policies	Senior Level	13.0000	3.51998		
	Middle Level	12.5000	3.04464	2.567	.079
	Junior Level	11.6596	3.61167		
Team Spirit Among Employees	Senior Level	10.7143	3.20279		
	Middle Level	9.7812	3.35927	1.857	.159
	Junior Level	9.5532	3.25152		
Employee Development	Senior Level	9.9524	2.90460		
	Middle Level	9.7500	3.37121	3.286	.039
	Junior Level	8.7660	2.66569		
Training	Senior Level	6.8095	1.86414		
	Middle Level	6.7188	2.18559	1.997	.139
	Junior Level	6.1915	1.93038		
Employee Initiative And Encouragement	Senior Level	17.5714	4.54325		
	Middle Level	17.0938	5.09814	3.677	.027
	Junior Level	15.5106	4.47633		
Employee Engagement	Senior Level	49.2381	9.34386		
	Middle Level	48.3438	6.27724	1.628	.199
	Junior Level	46.8723	7.48796		

As regards HR policies climate, senior level members perceived it better (mean=13.0) than their counterparts in the middle and the junior levels. However, f value suggests that such mean difference is statistically insignificant. Surprisingly, all of them have perceived this climate dimensions better while exceeding the expected means core of 9.0. indicating that climate regarding HR polices is better.

Regarding team spirit, though the senior levels have perceived better (mean=10.7) than others, all of them have reached the expected mean score of 9.0. this means that the climate of team spirit is average in NGOs under study. Further the f-value also suggests that there is no significant variation in their mean scores.

As regards employee development, senior level (mean=9.9) and middle levels (mean=9.7) has perceived it better than the junior levels. Further such variance in their mean scores has reached statistical level of significance. Further they have all reached the expected mean score of 9.0.

On training climate, none of the levels of functionaries have reached expected mean score of 9.0. further all of them are uniform in their perceiving about training climate which is evident from the f-value presented.

With regard to climate of employee initiative and encouragement, interestingly, all have surpassed the expected mean score of 9.0. further, senior and middle levels perceived it better (mean =17.0) than others. Such variation in the mean scores is statistically significant.

Lastly, with regard to engagement score, it is very surprisingly to note that none of the levels of functionaries has reached expected mean score of 54.0, indicating that they are less engaged in their workplace. On further comparison of mean scores, it is found that senior levels are more engaged (mean=49.23) than others. However, such difference in their mean scores has not reached statistical level of significance.

The null hypothesis " employees may not differ in their scores on HRD climate and employee engagement according to their level of functioning in their organizations" is accepted since three dimensions have been perceived invariant by the levels of functionaries.

Relationships Between HRD Climate And Employee Engagement

It is quite clear from the table that all the dimensions of HRD climate have yielded positive and significant relationships with the employee engagement scores. This indicates that the employee engagement is a crucial determinant of the HRD climate prevalent in the NGOs. Further analysis the individual dimensions, and their independent contribution to the engagement of the employees, shows that team spirit and employee development yielded stronger and significant beta coefficients in relation to the engagement scores. This further indicates that amongst all the dimensions of HRD climate, these two dimensions are more contributing to the engagement of the employees.

TABLE 5: RELATIONSHIPS BETWEEN HRD CLIMATE AND EMPLOYEE ENGAGEMENT

Sno	HRD Climate Dimensions	r	Beta	t	P=
1	Top management belief in HRD	.35**	.200	1.946	.053
2	Supervisory & subordinate relations	.44**	.105	.896	.371
3	The personnel policies and personnel system	.38**	.441	3.174	.002
4	Team spirit among employees	.50**	.431	3.135	.002
5	Employee development	.47**	.431	3.595	.000
6	Training Climate	.44**	.199	1.624	.106
7	Employee initiative and encouragement	.44**	.033	.181	.856

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579^a	.336	.311	6.29832

F = 13.852, df = 7,192, P=.000
Note:**=.05

Surprisingly, the least of all included, supervisory and subordinate relations and the training climate considered to be the least contributing factors for employee engagement. Furthermore, the adjusted R square reveals that 31 percent of change in employee engagement could be accounted for by the dimensions of HRD climate. This indicates that the employee engagement is the function of HRD in NGOs. Thus, the null hypothesis " there is no relationships between HRD and the employee engagement" is rejected.

