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Exploring HRD Culture in Non-Profit Organizations for Sustainable Development

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Abstract:

In the current competitive market, firms place a high priority on attracting, retaining, and developing people resources because they are the foundation of any successful business. Every organization is aware of this truth. Because they offer a wide range of services, non-profit organizations are an integral element of society. NPOs should have strong human resources that are valued on par with those of profit-making organizations. Thus, the HRD Culture in NPOs is the focus of the current study. The research paper's primary goal is to examine the HRD culture that exists in NPOs. To evaluate the hypotheses, statistical methods such as ANOVA and Chi-square are employed. The study's sample consists of 110 employees, and its reach is limited to 15 NPOs. The study's findings show that the NPOS has an average OCTACAP culture. Consequently, it may be said that the NPOs do not portray a positive HRD environment. Effective HRD practices and supportive policies that enhance the general development of human resources in non-profit organizations must be put into place.

Keywords: HRD culture, Non-Profit Organization, HRD climate, HRD Environment

Introduction:

The state has the most important and fundamental role in creating and carrying out social and economic development plans in a democracy. However, the issues that individuals, particularly the impoverished, have been dealing with in modern society are far more complicated. This is particularly true in a nation such as India, where many disadvantaged groups face disparities on all fronts. Economic growth is simply one aspect of development; other aspects include advancing gender equality, social equality, and enhancing living standards. Such complicated development efforts cannot be successfully carried out by the government alone. Therefore, it is necessary for other organizations or groups to assist the government in a number of ways. Civil society emerged as a result of this essentiality. As a significant component of civil society, non-profit organizations (NPOs) play a vital role in the development of the nation. Since people are the most important component of any organization's success, this study links HRD techniques to non-profit organizations.

Non-profit organization (NPO):

An organization whose goal is anything other than earning a profit is known as a nonprofit organization (NPO). A nonprofit organization is frequently committed to promoting a certain viewpoint or advancing a specific social cause. A nonprofit

organization does not distribute its excess income to its shareholders as profit or dividends, instead using it to enhance its goal or purpose: The significance of human resources (HR) in a non-profit Since human resources (HR) are the foundational strength upon which people, strategies, processes, and operations are built, their significance in a non-profit organization (NPO) as a method of guaranteeing sustainable growth for an organization cannot be overstated. Effective employee management should be on top of the list of priorities for progressive improvement of an organization.

Since qualified and motivated employees are essential to a business's success, non-profit organizations must work to recruit, train, and retain them. While HR at a non-profit organization is no different from HR in any other sector, the challenges faced by HR professionals in the NPO sector are rather distinct. A component of the psychological scale on the OCTAPAC culture, which is the level of transparency, trust, autonomy, initiative, genuineness, and cooperation that exist inside the company The OCTAPAC component looks at how the organization's development environment is psychologically and whether or not it fosters innovation and creativity.

Human Resource Development (HRD):

The framework for assisting staff members in improving their organizational and personal skills, knowledge, and talents is known as human resource development (HRD). Opportunities for employee training, career development, performance management and development, coaching, mentoring, succession planning, identifying important personnel, tuition aid, and organization development are all included in human resource development. The purpose of all facets of human resource development is to create the best workforce possible so that both the company and individual workers can meet their objectives while providing customer service. Human resources and employee development possibilities abound for organizations, both inside and beyond the workplace.

Literature Review:

In 1975, T V Rao carried out a survey of HRD practices in India. 30 percent of the companies had an HR department, only 32 percent had a proper HRD policy, 26 percent had a performance appraisal system, over half had a clear training policy, nearly half had a team building focus, and the majority had encouraged employee counseling, according to a survey of 53 public and private sector companies. According to the study, the majority of organizations appear to have well-developed performance management systems or are in the process of developing them; feedback and counseling are the second most commonly used system; most companies do not have potential appraisals; 75% of the organizations under study are experimenting with 360-degree feedback; and some of the programs that these organizations use include employee satisfaction surveys, TQM interventions, team building workshops, visioning exercises, training programs, and more. Although this study focuses on NGOs, it also examines the public and private sectors.

