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**A CRITICAL STUDY OF
THE FUNCTIONARIES, BENEFICIARIES
&
INFRASTRUCTURE OF SOCIAL ORGANISATIONS (NGOs) OF
GUJARAT (2003)**

SUMMARY

**OF
A Thesis submitted to
Faculty of Social Work
The Maharaja Sayajirao University of Baroda
for the degree of**

Doctor of Philosophy

**By
Jagdish Solanki**

**RESEARCH GUIDE
PROF. ARUNA KHASGIWALA**

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Vadodara – 390 002
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INTRODUCTION

The vision with which India has began its journey is reflected in the '*tryst with destiny*' speech of Pandit Jawaharlal Nehru on the midnight of 14-15 August 1947 Pandit Nehru declared;

“The future is not of ease or resting, but of incessant striving so that we may fulfill the pledge we have so often taken and the one we shall take today. The service of India means the service of the millions who suffer. It means the ending of poverty and ignorance and disease and inequality of opportunity. The ambition of the greatest man of our generation has been to wipe every tear from every eye. That may be beyond us, but as long as there are tears and suffering, so long our work may not be over”.

In the process of realizing the vision of democratic, egalitarian, welfare and Development oriented glorious Indian Society; the contributions have come from all disciplines, fields and sectors. Social work and voluntary organizations or voluntarism and Voluntary action, now popularly known NGOs are not the exceptions. Voluntary Organizations promoting service to humanity had in the past their roots in religion they became part of system charity under feudal economic they have assumed an active role as contributors of the developing society under capitalistic and socialistic system. Social work today in India is not merely a leisure time activity but also has assumed the greater role in helping people to help themselves by providing professional services with definite knowledge, techniques, attitude, values and skills which are acquired by social workers to help individual, groups and communities with the objective of treatment, prevention, promotion, rehabilitation, welfare development and empowerment.

Social work is basically an interventionist and practice oriented profession. Pincus and Minahan (1973) has given its major aim as follows : “ Social work is concerned with the interactions between people and their social environment which affect the ability of people to accomplish their life tasks, alleviate distress, and realize their aspirations and values.

The purpose of social work therefore is to (i). enhance the problem solving and coping capacities of people, (ii). link people with systems that provide them with resources, services and opportunities, (iii). promote the effective and humane operation of these systems, and (vi). contribute to the development and improvement of social policy.

According to National Association of Social Workers (1973), Social work is the professional activity of helping individuals; groups or communities enhance or restore their capacity for social functioning and creating societal conditions favourable to this goal. Social work practice consists of the professional application of social work values, principles, and techniques to one or more of the following ends: (i). helping people obtain tangible services (ii). counseling and psychotherapy with individuals, families & groups (iii). helping communities or groups provide social and health services and (vi). participating in relevant legislative processes. The significance of social work and NGOs in the development processes is being increasingly realized by the world including India. Both of them have assumed the status of in-built institutions or organizations in the society.

THE CONTEXT OF NGOs

Organization is as old as human society itself. Our society is an organizational society (Presthus, 1978). Our birth, education, prayer, play, leisure time, economic activities psychological activity, social behavior culture behavior political behavior etc. are through and by organizations. Most of us will die in an organization the time comes for burial. Even the government that the human race has created is also a largest organization. Human civilization depends largely on organization. These are powerful social tools when combine with people, give leaders, experts, workers, raw materials, machines products and services etc.

The ever-dynamic changes in the nature of society have made the social environment more congenial to organization that has become a branch of study by many. Organization is a social unit or human groupings or the form of every human association deliberately constructed for the attainment of common specific goals and purpose.

ORGANIZATIONAL FACTORS IN NGOS

Organizational variables are many and their interrelationships are complex. The interpretation of organizational terminology is also subject to many dimensions. Though many approaches to study organization have been evolved, so far no single approach is universally accepted. Keeping in view these methodological constraints, an attempt is made in this chapter to conceptualize some of the important theoretical premises of NGOs with a view to develop a conceptual framework for analyzing the study of NGOs. According to Hasenfeld and English (1978) in human service organizations, inputs and outputs are human beings and their mandate is to serve people with the ultimate aims of maintaining and improving the general welfare. Some organizations assume socialization as their primary task, some function as social control agencies and some consider social integration as their primary function. Hasenfeld and English (1978) offer two dimensional classification of social organizations.

The first dimension refers to the nature of clients (normal functioning or malfunctioning) and the second to the nature of service (people changing or people processing. Vinter (1963) Perrow (1965) and street (1966) etc have contributed various terminology for social organizations. e.g, people changing organizations (socialization organization & or re-socialization organization) system changing organization etc.

CONCEPT, DEFINITIONS OF VOLUNTARY ORGANIZATION (NGOs)

Social organizations in the context of this research need to be specified. Social organizations are largely understood in this research as NGOs, the term seems to be deceptively simple. (Jha and Mishra 2000).

However, for the present research work the term NGOs would be applicable to all the agencies or institutions of the voluntary sector with the absence of state intervention in their functioning management and administration.

Generally, voluntary organizations and non-Government organizations are treated as synonymous. VOs are spontaneous in their origin. NGO may be sponsored or supported by Government. The term "nongovernmental" is what Aristotle calls a privatize term: it defines its instances by what they are not. In its broadest sense, the term "non governmental" is applied to any organization or institution that performs a public function, but is not a part of the Government of the territories in which it works.

Today, however, NGOs participate actively in various political, economical and social matters. NGOs work on their own, in conjunction with individual governments or with international organizations. As former UN Secretary-General Boutros-Ghali and other UN officials have noted, the involvement of NGOs in making decisions on the environment, sustainable development, human rights and women have increased the legitimacy and transparency of intergovernmental deliberations.

NGOs come in all sizes, shapes, ideologies, nationalities, organizing structures and styles. Some focus on nothing but local issues. Others address issues that span whole continents, and some like Amnesty International span the entire globe. Their very diversity reflects the complexity of these organizations. NGOs encompass everything from charities and relief agencies to political parties; think tanks and academic centers to community organizations; cultural associations to continent wide farmers' networks; women's groups to environmental federations; social movements to human rights and religious groups.

