

# ORGANIZATION CULTURE OF SELECTED NGOs

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## Background

Organizations have their own climate and Culture under which the usual activities take place. Such culture may be conducive to high medium or low performance of their employees. Creating a high performing environment would require meeting certain pre-condition which include the contextual variables of an organization. Cultural framework under which the organization and the management operates continuously influence as well as influenced by it. Measuring such variables as perceived by the organization personnel provides a handy tool for intervention at the personnel and organizational level, with a view to improving managerial capability of the organization's personnel through adjustment, improvement and changes.

## Methodology

In the present study measuring the organization culture as rendered possible by improvising a technique originally by Litwin and Stringer (The influence of organization climate on human motivation Harvard, May, 1966) whereas Liker and Stringer used seven criteria our study used eleven such criteria carefully chosen to provide a comprehensive measurement of organizational culture of the eight NGOs brought under the fold of the study.

## Results

Management personnel belonging to all levels namely, top, senior and mid levels responded to the questionnaire on organization culture analysis. Organization wise and variable wise break down of such responses are summarized in tables one through eleven provided in the annexing. The following observations may be made about the findings.

## Conformity

### Operational definition of conformity:

The feeling that there are many externally imposed constraints in the organization ; the degree to which members feel that there are in my rule, procedures, policies and practices to which they have to conform rather than being able to do their work as they see fit.

Table-1 shows the response pattern on conformity. The differences between ideal and actual perceptions in the area appears to be highest in the case of CFWP (3.5) followed by BAVS (3.36), CHCP (3.35) and BAMANH (2.90). Minimum differences are observed to be in the cases of 13 BWHC (1.04) and Swanirvar Bangladesh (1.5).

## **Responsibility**

### **Operational definition of responsibility:**

Members of the organization are given personal responsibility to achieve their part of the organization's goals ; the degree to which members feel that they can make decisions and solve problems without checking with superiors each step of the way.

Table-2 shows the responses on "responsibility" as perceived by the management personnel of the eight NGOs. Maximum gap between ideal and actual allocation of responsibility to concerned official is observed in the case of CWFP (3.50) followed by CHCP (3.23) and BAMANEH (2.60). Minimum gap seems to exist in the case of Swanirvar Bangladesh (0.14). Both in FPSTC (2.23) and BAMANEH (2.60) such gap is noticeably wide.

## **Standards**

### **Operational definition of standards:**

The emphasis the organization places on quality of performance and outstanding production including the degree to which the member feeds the organization is setting challenging goals for itself and communicate these goal commitments to members.

Table—3 provides a crisp elaboration on ideal and actual "standard" as perceived by the management personnel of concerned organization. Widest gap exists in CHCP (2.60) followed by BAMANEH(1.90) BAYS (1.91) and FPSTC. (1.77). However, the gap is least in case of BWHC(1.00)

## **Rewards**

### **Operational definition of Rewards :**

The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized or punished when something goes wrong.

Table 4. Shows clear evidence of differences in "reward" situation. BAV S. personnel consider widest gap exists (4.17) in the case rewarding personnel. Such views are also reflected by personnel of CWFP(3.78). CHCP (2.75) and BAMANEH (3.40). In the case of Swanirvar the gap is also noticeable (2.00) However, relatively low differences are cited by personnel of BWHC (1.55) and FPSTC (1.8) in the context of reward.

## **Clarity**

### **Operational definition of organizational clarity;**

The feeling among members that things are well organized and goals are clearly defined rather than being disorderly, confused, or chaotic.

According to table 5 maximum gap between ideal and "clarity" level in organization is reported to exist in BAMANEH – (3.30) followed by CHCP (3.09). High differences also exist in the case of BAVS (2.53) and CWFP (2.28). Amongst the group least difference in organizational clarity exists in the case of BWHC (1.34) and Swanirvar Bangladesh being in close succession (1.46).

## **Warmth and Support**

### **Operational definition of Warmth and Support;**

The feeling that friendliness is a valued norm in the organization; that members trust one another and offer support to one another. The feeling that good relationships prevail in the work environment.

Table 6 depicts the level of warmth and support as perceived by the management personnel of the eight organizations. Highest difference is reported by the personnel of BAVS (3.56), followed by BAMANEH (3.30) and CHCP (3.08). In the case of FPAB this

Difference is 2.05. Rather low difference has been mentioned by the personnel of Swanirvar Bangladesh. (54) followed by BWHC (1.11) and FPSTC(1.17).

## **Leadership**

### **Operational Definition of Leadership:**

The willingness of organization members to accept leadership and direction from qualified others. As needs for leadership arise members feel free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organization is not dominated by, or dependent on, one or two individuals.

Table 7 illustrates perceptual difference on "leadership" as reported by the management personnel of the seven NGOs, In BAVS 3.50 difference exists between ideal and actual leadership role as perceived by the managerial people, which is the highest in the group. Next in the line is CHCP (3.00) and BAMANEH (2.90). Swanirvar personnel reported minimum gap of 1.67 in the leadership situation. Closely following are BWHC (1.77) and FPSTC. In the case of FPAB the differences is 2.13.