Implications of the Study

As this study is a primer on exploring the nuances of HRD and employee engagement in select NGOs working in south India, it is too early to comment on the status of such HRD orientations of NGOs. There is a need for replication of such efforts to come to terms with uniformity of understanding. However, it is felt very strongly that there is a need for more organized research efforts in this direction for wider circulation and accepted by the NGOs to have a model of HRD practices which could be oriented towards engaging their employees. Future research should explore the more specific dimensions of HRD climate as identified in this study. Further, there is also a need for understanding the dimensional structure of the engagement measurement more suitable to the NGO members and their work experiences. Besides, there is also a need for a working model of HRD in NGOs that could include engagement as an outcome of HRD practices.

Thus, a new model of HRD in NGOs has been proposed in this section incorporating al the major issues for systematic initiating, implementation and evaluation of the HRD systems.

As shown in the figure 1, the top management commitment to the HRD has to be genuine in order to have the HRD efforts systematized and support from the other functionaries. This commitment is essentially expressed in the form of ratifying a written HRD policy, which provides guidelines for designing HRD activities in NGOs. Presence of HRD policy not only provides guidelines for evolving appropriate HRD activities but also facilitates budget allocation for the overall HRD programme. Besides these, the involvement of line management in HRD programme is very crucial for the effectiveness of the overall HRD programme in the NGOs as they are the frontline in the implementation of HRD activities.

On the other hand, there is a need for conducive HRD climate which is a sum of perceptions of members about the organization and its HRD philosophy ,systems and practices, prevalent in the NGOs in the form of values of openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, experimentation (which are also called OCTAPACE elements). In the presence of these values, there exists harmony for the conduct of HRD practices, which are strategically evolved. There is a need for assessing the HRD climate in order to understand the preparedness of the NGOs for initiating HRD practices. HRD climate survey involves obtaining data from the members of the NGOs using standardized instruments for the measurement of members' perceptions about HRD systems and their impact on the members' engagement prevalent in the NGOs.

By and large, the HRD philosophy of the NGOs is understood from having elicited the top management commitment through HRD policy and the involvement of line management in the HRD programme. Thereafter, the NGOs need to assess the HRD climate before initiating HRD activities.

Thus, there is a need for applying managerial functions in order to make HRD system more effective in the NGOs. This way, the HRD mechanisms which include Training, Performance /potential Appraisal, Career Development, Other Development activities like integration during mergers and acquisition of NGOs and the diversity of workforce could be effectively planned, organized, directed and controlled in the light of the NGOs business objectives.

Further, the model shows two levels of outcomes: the primary and the secondary level outcomes. Primary level outcomes are viewed as improvements in Quality services orientation, Job involvement and job commitment. The secondary level outcomes are viewed as organizational, individual and clientele consequences, which are affected quite likely by other factors. These secondary level outcomes might include increments in Employee engagement, client satisfaction, NGOs effectiveness and decrements in NPA, and recovery patterns in the NGOs.

Secondary level outcomes are best viewed as consequences, which are relative in nature. They occur, if at all, later in time and usually in response to high degree and long lasting of the variables like Quality services orientation, Job involvement and job commitment. Therefore, HRD practices can influence the 1st level outcomes and the