NGOs are usually formed among private groups of individuals sharing specialized interests in regards to issues that can be local, national or international. While a few such organizations had existed from the early beginnings of the nation-state, they were to proliferate in the transnational era and increased even more dramatically after World War-II. This change can be attributed to technological developments, industrialization, and urbanization. Further these factors are likely to continue to make the presence of NGOs felt in global arena.

Lord Beveridge defines VOs as "A voluntary organization, properly speaking is an organization which whether its workers are paid or unpaid is initiated and governed by its own members without external control". As quoted by Chowdhary 1990 "a voluntary agency is a group of persons who have organized themselves as a legal corporate body to render social services. It is accountable to the community that it serves and from which it has supported. It is controlled and administered by an association of citizens rather than by the government, although primarily financed by contribution from the community".

Smith and Freedman (1972) defined voluntary association "structured formally organized, relatively permanent, secondary groupings as opposed to less structured informal ephemeral or primary groupings".

P. D. Kulkarni (1983) has defined "voluntary organizations in Indian context are those nonofficial societies registered under the societies registration Act or charitable and endowment Trust Act, conversing, as it does, only a limited areas of voluntary action which, in fact, means any action promoted by people's own volition and organized by members of the public".

Formal organization is reflected in the presence of offices which are filled through some established procedures; scheduled meetings; qualifying criteria for membership; and some formalized decision and specialization of labour". David Sills (1968) defines voluntary organization as " a group of persons organized on the basis of voluntary membership without state control for the furtherance of some common interests of its members". Sills excluded three types of similar associations; (i). Making a living association (like business firms, trade associations etc. (ii) religious organizations and (iii) political parties. Michel Banton (1968), an anthropologist, characterized it as a group organized for the pursuit of one interest or of several interests In common. Usually it is contrasted with voluntary groups serving a greater variety of ends, such as kin groups, castes, social classes and communities. Attempting a comprehensive definition of voluntary organization, Prof. M. R. Inamdar observes " A voluntary organization in development to be of durable use to the community has to nurse a strong desire and impulse for community development among its members to be economically viable to possess dedicated and hard working leadership and command resources of expertise in the functions undertaken".

NGOs include a wide variety of groups and institutions that are entirely or largely independent of government, and characterized primarily by humanitarian or cooperative, rather than commercial objectives. The terminology varies: for example, in the United States they may be called "private voluntary organizations," and most African NGOs prefer to be called "voluntary development organizations."

Although organizations such as universities or research institutes may be nongovernmental, this directive refers principally to private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development. Any social organization which is not governmental can be called non governmental organizations and such term may include profit making organizations, foundations educational institutions religious institutions, medical hospitals unions professional organizations cooperatives and culture groups and even organizations that may receive government grants.

Mike Hudson (1995) distinguishes these organizations as “third sector organization” except the ones that are profit-making NGOs. There is one more term i.e. (NGDO) Non government development organizations which is singled out on the basis of finance aspects of foreign funds. The term very close to NGOs (often used synonymously) is voluntary agencies referring to grass roots level organizations. In the European context voluntary agencies would refer to voluntary organizations that have employed paid staff to undertake their operational actives (Billis 1989). Recently two more terms have been used in the Indian context viz. Non Party Political Formation (NPFF) and Action Groups (AG).

Sarkar & Mukharjee (2000) views that NGO’s are difficult to define since they are not a homogeneous category. According to Fisher NGOs are grassroots support organizations (GRSOs) which are regionally based development assistance organizations usually staffed by professionals that channel international funds to grass root organization & help communities other than their own.” The term NGOs now has acquired wide acceptance. The understanding of NGOs in developing countries & developed would also differ. The NGOs having Trust and society are governed by trustees often referred to as governing body members who are volunteers & do not draw any salary or remuneration. The Not-for-profit Organizations (NFPOs) are called nonprofit organizations differing from NGOs in terms of mission, services structures, voluntary action.

Further, Dale (1967) in his book “ organizations and development” defines development organizations as “any organized entity of society that contributes to the development of society without aiming at generating profit for owners of the organizations from the work that is does” some NGOs have moved out from social reform or welfare approach to development and then to empowerment.

Mr. A. P. J Abdul Kalam President of India with Y. S. Rajan in his book, “India 2020 A vision for the New Millennium” writes” “Despite the multifarious approaches, the NGOs collectively represent a large part of India. We believe NGOs have an immense role to play, not merely as conscience- keepers but also in creating a mood to think ahead and create a climate for a developed India. They can become powerful messengers of hope and a positive synergistic mechanism between the organized sectors and individual initiatives-in metropolis, cities, towns and villages: in schools, colleges and universities: in fields, factories and markets”.

CHARACTERISTICS OF VOS

It is registered under the Societies Registration Act,1880, The Indian Trust Act, 1882, The Cooperative Societies Act,1904 or The Joint Stock Companies Act,1959,depending upon the nature and scope of its activities to give it a legal status, with administrative structure, definite aims, object and programmes. It is the result of spontaneous and voluntary efforts initiated and governed by its own members on democratic principles with autonomy and community acceptance.

It focus on peoples needs and helps through programmes. It raises fund for its activities partly from the exchequer in the form of grants-in-aid and partly in form of the contributions and/or subscription from the members of the local community and/or the beneficiaries of the program. It maintains accounts and is accountable to people and the government so far as it receives grant. NGOs are characterized by a fair amount of autonomy, high degree of flexibility, commitment to ideals/objectives, funding pattern, and people’s participation. Further they are also characterized by their virtues of human touch, dedication, flexibility, self-reliance and nearness to community.

Murthy (1998) NGOs are those organizations, which possess distinct characteristics; voluntary formation, working towards development working with non-self serving aims and relative independence. They are development oriented in the sense that they are concerned with improving the condition and position of oppressed society, as opposed to other goals like entertainment, promotion of religion, etc. Finally, NGOs have to work within the parameters of government legislations and policies formulated for NGOs.

According to Norman Johnson, the main characteristics of VOs are (i) Method of formation, which is voluntary on the part of a group of people (ii) Method of government, with self governing organization to decide on its constitution, its servicing, its policies and plans. (iii). Method of financing, with at least some of its revenues drawn from voluntary sources. (iv). Motives with the pursuit of profit included.

