

Individual & Group Behaviour Dynamics in Organizations (IGBDO) Assignment

GROUP 6- BATCH 'C'



**School of
Business**

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Topic: Motivation values and ethics of individuals working in the NGO sector.

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Motivation values and ethics of individuals working in the NGO sector.

Introduction

Non-Governmental Organizations (NGOs) have become an important part of society because they take up issues that governments and corporates cannot always solve on their own. While the government works through welfare schemes and corporates contribute through their social responsibility and sustainability programs, NGOs go directly to the ground level and engage with people. NGOs work in various areas such as healthcare, education, poverty alleviation, environmental sustainability with a common goal to create positive change in the society. NGOs are largely people's opinion, values, ethics rather than profits or wealth focused.

Motivation plays a key role in the functioning of an NGO, which is not similar to Corporate where people are largely focused on financial benefits and career focused. The workers in the NGO sectors are motivated by the purpose they serve and personal satisfaction which drives them forward to perform hard. It is actually said that the biggest reward an NGO worker gets is the impact that they create in the people's life, let it educating children, empowering women, healthcare facilities or protecting the environment. This can be related to Organizational Behaviour theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. NGO employees may not have high salaries but they have high need for self-actualization which drives them through the work.

Values are yet another significant component of work in NGOs. Values may be defined as individual principles and beliefs that one uses to make decisions. In the NGO industry, values like social justice, equality, compassion, and honesty are typically strongly emphasized. Individuals working in NGOs are typically inclined to work because their own values align with the purpose of the organization. The alignment between the personal values and the values company keeps them motivated even after facing multiple difficulties.

Ethics is important in the NGO sector. These are organizations that are funded by donors and that require the trust of the people. Good ethics is critical to maintain their good name. Workers routinely encounter difficult spots where they need to make hard choices, like how to allocate small resources or handle push from others. For now, their moral picks display their honesty and also affect how others view their group.

This study attempts to assess the motivation, values, and ethics of NGO workers. The research explores what motivates individuals to remain in this sector, the degree to which their personal values are consistent with those of the organisations for which they work and how they manage the ethical dilemmas that arise in performing their job.

Approach

To study the motivation, values and ethics of individuals working in Non-Governmental Organizations. We have followed qualitative approach; this section explains the way in respondents were selected and how is the data collected and the type of questions that guided our study.

- **Selection of Respondents and Mode of Communication:** The respondents for the study was selected from various NGOs and not specific to a particular type it includes education, healthcare, and community development. To maintain anonymity the name of the organization is not specified. The respondents were selected based on their willingness to participate through snowball sampling. We ensured that they had sufficient exposure to the difficulties and motivation in the sector.

The responses were gathered via phone calls and online interactions through which the participants shared their experience and thoughts. This method was chosen in order to reach NGO workers who are busy, and located in different locations ensuring that they take part in the research work without disturbing their daily work.

Broad Questions Guiding the Study

The study was guided by three broad questions:

1. What motivates individuals to work in NGOs despite limited financial rewards?
2. How do the personal values of individuals align with the mission and culture of NGOs?
3. How do NGO workers handle ethical challenges in their day-to-day work?

These broad questions formed the foundation of the project and were closely connected to organizational behaviour theories like Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory.

Specific Questions Asked to Respondents

To understand the broader issues in detail, five simple questions were asked to the respondents. These questions were framed in a way that was easy to understand, so that people from different backgrounds could answer them comfortably in their own words. The questions are:

1. What made you choose to work in an NGO?
2. How do your personal values and beliefs connect with the mission and vision of the NGO you are working in?
3. Can you describe an experience during your NGO work that made you feel highly motivated or deeply fulfilled?
4. Have you ever faced a challenging situation at work that tested your principles or ethics? How did you handle it?
5. What aspect of your work in NGO brings you the greatest sense of satisfaction, and why?

These questions were framed in such a manner in order to cover all the themes of the research i.e., Motivation, Value and Ethics.

Rationale for the Approach

This approach was chosen because open ended questions go well in qualitative research which best suits capturing human emotions. Instead of just measuring satisfaction and motivation just through numbers, this method helps us to understand the deeper meaning behind the work of NGO worker's motivation, values and ethics.

In short, we adopted a method suitable for us- purposive selection and flexible communication with well-prepared questions. This helped the study create some real rich understanding of the experiences of the lives of the workers who work in the Nongovernmental Organisation and link that understanding to existing theories on motivation, values, and ethics.

Organization and Respondents

The study was done with the help of a several reputed non-government organizations (NGO) which has been working in the area of community development, education and livelihood promotion for more than 10 years. The NGO, small in scale, has made a big difference in the countryside it spreads its wings. Its major objective is to enhance the quality of life, self-reliance, employability and social empowerment of marginalized people.