Strong human resource development strategies are the primary predictors of financial success, accounting for up to 47% of market value increases, according to Watson Wyatts' (2002) Human Capital Index Study. Companies with the best human capital records had a threefold higher return to shareholders over a five-year period than companies with the worst practices, according to the study, which examined a few HR practices. This literature serves as the foundation for the current study's attempt to link NGOS and HRD activities.

High-level employee commitment was found to be the primary HRM outcome for improving performance when Zheng, Morrison, and O'Neil (2006) examined high performance HR practices in 74 Chinese small and medium-sized businesses using criteria like performance-based pay, participatory decision-making, free market selection, and performance evaluation. This article assists us in determining the many parameters that can be used for the study. Employment Empowerment is the key word in service industries, according to Tilly Chacko M. (2010) in his article "Best Practices of HR in Service Sector: An SME Service Industry Perspective." Strategies such as hiring, induction, learning and development, performance management systems, compensation management, motivational initiatives, communication channels, and retention strategies are important for an organization.

The paper on "Human Resource Management Practices in IT Industry: A Complex Adaptive Systems Perspective" by Tripathi Laxman Kumar (2008) discussed the important distinction between the Resource Based View of HRP Practices and Complex Adaptive Systems. He emphasized the need for creating a different viewpoint on human resource management, which has been accomplished in the current study by adhering to the framework offered by natural science theories, which is commonly referred to as Complex Adaptive Systems. In a cross-sectional study of 30 US steel minimills, Arthur, J.B. (1994) used ten variables as HR measures that clustered into two systems: control and commitment. These factors included decentralization, participation, general training, skilled workers, level of supervision, social events, due process, wages, benefits, bonuses, and the percentage of unionized workers. Employee turnover and factory performance metrics (such as labor efficiency and scrap rate) were measured. Using regression analysis, he discovered that commitment-based HR systems were linked to improved labor efficiency and lower scrap rates than control-based systems.

A cross-sectional study of 62 automobile assembly factories (volume plants) spread across 16 nations was carried out by MacDuffie, J. (1995). The following HR measures were identified: total automation, production scale, model mix complexity, parts complexity, production design age, and HR policies (index of four items: hiring criteria, incentive pay, presence of status barriers, and level of training); production organization measures were the use of buffers (3 items) (e.g., incoming and work in progress inventory); and work systems (6 items) - including employment involvement (production-related suggestions, job rotation, and quality tasks). Quality (defined as flaws per 100 automobiles as perceived by consumers) and labor productivity (measured in hours of actual effort to produce a vehicle) were used as outcome metrics. He used

hierarchical regression and found that innovative HR practices affect performance not individually but as interrelated elements in an internally consistent HR system and these systems contribute most to plant productivity and quality when they are integrated with manufacturing policies of a flexible production system Youndi, M.A., Snell, S.A. Dean, J.W., and Lepak, D.P. (1996) employed regression analysis in their cross-sectional study of 97 manufacturing plants in a single industry and discovered a direct correlation between several aspects of operational performance and HR systems that prioritized human capital growth. This was mostly true for connections to a quality manufacturing approach, providing widespread backing for a contingency perspective. Huselid. MA In their 1997 study of 293 publicly traded US companies, Jackson, SE. and Schuler, R.S. discovered a strong correlation between strategic HRM and employee turnover and market value. They came to the conclusion that a one standard deviation increase in total HRM effectiveness on a per employee current value basis equates to an estimated rise. One study is being completed abroad, which implies that the same can be done.

In 2003, Guest, DE. Michie, J. Conway, N. & Sheehan, M. studied 366 companies with more than 50 workers. Using objective measures of performance, they found that greater use of HR practices was associated with lower labor turnover and higher profit per employee, but showed no association with HR and productivity. They chose 48 HRM items covering nine main areas: recruitment and selection, training and development, appraisal, financial flexibility, job design, two-way communication, employment security and the internal labor market, single-status and harmonization, and quality as HR measures. Subjective assessments of HR were strongly correlated with financial performance and productivity. The study does not prove that HRM leads to good performance, but it does indicate the link between HRM and performance.

Objectives of the Study:

1. To analyse the OCTAPAC culture in NPOS and the contemporary HRD atmosphere.
2. To ascertain whether respondents' views on certain aspects of the HRD climate differ significantly from one another.
3. To investigate the connection between respondents' demographic characteristics and their perceptions of HRD climate aspects.