Bouradillon and William Beveridge (1970) viewed mutual aid and philanthropy as two main sources from which voluntary social service organizations would have developed.

The other factors motivating VOs could be cited as personal interest, seeking benefit such as experience, recognition, knowledge, prestige and commitment to certain values.

CENTRAL CONCERNS OF SOCIAL WORK : VOLUNTARY ORGANIZATIONS

Conceiving a research study for the doctorate degree entails recapitulation and discussion of the central concerns and restatement of basic issues involved in the study and practice of social work, mainly as a first step to such exercise. With the establishment of Tata Institutes of Social Sciences (TISS), the first school of social work in 1936 by the house of Tatas in Bombay, the foundations for professional social work were laid. Later such schools of social work were setup at Delhi, Baroda, Varanasi, Lucknow, Madras and Agra. At present there are around five dozen such schools, which have trained thousands of graduates of social work they in turn helped in promoting and strengthening of voluntary organization. According to Chandra (1954) Social work is a dynamic activity undertaken by public or private efforts in the implementation of social policy with a view to raising standard of living and to bring about social, economic, political and cultural well-being of the individual, family and the group within a society irrespective of its stage of social development.

Kher (1950) simply puts social work as follows: The aim of social work ... is to remove social injustice, to relieve distress, to prevent suffering and to assist the weaker members of society to rehabilitate themselves and their families, and, ... fight the five giant evils of (i). Physical want, (ii). Disease (iii). Ignorance (iv). Squalor and (v). Idleness.

M. S. Gore (1985) has offered the perspective of social work in following words. "The profession of social work would have a more extensive role in defining social policy with reference to welfare needs and problems. The profession would be expected to participate in formulating goals, working out broad strategies in developing programmes and in implementing them and provide a feedback to planning on the basis of research in implementation of (such) programmes. The broad objective... is to meet the special needs of disadvantaged or unadjusted individuals and groups with a view to enable them to utilize the services.. Social work has tended to neglect, or be itself neglected, where the basic needs of the larger populations are concerned. In the case of the scheduled castes and scheduled tribes they have failed to... (apply) professional social work".

One of their concerns may be to see how the most backward groups and regions can be helped to derive benefit from the services that governmental and other agencies offer. It has to be pointed out here that the discipline and profession of social work is also defined by Louise C. Johnson (1998) "a developing profession", addressing common human needs, human diversity, social system theory and social functioning. He further gives the third perspective of social work practice as a creative blending of knowledge, value and skills. The current trends in social work indicates recent phenomenon of social advocacy and reaching out to the un-reached and uncovered. The scholarly contributions of social work educators and practicers offer an academic analysis that the practice of social work for needy disadvantaged and weaker section of population demand policy initiatives and practice initiative from government as well as voluntary agencies i.e. NGOs. The role of NGO thus becomes very significant in imparting professional services to the needy people.

Prof. K. D. Gangrade's empirical study of two sets of voluntary organizations namely A & B is a study of contrast between two models engaged in the common field of development and social change. While A represents the social work (profession) or Gandhian constructive model in which the democratic people centered and non project oriented approach is followed in model B the usual process of development work is followed and it is leader centric and imposed from above. The first lays emphasis on developing people and their capabilities, the growth of the dormant potentiality of the members of the community to the point where they could identify their own needs resources and prepare a program of change by their own efforts. In B model a group of self appointed benevolent were pushing up the planning process & therefore they did not become part of indigenous setup. While in A group the pattern of development followed the reciprocal line of mutual feedback in B the catalysts remained estranged. The absence of the democratic process in B was due to the fact that methods of social work was not followed i.e. a determined effort to create in the communities, its power to resolve its own needs. The crucial and critical significance of NGOs as dynamic instrument of the civil society, as citizen groups, as community organizations and as people's own institutions for the complex and multidimensional process of sustainable development has become need of the 21st century.

The developing countries like ours has accepted the greatest responsibility to bring about planned socioeconomic development and nation building as enshrined in the preamble, fundamental rights and directive principles of state policy in constitution, by the second half of the seventies, eighties and in the beginning of LPG era of nineties and by now, the complexion of the NGOs underwent change. Known under variety of labels they strove hard to offer an alternative. Finally at the beginning of 21st century NGOs have got to play very vital role. We have fewer achievements in the areas of welfare and development of people. The lack of people participation in welfare and development issues through centralized structure and rigid bureaucratization have restricted the pace of performance and delivery of developmental results but NGOs have paved the ways for more decentralized, more democratic and less bureaucratized administration of welfare and development programs.

Bhat (1995) writes "NGOs are seen as cost effective and efficient service providers, and successful in reaching those poor who may not be reached by the market process or the state". Edward and Hulme (1996) writes "And NGOs are seen as an "integral component of a thriving civil society and an essential counterweight to state power, opening up channels of communication and participation, providing training grounds for activists, and promoting pluralism". In the emerging scenario that would take the world to the New Millennium, the NGOs face the dual task of collaborating (critically) with the state and at the same time fighting its anti people, anti-poor and anti-marginalized policies. Such a dual task cannot be discharged effectively unless the NGOs have autonomy based on the self-reliance capabilities (Bhat 1995). NGOs sustained intervention will depend very much in future on their self-reliant capacity and local resource mobilization. Studies have shown that these NGOs are eminently, suited to play the developmental role of catalysts of social change as educators as informers, as enablers, project planners, as experimenters as motivators as impact evaluators, as harbingers of silent revolution and as friend philosopher and guide of the people in general and of the weak, poor, needy illiterate ignorant, downtrodden and deprived sections of the society in particular. Social work profession has the goals and objectives in the arenas of the practice areas of NGOs. Social work education prepares young professional who are to work with the people through public and private (NGOs) agencies. Social work professionals with their rigorous training of acquiring knowledge skills attitude and values can certainly strengthen the delivery of the services of NGOs with band of other professionals.

RATIONALE FOR A CRITICAL STUDY OF NGOs

- To take up the stock of the things as a part of routine self examination of an individual NGO. It is always in the interest of the NGO to examine whether it is on the right path or not, whether human efforts and material efforts achieve the objectives or not.
- Change in the environment or community of beneficiaries. NGOs have to critically evaluate their objectives and programmes in the light of new environment in absence of keeping in tune with environment of client and community. NGOs may become irrelevant, out of need and outdated.