Respondents in this study were NGO workers who are frontline implementers of the projects and engaged in the community. They are behind the scenes works continuously to achieve the NGO mission into life-changing programs. They comprise of young graduates joining the field of development work to seasoned social workers who have served for many years in transforming the lives of the poor.

The majority of participants were involved in activities such as networking with community groups, awareness raising sessions, cooperating with government staff, and keeping project records. Their functions concerned technical and interpretative skills as well as with emotional intelligence, patience, and resistance in facing complex social problems. As frontline workers, they can speak to how motivation influences not only their particular level of commitment but also the effectiveness of the programmes conducted.

The respondents are from the age 25 to 40. Some younger respondents entered the sector after graduation in fields like social work, economics, Mid-career respondents had first started as program coordinator and now moved to managerial roles. A few respondents had more than 15 years of experience who were deeply into community development and positive initiatives.

We tried to collect the responses equally without any discrimination but due to the respondent's time constraint there were some impacts. Women were mostly associated in the empowerment activities, education and child welfare projects, the male from the respondents were into environmental work, disaster relief, and farmer supporting programs.

The formal qualification of the respondents was from various disciplines and also from various professional courses (engineering, health science) they shifted consciously because of the social impact that they create through their work in NGO. The respondents who were there in their early career were as field officers, directly engaging with the community and some were in supervisory roles as a team leader managing specific projects and the other were in policy formulation and fund-raising loans and they also mentor young employees.

Data Analysis

The Responses that were collected from the Non-Government Organization workers provided a clear understanding on their motivation, values and ethics of the individuals. There were several unique experiences and each confirmed to a certain motivation behaviour. Most of the Respondents joined NGO not because of financial needs but due to purpose of their work, many of them said that they had experienced several problems and trauma in their life and it willing

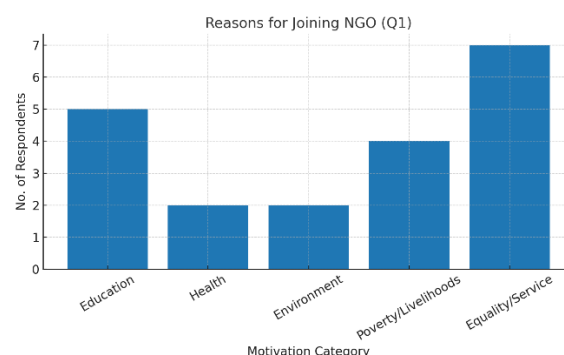
to change the life of those who are exposed to such problems and create visible changes. Values such as justice, equality, fairness was frequently mentioned in their response and they too mentioned how these values through them to their job role ie, education, healthcare, women empowerment and so on.

The most powerful motivation as said by the individuals where they were highly motivated by the direct impact that they create through their work, which gives them a sense of satisfaction and fulfilment and pushes them to work forward. They also said about the conflicting ethics between the donator and the community and the discrimination by gender, caste, religion has played a major role. They also described ways in which they solved those problems creatively. Respondents clearly conveyed that it is not the financial rewards that gave them greater satisfaction but intangible rewards such as equality, dignity and reducing inequalities. They are motivated largely from intrinsic factors rather than material benefits.

Nearly all respondents placed relevance in their values matched with the NGO's mission. For instance, a reforestation NGO was selected by Respondent 4 who was highly concerned about the environment and women's empowerment by Respondent 7 as he desired gender equality. This close alignment, both strong in each other's directness, gave them both confidence and a comfort in their work. What we observe here is that workers are not just working a "job"- they are living their values through their work.

From the analysis for the responses, we are able to see that there are five major categories of motivation to join NGO.

- Education
- Health
- Environment
- Poverty
- Equality



Among which there were many persons saying service/equality as a major driver followed by education and poverty. These highlight that NGO workers are primarily guided by desire to create a meaningful change.

Respondent 17, who was inspired by his mother's service in healthcare, various preventive health programs in rural areas and is satisfied when he sees children's illness rate are going down. Respondent 18's motivation came from seeing the damage created by plastic waste in Mangalore's coastal communities which led him to work on marine conservation where children played a major part and Respondent 19 dedicated himself to the elder care and was moved by the loneliness that elderly people face in kerala. And Respondent 20, was an engineer from Madurai who shifted from his IT job to disaster relief.

Linking Responses with Theories

a). Maslow's Hierarchy of Needs:

Maslow say that human motivation comes through five levels: physiological, safety, social belonging, esteem and self-actualization. From the response it is clear that is most number of individuals are largely motivated at the higher level ie., self-actualization. Respondent 1 said, *"The greatest satisfaction is watching children grow in confidence and dream beyond the circumstances"*, which signifies that esteem and self-actualization needs. In the similar way, respondent 4 said that he was fulfilled by seeing barren land change green, which reflects self-actualization.

b). McClelland's Need for Achievement, Affiliation, and Power

McClelland's theory majorly highlights three aspects: Achievement, Affiliation and Power.