Hypotheses of the Study:

H1: The HRD climatic dimensions of various NPOS do not differ significantly from one another. H2: The respondents' demographic characteristics and their views on HRD dimensions do not significantly correlate.

Research Methodology:

To examine HRD practices in non-profit organizations, an exploratory study was carried out. The non-probability sampling approach was used. The responders were 110 employees from educational non-profits organisations. The list of responses comprised both teaching and office staff. Questionnaires were used to gather the necessary data. Questions on the respondent's profile and the OCTACAP culture that pervaded their company were included in the survey instrument.

Data Analysis and Interpretation:

SPSS 21.0 was used to analyze the gathered data. To assess the hypotheses developed, the mean scores and standard deviation were computed for each statement. Chi Square tests and the One-Way ANOVA test were performed for each dimension.

Below is a list of the respondents' demographic information. Both office and classroom workers made up the sample of responders. The profile of the respondents is shown in Table 1.

Table 1: Respondents Demographic Profile

Sl.No	Items	Percentage
1	Gender	
	Female	65
	Male	45
2	Age (Years)	
	20-30	10
	30-40	55
	40-50	28
	>50	17
3	Designation	
	Teaching staff	80
	Office staff	30
4	Educational qualification	
	Under Graduate	24
	Post graduate	70
	Post graduate and above	16

Source: Primary Data

It is evident from the above table that the responders (70%) are postgraduate students and teaching personnel. In terms of gender, the proportion of males and women is nearly equal. According to the respondents' age groups, the majority are between the ages of 30 and 40. Table 1 above shows the HRD culture that is currently still existent in the organizations. It stands for the OCTAPAC components taken into account for the research.

Table 2: HRD Culture

S.N	Items	Mean	Standard Deviation
1	Openness Employees are not afraid to express or discuss their feelings with their subordinates or superiors	3.40	0.8338
2	Collaboration People in this organization are helpful to each other	3.46	1.1009
3	Trust People trust each other in this organization	2.22	1.0871
4	Autonomy When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	3.12	0.8908

5	Confrontation When problem arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	3.32	0.9784
6	Authenticity Career opportunities are pointed out to juniors by senior officers in the organization	2.28	1.1796
7	Pro-activity Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	2.90	0.7328
	Group Average	3.20	0.8129

Source: Primary Data

The extent to which OCTACAP culture is present in the organizations that were taken into consideration for the study is displayed in Table 2. The degree of openness, confrontation, and trust is referred to as OCTACAP culture. autonomy, initiative, sincerity, and cooperation that are present within the company. The respondents were asked to grade the seven dimensions from the questionnaire in order to evaluate the dominant OCTACAP culture of the NPOs. The OCTACAP culture's group average is 3.20 with a standard deviation of 0.8129. It is not encouraging that the organization's culture is below average. Collaboration is strong (mean 3.46) when compared to the other components, indicating that people are supportive of one another. The low mean score of the trust factor (2.22) indicates that employees do not freely discuss the issues.

Table 3: ANOVA for HRD Climate Dimensions

HRD Dimensions	Particulars	Sum of squares	Df	Mean Square	F	Sig.
Openness	Between Groups	11.820	9	1.207	1.720	Significant
	Within Groups	64.880	90	0.824		
	Total	76.700	99			
Collaboration	Between Groups	3.220	9	0.328	0.529	Significant
	Within Groups	64.500	90	0.726		
	Total	67.720	99			
Trust	Between Groups	35.520	9	4.405	4.523	Significant
	Within Groups	84.700	90	0.892		
	Total	120.220				
Autonomy	Between Groups	7.780	9	0.826	1.907	Significant
	Within Groups	46.500	90	0.560		
	Total	54.280				
Confrontation	Between	9.160	9	0.950	0.943	Significant

	Groups					
	Within Groups	86.420	90	0.405		
	Total	95.580				
Authenticity	Between Groups	4.520	9	0.551	0.347	Significant
	Within Groups	134.110	90	1.428		
	Total	138.630				
Pro-activity	Between Groups	11.041	9	1.165	0.984	Significant
	Within Groups	107.500	90	1.149		
	Total	208.541				

Source: SPSS

Since the F-values for the openness, confrontation, and autonomy dimensions are significant at 10%, as can be seen from Table 2, the null hypothesis is rejected because there is a significant difference in the HRD dimensions between the NPOs. In contrast, the F-value for the trust, proactivity, authenticity, and collaboration dimensions is insignificant, indicating that there is no significant difference in the HRD climate between the NPOs, and the null hypothesis is accepted.