second level outcomes, which are directly influenced by the 1st level outcomes of quality services orientation, job involvement and job commitment.
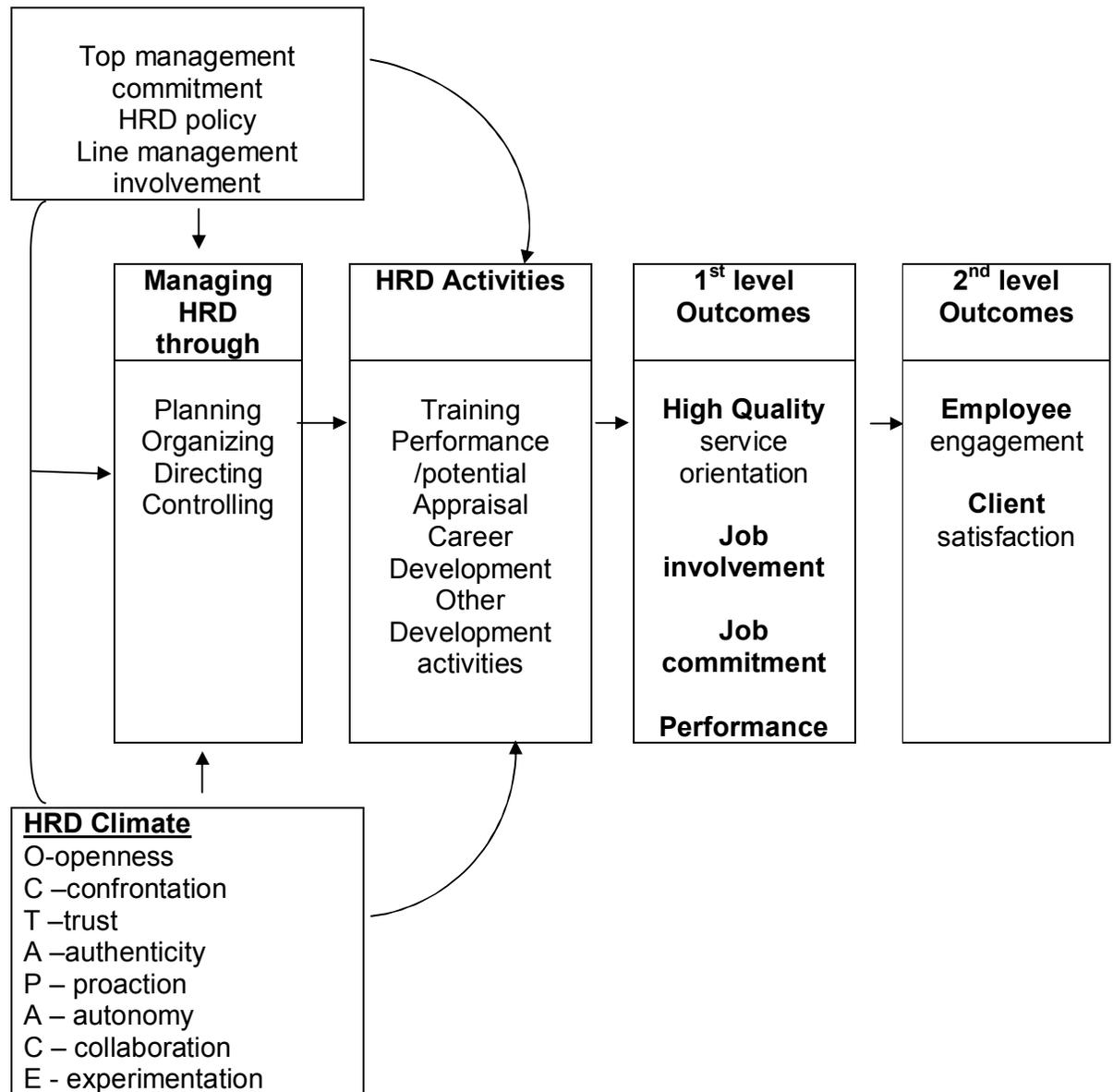
Figure 1: Model of HRD in NGOs

Conclusion

Studies on NGOs are quite sparse in our country. Since the globalization of the economies, the NGOs have been exploring their roles and identifications in structural adjustments our societies have been making. NGOs work is primarily through their employees who are either spirited with voluntarism or encouraged to make careers in such organizations. Evidences are scanty on the research attempts to understand HRD and employee engagement practices in NGOs, though the focus is too high on the for-

profit- organizations' across the world, causing a serious gap. Thus, this study has made an attempt to filling the gap in HRD and employee engagement practices in the NGOs of south India. Results are quite mixed, encouraging leading to some understanding of the dynamics in such organizations. Implications were drawn for future research considerations and practice while proposing a model of HRD geared towards employee engagement in NGOs.

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