- Need for Achievement: We received many responses that displayed strong drive for achievement. Respondent 3 said, *"A group of women who started tailoring units after our training began earning for the first time. Their joy was priceless"*. This shows that achievement is a great source of motivation which gave a measurable impact.
- Need for Affiliation: Respondent 12 and 14, who worked with elderly people and differently abled persons shows a strong need for affiliation, building connections and relationships. Their satisfaction majorly comes from emotional connection
- Need for Power: Some of the respondents showed power as their motivation, but power here does not mean dominance but to influence. Respondent 6, working for dalit

empowerment using cultural programs to break the cultural barriers and shape the community positively. Overall, NGO individuals have achievement and affiliation appear to be the strongest drivers.

c). Herzberg's Two-Factor Theory:

Herzberg distinguishes between hygiene factors and motivators. The responses clearly highlight motivators as the source of job satisfaction. Respondent 9 said, "My satisfaction comes from giving children back their childhood", which is linked to recognition and meaningful work. At the same time, they have certain challenges, that shows the limit of hygiene factors. Respondent 11 said, "*Funding constraints often limit our work*". While here funding is a hygiene factor which caused frustration among the individuals but did not reduce intrinsic motivation. Individuals were communitied due to motivators like achievement, impact, purpose.

d). Self Determination Theory:

This theory emphasis on Autonomy, competence and relatedness as key motivators.

- Autonomy: Respondent 12 conveyed that NGO work over government jobs because it allows flexibility and close interaction with the people, autonomy as a key driver.
- Competence: Respondent 13, taught the audience regarding organic farming practices, which reflects competence, the satisfaction of mastering a role.
- Relatedness: The response from the respondent 2 emphasized connection with patients in tribal health camps which highlights relatedness.

This theory specifically shows that individuals working in NGO are intrinsically motivated rather than external rewards.

e). Equity Theory:

Equity theory says that motivation depends on whether people perceive fairness between their inputs and outputs. Inputs here are efforts and Output are rewards.

There were respondents who pointed out ethical dilemmas where they were fair. Respondent 5 said, "*I struggled when donors wanted visibility more than impact. I had to tactfully balance donor requirements with the real needs of the poor*" which signifies that there is a mismatch between the genuine effort(input) and misaligns donor expectations (output).

Respondent 6 faced exclusion based on caste but worked hard and created inclusive events. This shows that NGO workers are highly assigned to fairness not only in their own treatment but also for the community as a whole.

Emerging themes

From the response we collected there were three major themes emerging.

1. **Intrinsic Motivation:** Individuals working in NGOs are less likely driven by money and they are more focused on the purpose and the impact they create.
2. **Values and Ethics:** Equality, dignity, justice act both as motivators and ethical parameters.
3. **Resilient in Challenges:** Despite they facing fund issues, political pressure they remain motivated by self-actualization and the belief that efforts create a lasting effect in the society.

Findings

The following are the findings that are gathered from the Individuals working in Non-Government Organization:

- **Motivated by Purpose rather than Pay:**
One of the key findings is that individuals are not primarily motivated by financial rewards, they are motivated by the purpose they serve and the impact that it is been created in the economy. These are shaped by their personal experience with poverty, education, inequality.
- **Alignment of Personal values and Organization's Mission:**
Respondents said that their personal belief (justice, equality, compassion, sustainability) closely matches with the mission of the Organization, thus strengthening their long-term commitment and better result.
- **Fulfilled through social impact:**
The satisfaction was here human centered were the individuals after seeing children return to school, women start their independent life. These experiences sustain motivation for them.

- **Ethical challenges and Resilience:**

The study has identified that there are regular ethical dilemmas, donor's requirement, caste or gender resistance. However, they have tackled them with diplomacy and transparency and adhered to the core values.

- **Satisfaction from Intangible rewards:**

The satisfaction for the workers came from intangible factors such as recognition of marginalized groups, dignity, empowerment.

Conclusion

This research investigates respondents' motives, values and ethic, having a much more clear perception of their motivations to work in this sector. The thing that stands out is that they work in an NGO not for job prestige or money, but rather in a strong sense of Purpose. The personal experience of each respondent revealed the road they had traveled, and the influence it was exerting on their decision.

A third strong result is the high correlations between personal values and the missions of the Organization. They are not merely doing things, but believing their life through their things. So this alignment gave them a sense of belonging and long-term commitment. Among the strongest personal inspirations would be seeing kids going to school, farmers earning more, women gaining independence and seniors recovering dignity.

The participants in the Responses cited that, there was "ethical dilemma" among the NGO staffs as it was not easy for them to resist a generous donor, political authority or other social implicating circumstance. They can be influenced by the donor community in a society does not let them act according to what they believe is right they even under pressure from the government. In the end is a good job to do where there is dignity and impact and the material reward is just a tool, not the purpose.

Appendix

Questionnaire used in the study:

1. What made you choose to work in an NGO?
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