- NGOs have to think for succession for which innovations are essential. As NGOs are part of dynamic society, their growth points need not to be static, but have to keep at optimum level. NGOs need not to be episodic but they have to have continuity, consistency and reasons for growth and development. Therefore they need to be critically studied.
- Expansion of activities; To expand the activities of NGOs, the current & existing frame of NGO need to be critically studied.
- The functionaries of NGO are very significant. If they are effective, result oriented and satisfied then the delivery of services will be accordingly. But if they are not so the result shall be negative. Therefore it is inevitable and essential to understand the functionaries related issues of the NGO.
- Leadership must change periodically. This is true in all organizations without any exception. NGOs have to have second cadre of leadership, which can be provided at different levels. Critical study shall help to have required changes in leadership pattern.
- NGOs can face great varieties of problems viz funding, work overload, delay in decision-making, improper utilization of resources, lack of cooperation between functionaries & beneficiaries. To understand the intricacies of these processes the critical study of NGO becomes essential. Based on the above conceptual frame work of NGOs in India, social work profession and its blending with management of human resource, the present research project covers the potential academic inquiry in the areas of human aspects of NGO's with major perspective on the functionaries, beneficiaries and infrastructure in selected social organizations of Gujarat.

RESEARCH METHODOLOGY

Social organizations (NGO's) have become an irresistible global force today. They are present in all sectors of society. Their role is widely recognized and accepted in most parts of the universe. The rapid growth of social organizations (NGO's) has been clearly revealed in a multinational study conducted by Laster Salaman (1984) who finds it as a major economic and social force. The growth rate of social organizations has been phenomenal particularly during the last two decades. The presence of social organizations especially those engaged in developmental initiatives have been strongly felt during these years. In fact the involvement of social organizations in development sector has become indispensable today. It is estimated that about 10% = \$ 8 billion public development aid worldwide is now being routed through social organizations (NGOs). The Indian situation has not been however different. The rate of growth of social organizations in India is faster than ever before. The magnitude of funds, the social organizations in the country handle today, is another index to their growth. The professionalization amongst social organizations in India has demanded attention from all corners of the society. Hence with critical perspective an academic inquiry in the area has become the need of the hour.

SIGNIFICANCE OF THE STUDY

Social organizations NGOs can be studied from many perspectives. They can be studied from process point of view i.e. Genesis, emergence, planning, implementation, evaluations etc. They can be studied from their constituents point of view i.e. human groups of social organizations viz Board of directors, staff, volunteer, clients etc. They can also be studied from evaluation, outcome and impact point of view. From either view the study of social organization has got the supreme significance.

When total monetary and human resources involved in social organizations are huge, it is more pertinent to study social organization from the point of view of their functionaries' beneficiaries and infrastructure. Today we live in consumerist society in which consumer's satisfaction and delight are of tremendous value.

The two consumers (one internal and one external) of NGO's are beneficiaries and functionaries. With these two human groups in the NGOs along with type of infrastructure that they have, decide the presence and future of these NGOs. The beneficiaries of the social organizations are independent variable. It is because of them social organizations exist. Therefore it is essential to understand whether beneficiaries of the social organizations get effective, efficient and quality service or not. It is also essential to understand functionaries who deliver effective, efficient and quality service to the beneficiaries. These functionaries who are involved in the delivery of services constitute core, critical and prime group for the existence of social organization (NGOs). If the functionaries do not deliver the required level of services, the social organizations shall defeat the purpose for which they exist and will not achieve the goals and objectives. The prime question is what can make these functionaries (staff) in social organizations effective, efficient and result oriented. The answer lies in knowledge skill and attitude. Further, answers can also be found in the arena of job satisfaction, job security, quality of work life, involvement of the functionaries etc.

These components of professionalism can definitely make functionaries more effective, efficient and result oriented. Professionally managed social organizations can deliver services to clients keeping following important dimensions in the consideration. (i) Time : How much client can wait? (ii) Timeliness : Will service be performed when promised? (iii) Completeness : Are all items of services included? (iv). Courtesy. Relationship of staff while delivery of services. (v). Consistency: Are the service delivered in the same way for every client and every time for the same-client ? (vi). Accessibility & convenience : Is service easy to obtain? (vii). Accuracy: Is the service performed right and accurate? (viii). Responsiveness: Do functionaries deliver the services quickly and resolve unexpected problem.

The beneficiaries of social organization can get services of above stated dimensions provided, the functionaries (staff) of social organization (NGO's) possesses necessary knowledge, skills, work values, enjoy quality of work life and derive job satisfaction. Further, staff must have involvement in future plans, communication pattern and in creating, positive, conducive climate

In the present LPG era, social organizations can play very vital role. To what extent they have played vital role, and would be playing vital role, depend upon the emerging pattern of relationship between social organizations and government at macro level and between functionaries and beneficiaries at institutional level. Here lies the special need to explore the critical study of relationship between functionary's beneficiaries and infrastructure of social organizations of Gujarat; one of the progressive states of India

Gujarat state has got a rich background of traditional social work. Owing to the hard work, missionary zeal and dedicated efforts taken by the philanthropists and many others, the traditional welfare oriented social work is quite prominent and is still practiced in Gujarat state. Today we find big number of NGOs that have been trying to cater to needs of the various categories of persons who require special kind of services. We have also observed the mushroom growth of NGOs in recent years in Gujarat.

In Gujarat, as on 1st Feb. 2004, the number of NGOs (Charitable societies) registered under the societies Registration Act, 1860 is 39216 and the trusts registered under Bombay Public Trust Act 1950 are 1,44,042. Some positive changes can be observed today in the approach of these NGOs in their services. These organizations are known by some regional characteristics i.e. organizational structure, culture, manpower policy, finance, use of community services, etc, which ultimately determine the quality of services they render. These NGOs need a special kind of intervention, guidance and assistance in implementing their programs. This prepares ground for undertaking a systematic research study.

OBJECTIVE OF THE STUDY

Keeping the broad perspective in mind the study sets forth the following specific objective.