The Chi-Square test has been used to examine the second hypothesis. An effort is made to investigate the connection between HRD characteristics and demographic data. The chi-square test is used to analyze the relationship. Depending on their demographic characteristics, the respondents' opinions may vary. Gender, title, age, and level of education are among the demographic factors chosen for the study.

Table 4: Relationship between HRD Dimensions and Demographic Variables

Demographic Variables	Chi-Square Values						
	Openness	Collaboration	Trust	Autonomy	Confrontation	Authenticity	Proactivity
Gender	3.12	3.05	2.41	0.56	1.33	7.00	8.21
Designation	4.09	5.28	3.24	1.45	10.23	4.39	3.71
Age	8.81	9.27	11.56	15.05	10.9	7.85	9.32
Education	5.02	20.4	4.25	2.56	11.23	10.20	8.92

Source: SPSS

The correlation between the HRD Dimensions and the demographic variables is displayed in Table 4. According to the results of the chi-squared test, there is no meaningful correlation between the respondents' demographic characteristics and their views on HRD Dimensions. We accept the null hypothesis. It suggests that respondents' demographic characteristics have little bearing on their opinions regarding HRD aspects. However, in four examples (gender-collaboration, designation-proactivity, and

education-confrontation), there is a substantial correlation between the respondents' demographic characteristics and their thoughts of HRD dimensions. At the 10% significance level, they are noteworthy, nonetheless. It may be concluded that respondents' responses to the OCTACAP dimensions are unaffected by demographic factors because the majority of the values show no discernible association.

Findings :

- According to the respondents' profiles, the bulk of them are highly qualified teaching staff members between the ages of thirty and fifty.
- The HRD dimensions' mean and standard deviation indicate that employee collaboration is high. The collaboration dimension's mean score is 3.46.
- Employees don't talk about the issues honestly, as indicated by the trust element's low score (mean 2.20). There is less assistance from upper management.
- The results of the hypothesis test show that the HRD dimensions of autonomy, confrontation, and openness differ significantly.
- The results of the ANOVA test show that the F value for the dimensions of trust, proactivity, authenticity, and collaboration is negligible.
- The respondents' demographic characteristics and their opinions of HRD aspects do not significantly correlate, according to the results of the Chi-Square test.

Suggestions:

The HRD atmosphere is a crucial component of the organizational climate since it supports both the general growth of the organization and its members. However, there is certainly room for improvement in how the organization's rules and procedures are being implemented. The following recommendations have been made in this regard:

- The company's senior management should prioritize employee welfare programs and work-life balance, as these can foster a sense of camaraderie and teamwork.
- Open communication, fair compensation, concern for workers' job security and fulfilling careers, and involvement in decision-making are all components of an HRD program.
- Non-managerial staff members ought to be equally valued for the organization's overall growth.
- The organization's management must ensure that all levels of employees work in a welcoming and healthy environment. The management of the organization must have organized appropriate guidance relevant to the use of innovative approaches and regularly bring them into the organization.

Limitations of the Study:

There are certain limitations to the current study that present chances for further investigation. Because the data is based on personal opinions, bias may be present. The survey used in this study was administered to 110 NPO workers. The sample size can be expanded because there are many NPOs in operation.

Conclusion:

According to the survey, there is a moderate amount of HRD culture, which includes openness, confrontation, trust, autonomy, proactivity, authenticity, and teamwork. According to the study's findings, NPOs do not maintain a favorable HRD

climate to the anticipated degree. Therefore, the NPO's management body must promote employees' learning and potential growth by implementing adjustments to HRD policies and practices that motivate staff to give their all in all activities and, in the end, foster a supportive HRD environment. Therefore, it is recommended that Karnataka-based NPOs support HRD by incorporating a healthy HRD culture within their corporate culture.

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