## **Risk Taking**

### **Operational definition of Risk Taking:**

The degree to which employees perceive that they are free to experiment, innovate, and otherwise take risks in their jobs without fear of punishment or taken to task.

In respect of "risk" as shown in table 10, minimum difference exists in Swanirvar Bangladesh (.570). However the differences are quite high in case of CHCP (3.92). And BAMANEH (3.10). For organizations like BAVS (2.42), FPAB (2.28) and CWFP (2.28) the differences are also moderately high.

## **Individual Autonomy**

### **Operational definition of Individual Autonomy:**

The degree to which employees are free to manage themselves, to have considerable decision making power to not be continually accountable to higher management.

Organization wise breakdown of the responses on position Structure indicates that high difference exists in the following organizations e.g., CWFP (3.86) CHCP (3.75), BAMANEH (3.20) and BAVS (3.02).

In the case of Swacirvar (1.21) and BWHC (1.22) differences are rather low.

### **Position Structure**

#### **Operational definition of Position Structure:**

The degree to which objectives of, and methods for, job are established and communicated to individuals by superiors. The issue of individual autonomy as perceived by the respondents of the sever, organization has been illustrated in table 9. It seems that biggest difference in this respect exists in BAVS (3.89), closely followed by CHCP (3.75). CWFP (3.13), BAMANEIH (13.10), and FPAB (3.05). Swanirvar Bangladesh seems to have least difference (1.32) in this criteria followed by BWHC (1.89).

### **Control**

#### **Operational definition remark of Control :**

The degree to which control behavior of organizational members is formalized. In a highly bureaucratic organization, control systems are well defined. In a low control organization most of the controls would be self controls, employees would monitor their own behavior.

In respect of "control" according to table 11, maximum gap exists in CHCP (4.42) followed by BAMANEH (2.70) and FPAB (2.28). Least difference is reported by the personnel of BWHC (1.22) followed by Swanirvar Bangladesh (1.43).

### **Concluding Remarks**

The study brings into focus the fact that the NGO personnel ask for more individual autonomy and reward. Structuring of positions and leadership styles in the organizations also do not adequately fit in with their ideal perception. They also seem to perceive gaps in the areas of rule conformity, risk taking and responsibility. Minimal gaps have been perceived only in the areas of Standards and organizational clarity.

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### **Notes:**

The paper originates from a study conducted by CPMR, IBA on Improvement of Management capabilities of NGOs in Family planning project sponsored by ICOMP in 1987.

Table – 1

#### **Conformity**

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 6.67                | 5.63                 | 1.04       |
| Swanirvar<br>Bangladesh     | 7.32                | 5.82                 | 1.50       |
| FPSTC                       | 7.27                | 5.43                 | 1.84       |
| BAVS                        | 8.44                | 5.08                 | 3.36       |
| FPAB                        | 6.59                | 5.27                 | 1.32       |
| BAMANEH                     | 7.40                | 4.50                 | 2.60       |

|      |      |      |      |
|------|------|------|------|
| CHCP | 8.08 | 1.91 | 3.17 |
| CWFP | 7.79 | 1.29 | 3.50 |

Table – 2  
Responsibility

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 7.78                | 6.00                 | 1.78       |
| Swanirvar<br>Bangladesh     | 7.14                | 7.00                 | 0,14       |
| FPSTC                       | 8.03                | 5.80                 | 2.23       |
| BAVS                        | 7.61                | 5.58                 | 2.03       |
| FPAB                        | 7.09                | 5.59                 | 1.59       |
| BAMANEH                     | 8.10                | 5,50                 | 2.60       |
| CHCP                        | 8.50                | 5.25                 | 3.25       |
| CWFP                        | 8.50                | 5.00                 | 3.50       |

Table – 3  
Standards

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 8.67                | 7.67                 | 1.00       |
| Swanirvar<br>Bangladesh     | 8.00                | 6.61                 | 1.39       |
| FPSTC                       | 7.60                | 5.83                 | 1.77       |
| BAVS                        | 8.22                | 6.31                 | 1.91       |
| FPAB                        | 8.09                | 6.63                 | 1.41       |
| BAMANEH                     | 7.50                | 5.50                 | 1.90       |
| CHCP                        | 8.58                | 5.82                 | 2.66       |
| CWFP                        | 7.64                | 6.36                 | 1.20       |

Table – 4  
Rewards

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 8.29                | 6.67                 | 1.55       |
| Swanirvar<br>Bangladesh     | 8.61                | 6.57                 | 2.04       |
| FPSTC                       | 8.13                | 6.33                 | 1.80       |
| BAVS                        | 8.67                | 4.50                 | 8.17       |
| FPAB                        | 8.18                | 5.41                 | 2.77       |
| BAMANEH                     | 7.40                | 4.00                 | 3.40       |
| CHCP                        | 8.75                | 6.00                 | 2.75       |
| CWFP                        | 8.57                | 4.76                 | 3.78       |