- To understand vision, mission, objective,, activity, programmes and human resource base of social organizations (NGO's) of Gujarat and to review the way social organizations (NGO's) are structured and the role, relationship amongst functionaries and beneficiaries.
- To study the level of knowledge, skills, attitude, work values and job satisfaction of functionaries of social organizations (NGO's) and their association with age education experience, income.
- To obtain socio-economic profile of functionaries and as well as beneficiaries of social organizations.
- To study views of beneficiaries on the services delivered by functionaries of the social organization (NGO's).
- To suggest appropriate strategies and approaches to strengthen their competence for quality service.

RESEARCH DESIGN

The primary purpose of the study is to establish the association between the functionaries and beneficiaries regarding quality of services as perceived by them. This being a descriptive study, its basic thrust is to explore and gain an insight in to the some basic concepts regarding functionaries of the organizations with a view to formulating more precise research questions for in depth investigations and to give some strategies action plan and guide line to the functionaries in their approach towards becoming effective in the NGOs. In Gujarat NGOs vary in status, size and scale. Some are having status of being local, regional, and national including the branches of international voluntary organizations working in the various sectors.

SCOPE OF THE STUDY

The main focus of the study is on the functionaries and beneficiaries of NGOs working for development issues from Gujarat state. Since the study is explorative cum descriptive it has null hypothesis. The NGOs which are educational institutions, hospitals and working with children are not covered in the study. However, Mahila Mandal, Youth organizations, social welfare agencies, action groups etc have been covered under the study. The study covers the NGOs working in the most of the districts of the Gujarat.

An intensive preliminary preparation is done keeping in mind the following prerequisites of the study: (i). To ascertain the scope of conducting such study in various districts of Gujarat. (ii). To prepare a comprehensive list of NGOs of Gujarat and to decide upon the sampling procedure. (iii). To identify and decide upon the sources tools and techniques of data collection. As a part of preliminary investigation, researcher has contacted office of assistant Charity Commissioner, Vadodara; Department of women and child development, Gandhinagar and Janpath. Federation of NGOs of Gujarat, Ahmedabad with a view to get an idea about the NGOs of Gujarat and select a list of NGOs functioning in various regions and districts of Gujarat.

SOURCES OF DATA

Data for present study are obtained from two sources : i). Secondary data in form of documents available in the organizations related to their objectives, programs, facilities and contributions. ii). Primary data in the form of responses from the functionaries and beneficiaries of the NGOs as the representatives, are collected with the help of the questionnaire.

SAMPLING

A list of district wise NGO's working in 25 districts was collected from various sources. The list was very exhaustive and was difficult to locate the NGOs functioning. It is learnt that most of them have closed down after few years, some of them have disappeared and some of them have restricted their activities. The researcher has approached the government offices, NGOs, federation and well-known experts and resource person to prepare final list of NGOs working in various district for the purpose of the study.

SELECTION OF THE NGOS

The selection of the NGOs is done keeping the four criteria's in mind : 1). NGOs is registered and functioning during the study period. 2). NGOs having the work experience of a minimum of five years after the registration. 3). Those NGOs which are consistent in their work. 4). Those NGOs which have contributed to social welfare, development and empowerment of women youth and dalits of Gujarat state. Taking these factors into consideration, 29 NGOs from most of the districts of four regions of Gujarat are finally selected with the help of purposive sampling method. The brake up of these regions are as follows: South Gujarat five NGOs, North Gujarat eight NGOs, Central Gujarat six NGOs and Saurashtra ten NGOs for the final selection of NGOs, factors like maximum years of service, maximum contribution, and relative consistently in their services, their consent for the study etc are taken into consideration. Considering the total number of NGOs, and their coverage in different regions, the number of NGOs under the study from Ahmedabad, Vadodara, Surat and Bhavnagar are more than one, maximum up to five. Thus, 29 NGOs are selected for the study.

SELECTION OF THE RESPONDENTS

The functionaries and beneficiaries are the respondents for the study for collecting primary data. Ten Functionaries and 20 beneficiaries from each (NGOs) Social Organizations are selected as a representative sample on the basis of random method. The office staffs, administrative staff are not treated as functionary. Those staff members who are directly connected with beneficiaries for the delivery of the services are considered as functionaries. The above mention criteria has given the following sample size; **29 Social Organizations;(NGOs) 290 functionaries and 580 beneficiaries.**

Tools of data collection

A structured questionnaire is formulated to collect data both from functionaries and beneficiaries. Standardized scales prepared by Prof. T. V. Rao , Prof. Uma Jain and Prof. C.N. Daftuar are used.

The standardized scale prepared by Prof. C. N. Daftuar is used to measure job satisfaction of the functionaries of the NGO which has got the following components. 1). Creativity 2). Opportunity of growth and development 3). Decision making power 4). Job security 5). Remuneration 6). Working condition 7). Interpersonal relationship 8). Favourable working condition 9). Recognition to work 10). Discrimination of power 11). Work as a whole 13). Organisation as a whole.

The Quality of work life component of questionnaire includes following items.

Leader ship, Response from boss/head, Confidence in leader, Relation ship fostered by leader ship, Co operation, Employees initiative, Coordination of routine information, Exchange of important information, Sharing sense of purpose & vision, Employees participation, Response to change, Advancement of equipments, Usefulness of equipment, Maintenance of equipments, Training & development, Participation in establishing training goals & objectives, Availability of time to learn, Collection of information about progress, Employees collaboration, Change, Facility provided, Safety, Reward.

Some of the significant components of the questionnaires are, professional knowledge, skill base and code of conduct as presented by Charles Zastrow (1990) in his book "Introduction to Social Welfare". The Professional knowledge base is categorized into three broad areas: Knowledge about a specific practice field, Knowledge about a specific agency and Knowledge about each client. An elaborate list of 24 skills as developed by B. L. Baer and R. Federico and summary of major principles stated in NASW Code of Ethics are also considered in the formulation of the questionnaire. The professional attitude, value and work values components of questionnaire are the inventory prepared by Prof. T. V. Rao which are as follows :

1). Empathy & understanding 2). Positive & helpful attitudes to others 3). Faith in people & their competencies 4). Introspective attitude(a tendency to reflect about one's own self, strength & weaknesses) 5). Openness (open to other's suggestions & likes to be open in expressing his own views) 6). Interpersonal trust 7). Pro-activity 8). Respect for others 9). Self-confidence & faith in one's own competencies 10). Sense of responsibility 11). Sense of fairness (constant desire for objectivity & not being impressionistic) 12).Self-discipline (a desire to set examples).

13) Honesty (a desire to be sincere & honest) 14) Willingness to experiment 15). Learning orientation (a tendency to treat every experience as a learning opportunity) 16). Perseverance (not giving up easily in the event of difficulties) 17). Work motivation (a desire to be involved & work hard for the agency) 18) Super ordination (an attitude that he is working for larger goals) 19) Empowering attitude (a tendency to respect others & willingness to empower them not being over concern about his personal power base) 20) Stress tolerance (ability to cope with stress frustration hostility & suspicion)

Elaborated list of work values developed by Prof. T. V. Rao is also taken as one of the components of questionnaire. The list is as follows : 1). Have a positive attitude towards work. 2). Desire to be sincere & honest. 3). Believe in confidentiality & have faith in the work. 4) Try to be punctual in the work. 5) Sense of responsibility is important in the work 6). A need for commitment & dedication for work. 7) Innovation & experimenting are required in the work. 8. Unbiased attitude towards work. 9). Allowing others to share their ideas, opinions, feelings regarding work, 10). Boosting employee morale. 11). Believe in discipline in the work. 12). Have a tendency to treat & consider every experience as a valuable learning opportunity. 13) Believe & have faith in the competence of others as well as in one's own self. 14). Creativity in the work is required. 15). Aim at organizational goals & work hard for it. 16). Learning from the past mistakes & avoiding them in future is required. 17). Self-motivation & motivating others to work hard is required 18). Keeping & maintaining a proactive attitude while working. 19). Having respectful & helpful attitude & a feeling of empathy towards others. 20) Maintaining healthy professional relationship in the need of the hour 21). Value human relations. 22) A need of good group living.

The questionnaire for the collecting data from beneficiaries is formulated on the basis of the ten factors identified Parusraman (1985) which significantly influence perception of quality in services. This 10 factors are (i). Responsiveness (ii). Competence (iii). Courtesy (iv) Creditability (v). Sensitivity (vi). Access (vii). Security (viii) Physical Appearance (ix). Reliability (x). Communication.

The Profile of the (NGOs) Social Organizations is prepared with the help of interview schedule and secondary data of various Social Organizations. Each of the variables are analyzed and interpreted on 5-point scale. After the questionnaire was prepared, pre testing was done in order to ensure against difficulties of comprehension & ambiguities of questions. Five respondents of local NGOs had been contacted for data collection for this purpose. Responses had been coded & a preliminary analysis had been done to see whether the questionnaire would yield required data. The necessary changes were done in the questionnaire accordingly. As questionnaire was first formulated in English language & then it was converted into Gujarati language, "re-reliability test" was conducted with the help of respondents of local NGOs. The result of this test was 0.06.

METHOD OF DATA COLLECTION

The questionnaire is mainly used for the collection of primary data from the responding organizations, which consisted of many items. The questionnaire for functionaries includes background information, responses on skills, knowledge, attitude, work-values, quality of work life, job satisfaction, code of conduct, etc. The questionnaire for the beneficiaries consisted of background information & their views on quality services delivered by the functionaries of the NGOs. At the outside selected NGO's were contacted through letters, telephones and their consent was taken. This made it easy for the researcher to collect the data he wanted. The researcher got an opportunity to meet some of the functionaries and beneficiaries of the NGOs during data collection. It was a very helpful exposure to observe many situations at work of NGOs.

DATA COLLECTION AND REFERENCE PERIOD

Data collection was an important & rich experience in the whole of the research process. It was stretched out for 8 months from Feb 2003 to Dec.2003. Since the NGOs are scattered all over the Gujarat, traveling took quite a lot of time & effort. Once NGOs had been selected, the researcher had sought prior permission from the authorities through letters & telephones.

This approach was found to be very useful & practical, as the organizational authorities were well informed of the purpose of the study & well assured of its academic & confidential nature. Despite various difficulties, this experience was very enriching & rewarding in terms of understanding the various aspects of functionaries & beneficiaries of NGOs

EXPERIENCE OF RESEARCHER DURING DATA COLLECTION

- Many respondents felt the questionnaire to be very long and took a lot of time in returning it.
- Since the study was conducted in entire Gujarat it was very difficult to take appointments and match with timings of agency contact persons, functionary and respondents.

TREATMENT OF DATA

Collected data have been computerized using percentage analysis and chi-square and presented in form of bivariate tables

LIMITATIONS

No research is without limitations. This one is no exception. Some of the limitations are. This study is limited to only some NGO's of Gujarat. Further NGOs working with women, youths and dalits are only selected therefore its conclusions cannot be generalized.

2.16 PRESENTATION OF REPORT

CHAPTER 1-INTRODUCTION

CHAPTER 2-RESEARCH METHODOLOGY

CHAPTER 3-AN OVERVIEW OF LITERATURE

CHAPTER 4- DATA ANALYSIS

CHAPTER 5- FINDINGS, CONCLUSIONS AND SUGGESTIONS
IMPLICATIONS OF STUDY AND ACTION PLAN.

APPENDIX

FINDINGS, CONCLUSIONS AND SUGGESTIONS

This chapter deals with the major findings, conclusions and suggestions based on analyzed data. The respondents covered in the study are functionaries working in 29 NGOs of Gujarat and Beneficiaries who have availed the services of these NGOs. At the outset the findings regarding responses of functionaries on various parameters are presented and later the findings regarding beneficiaries views on the way in which services are delivered and the way in which services are perceived are presented.

The general information about NGOs under the study is indicating of the fact that the selected NGOs have got immense historical linkages. The five NGOs of the studies are in operations before fifty years. These institutions are . Jyoti Sangh-1934, Bhavnagar Mahila Mandal –1930, Bhimani Khadi Mandal and Gram Udyog Mandir, Gadhada –1948. Two NGOs emerged during 1960's, Six NGOs have been established during 1970's, Eleven NGOs and Two NGOs have been established during 1980's and 1990's. 1991 to 1995 is the period during which Four NGOs have been established.