Table – 5  
Organizational Clarity

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
|-----------------------------|---------------------|----------------------|------------|

|                         |      |      |      |
|-------------------------|------|------|------|
| BWHC                    | 8.89 | 7.55 | 1.34 |
| Swanirvar<br>Bangladesh | 8.85 | 7.3J | 1.46 |
| FPSTC                   | 8.40 | 6.77 | 1.63 |
| BAVS                    | 8.5G | 6.03 | 2.53 |
| FPAB                    | 8.45 | 6.63 | 1.82 |
| BAMANEH                 | 8.10 | 4.80 | 3.30 |
| CHCP                    | 9.00 | 5.19 | 3.09 |
| CWFP                    | 8.71 | 6.43 | 2.20 |

Table – 6  
Warmth and Support

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 9.11                | 8.00                 | 1.11       |
| Swanirvar<br>Bangladesh     | 8.14                | 7.60                 | 0.54       |
| FPSTC                       | 8.30                | 7.13                 | 1.17       |
| BAVS                        | 9.06                | 5.50                 | 3.56       |
| FPAB                        | 6.50                | 6.45                 | 2.05       |
| BAMANEH                     | 8.10                | 4.00                 | 3.30       |
| CHCP                        | 8.91                | 5.83                 | 2.08       |
| CWFP                        | 8.64                | 6.79                 | 1.85       |

Table – 7  
Leadership

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 8.44                | 6.67                 | 1.77       |
| Swanirvar<br>Bangladesh     | 8.36                | 6.71                 | 1.67       |
| FPSTC                       | 8.07                | 6.50                 | 1.77       |
| BAVS                        | 8.50                | 5.00                 | 3.50       |
| FPAB                        | 8.36                | 6,23                 | 9.13       |
| BAMANEH                     | 7.10                | 4-20                 | 2.90       |
| CHCP                        | 8.67                | 5.67                 | 3.00       |
| CWFP                        | 8.14                | 6.00                 | 2.14       |

Table – 8  
Individual Autonomy

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 7.89                | 6.00                 | 1.89       |
| Swanirvar<br>Bangladesh     | 8.71                | 6.01                 | 1.32       |
| FPSTC                       | 7.91                | 5.30                 | 2.67       |
| BAVS                        | 8.53                | 4.64                 | 3.19       |
| FPAB                        | 7.61                | 4.59                 | 3.04       |
| BAMANEH                     | 7.30                | 4.10                 | 3.10       |
| CHCP                        | 8.83                | 5.08                 | 3.75       |
| CWFP                        | U.U                 | 5 .00                | 3.43       |

Table – 9  
Position Structure

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 8.39                | 7.67                 | 1.22       |
| Swanirvar<br>Bangladesh     | 8.46                | 7.25                 | 1.11       |
| FPSTC                       | 8.23                | 6.43                 | 1.80       |
| BAVS                        | 8.53                | 5.81                 | 3.02       |
| FPAB                        | 8.41                | 6.....8              | 1.73       |
| BAMANEH                     | 8.10                | 4.90                 | 3.20       |
| CHCP                        | 9.50                | 5.75                 | 3.75       |
| CWFP                        | 9.00                | 5.14                 | 3.86       |

Table – 10  
Risk Taking

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 7.67                | 6.11                 | 1.56       |
| Swanirvar<br>Bangladesh     | 7.96                | 7.39                 | 0.57       |
| FPSTC                       | 7.53                | 5.67                 | 1.86       |
| BAVS                        | 7.14                | 4.72                 | 2.42       |
| FPAB                        | 7.41                | 5.13                 | 2.28       |
| BAMANEH                     | 7.40                | 4.30                 | 3.10       |
| CHCP                        | 9.00                | 5.08                 | 3.92       |
| CWFP                        | 7.07                | 4.79                 | 2.28       |

Table – 11  
Control

| Perception/<br>Organization | Ideal<br>Perception | Actual<br>Perception | Difference |
|-----------------------------|---------------------|----------------------|------------|
| BWHC                        | 7.22                | 6.00                 | 1.22       |
| Swanirvar<br>Bangladesh     | 8.11                | 6.68                 | 1.43       |
| FPSTC                       | 7.03                | 5.47                 | 1.56       |
| BAVS                        | 7.12                | 3.67                 | 1.55       |
| FPAB                        | 7.41                | 5.13                 | 2.28       |
| BAMANEH                     | 7.40                | 4.70                 | 2.70       |
| CHCP                        | 7.83                | 3.41                 | 4.42       |
| CWFP                        | 7.86                | 6.07                 | 1.79       |

Note;

BWHC: Bangladesh Women Health Coalition

FPSTC : Family Planning Staff Training Centre

BAVS : Bangladesh Association for Voluntary Sterilization

BAMANEH : Bangladesh Association for Maternal and Neo- Natal Health.

CHCP : Community Health Care project.

CWFP : Concerned Women for Family Planning.