SOCIO-PERSONAL PROFILE OF THE FUNCTIONARIES

- It is found that 28.28% (82) respondents are in the age group of 26 to 30 years. Only 2.41% (7) of the respondents are in the age group of 56 and above. 15 to 20 and age group each. 43.45% (126) of the respondents are male and 164 (56.55%) of the respondents are female. 56.55% (164) of the respondents belong to Joint Family while, 43.45% (126) of the respondents belongs to Nuclear Family.
- 69.31% (201) respondents are married and 21.38% (62) respondents are unmarried.
- 2.76% (8) of the respondents are divorce, 1.03% (3) of the respondents are staying separately, 1.38% (4) of the respondents are widow / widower. Majority of the respondents are married. 56.55% (164) are from General Category and 18.97% (55), 12.41% (36), 12.07% (35) are from Schedule Caste, Scheduled Tribes and OBC category respectively. 31.38% respondents are from Scheduled Caste and Scheduled Tribes. 83.0% (241) are Hindu religion. Respondents from Muslim and Christian religion are 8 (2.76%) and 17 (5.86%) respectively.

- 37.93% (110) respondents have got education up to HSC 34.83% (101) respondents have got post graduation and 19.31% (56) of the respondents have been graduates
- The percentage of respondents from Social Work, Social Sciences, Home science, Administration and Rural studies categories are 25.86% (75), 25.86% (75), 5.86% (17), 0.69% (2), 1.72% (5) respectively
- Social worker, coordinator and field worker constitute 61.38% of the respondents. Social worker alone constitutes 27.24% (79) of the respondents. 8.97% (26), 7.59% (22) and 5.17% (15) of the respondents have designations as out reach worker, counselor and community organizer respectively
- 14.83% (43) of the respondents are from Kanuni Sahay Kendra. Women sections include 11.72% (34) respondents. Aids projects have got 6.21% of the respondents. Rural development, self help group have got 7.24% (21), 7.93% (23) of the respondents respectively.
- 28.62% (83) respondents get income in the bracket of 0– 1500 income per month 32.76% (95) of the respondents get income in the bracket of 1501–3000 per month. It can also be noted that only 7.24% (21) of the respondent's income is more than 7501 per month. Rests of them are in the income bracket of 3001 – 7500 per month
- 30.34% (88) of the respondents have acquired 0–two years of experience of working in the NGOs, while 58.97% (171) respondents have got experience of 3–15 years of experience. Number of respondents having experience of more than 20 years are 5.17% (15)
- 57.58% (167) of the respondents work with women beneficiaries. While 22.41% (65) and 20.01% (58) of the respondents have expressed the fact that their beneficiaries are youth and dalits respectively
- 22.07% (64) of Functionary's nature of work is in the area of treatment. Only 2.07% (6) of the respondents have begun to work with beneficiaries with the objective of protection and promotion of the human rights.
- 26.55% (77), and 19.32% (56) of the total respondents have been engaged in the work of Economic, Vocational guidance and Personality development respectively 7.58% (22) and 9.65% (28) have got work assignments in the area of human rights and health related issues.

Professional Knowledge

- It is found that 47.22% (51) respondents below the age of 25 years and 52.78% (57) above the age of 25 years are in the low category of the professional knowledge. While, 48.90% (89) respondents below the age group of 25 years and 51.10% (93) respondents of above the age of 25 years are in the high category of professional knowledge.
- 61 (56.48%) of respondents having education below HSC and 43.52% (47) of the respondents having education above the HSC are in the category of low level professional knowledge, while 40.66% (74) respondents having education below HSC and 59.34% (108) of the respondents who are above HSC i.e. Graduate and Post Graduates and Diploma holders are in the category of high level of professional Knowledge.
- 53.70% (58) respondents have less than two years of experience and 46.30% (50) respondents of more than two years of experience in the low level of category of professional knowledge, while 56.04% (102) having experience of less than two years and 43.96% (80) of respondents having more than two years of experience are in high level of category of professional knowledge.
- 73.15% (79) respondents having income below the Rs.1500 and 26.85% (29) of the respondents having income above the 1500 Rs are in the category of low level of professional knowledge and 53.30% (97) of respondents having income below the Rs 1500 and 46.70% (85) of the respondents having income above Rs.1500 are in high category of professional knowledge.

Knowledge about specific agency

- It is found that 23.57% (33) and 76.43% (107) of respondents below 25 years of age have low and high level of knowledge about specific agency respectively, and 27.33% (41) and 72.67% (109) of respondents of above 25 years of age have low and high level of knowledge about specific agency respectively.
- 16.13% (25) of the respondents having education above HSC have low level of knowledge while 83.87% (130) of the respondents have high level of knowledge regarding specific agency.

- 47.30% (35) of respondents having less than two years of experience and 52.70% (39) having more than two years of experience reveal low level of knowledge while 57.87% (125) respondents of less than two years of experience and 42.30% (91) respondents of more than two years of experience have high level of knowledge about the specific agency.
- 78.38% (58) respondents of below Rs.1500 income and 21.62% (16) respondents having more than Rs.1500 income have low level of knowledge about the specific agency. While, 54.63% (118) of below Rs.1500 income and 45.37% (98) above Rs.1500 income of respondents have high level of knowledge about their agency.

Knowledge about the clients

- It is found that 43.37% (36) respondents below the age of 25 years and 56.63% (47) of the respondents of above the age of 25 years are in the category of low level of knowledge about the client and 50.24% (104) respondents below the age of 25 years and 49.76% (103) respondents above the age of 25 years are in the category of high knowledge about the clients.
- 61.45% (51) of respondents having education below HSC and 38.55% (32) of respondents having education above HSC are in the category of low level of knowledge about the client. Moreover, 40.58% (84) of respondents having education below HSC and 59.42% (123) of respondents having above HSC are in the category of high level of knowledge about the client.
- 54.22% (45) of the respondents having less than two years of experience and 45.78% (38) having more than two years of experience have got low level of knowledge about the client, while 55.56% (115) of respondents having less than two years of experience and 44.44% (92) having more than two years of experience have got high level of knowledge about the clients.
- 56.04% (116) of respondents having income up to Rs.1500 and 43.96% (91) respondents having income of more than Rs.1500 per month have high level of knowledge about the clients and 72.29% (60) of the respondents have below income of Rs.1500. 27.71% (23) of respondents having more than Rs 1500 income per month have low level of knowledge about the clients.

Skills

- It is found that from the respondents with less than 25 years of age, 20.71% (29) have low level of skills and 79.29% (111) have high level of skills while, from the respondents having more than 25 years of age, 22.67% (34) have low level of skills and 77.33% (116) have high level of skills
- It is found that from the respondents having education below HSC, 29.63% (40) have low level of skills and 70.37% (95) have high level of skills while, from the respondents having education above HSC, 14.84% (23) have low level of skills and 85.16% (132) have high level of skills.
- It is found that 19.38% (31) respondents have low level of skills and 80.63% (129) respondents have high level of skills from the respondents of less than two years of experience while, 24.62% (32) respondents have low level of skills and 75.38% (98) have high level of skills from the respondents of more than two years of experience respectively.
- 85.71% (54) of the respondents below the income of Rs 1500 and 14.29% (9) of the respondents above the income of Rs 1500 have low level of skills while, 53.74% (122) from below Rs.1500 income and 46.26% (105) respondents of above Rs. 1500 income per month have high level of skills.

Professional Attitudes and Values

- It is found that 46.77% (29) respondents of below the age of 25 years and 53.23% (33) respondents of above the age of 25 years, are in the low level of the professional attitudes and values while, 48.68% (111) respondents of below the age group of 25 years and 51.32% (117) respondents of above the age of 25 years are in the high level of professional attitudes and values.
- 70.97% (44) of the respondents of below HSC and 29.03% (18) of respondents above HSC are in the category of low level of professional attitudes and values, while 60.09% (137) of respondents having above HSC education and 39.91% (91) of the respondents who are below the HSC have high level of professional attitudes and values.

- 48.39% (30) of respondents having experience of two years and 51.61% (32) of respondents having experience of more than two years have low level of professional attitudes and values while, 57.02% (130) of the respondents having less than two years of experience and 42.98% (98) of respondents having more than two years of experience have high level of professional attitudes and values
- 28.98% (51) & 71.02% (125) of respondents having income of Rs.1500 have low and high level of skills respectively. 9.65% (11) & 90.35% (103) of respondents from above Rs. 1500 income per month possess low and high level of professional attitudes and values respectively

Work Values

- It is found that 47.23% (111) respondents of less than 25 years of age and 52.77% (124) respondents of the more than 25 years of age have high level of work values, while 52.73% (29) respondents of less than 25 years of age and 47.27% (26) respondents of more than 25 years of age have low level of work values
- 74.07% (100) and 25.93% (35) of respondents below the HSC have high and low level of work values respectively while, 12.90% (20) and 87.10% (135) of respondents above HSC have low level of work values
- 56.60% (133) respondents of less than two years of experience and 43.40% (102) of respondents of more than two years of experience have high level of work values. While, 27 (49.09%) of respondents having less than two years of experience and 50.91% (28) respondents of more than two years of experience have low level of work values.
- 23.64% (13) of respondents having more than Rs.1500 income per month and 76.36% (42) of respondents having less than income of Rs.1500 have low level of work values While, 43.98% (101) respondents having income of more than Rs.1500 and 57.02% (134) respondents having less than Rs.1500 income have high level of work values.

Quality of Work life

- It is found that 46.34% (114) respondents below the age of 25 years and 53.66% (132) respondents above the age of 25 years felt that their quality of work life is low, while only 59.09% (26) of respondents below the age of 25 years and only 40.91% (18) of respondents above the age of 25 years felt that their quality of work life is high
- 45.12%(111) respondents below the education of HSC and 54.88%(135) respondents above the education of HSC are of view that their quality of work life is low, while only 54.55% (24) of respondents below the HSC and only 45.45% (20) of respondents above the HSC felt that their quality of work life is high
- 53.25% (131) respondents having less than two years of experience and 46.75% (115) respondents having more than two years of experience felt that their quality of work life is of low level while, only 65.91% (29) of respondents below the experience of two years and only 34.09% (15) of respondents above the experience of more than two years felt that their quality of work life is high.
- 58.54%(144) respondents of less than Rs 1500 income and 41.46% (102) of respondents having more than Rs.1500 income have felt that their quality of work life is of low level. While, 72.73% (32) respondents having income of less than Rs 1500 and only 27.27% (12) of respondents having more than Rs 1500 income felt that their quality of work life is of high level.

Physical Conditions and Infrastructure

Physical conditions and the infrastructure of the NGOs grow with the growing scope, area and activities of the NGOs. Broadly speaking there are four distinct components of infrastructural resources – buildings, equipment, vehicles and power (in the forms of electricity, water and telecommunications). It is difficult to arrive at their relative share/proportion/significance in the totality of infrastructure in relations to NGOs. As far as buildings, equipment, mobile fleet (van, jeeps, three wheelers, motorcycles, moped bicycles, power and telecommunication appliances are concerned, majority of the NGOs have access to these infrastructural resources. However, the proportion and number again have depended upon the activities, area of operations and number of functionaries specially supervisors and workers in the NGOs

- It is found that 50.00% (52) of the respondents below the age of 25 years and above the age of 25 years i.e. all 104 respondents felt that their satisfaction on physical conditions of the NGOs is of high level, while 47.31% (88) of the respondents below the age of 25 years & 52.69% (98) respondents above the age of 25 years felt that their satisfaction on physical conditions of the agency is of low level.
- 68.15% (92) of the respondents who are below HSC, have low satisfaction and 31.85% (43) of the respondents of above HSC, have high satisfaction on physical conditions of the agency
- 50.54% (94) respondents having less than two years of experience and 49.46% (92) respondents having more than two years of experience have low satisfaction on physical conditions, while, 63.46% (66) of respondents having less than two years and 36.54% (38) of respondents having more than two years of experience have high satisfaction on physical conditions of the agency.
- 61.93% (109) respondents of less than Rs. 1500 income per month have low satisfaction and 38.07% (67) of them have high satisfaction on physical conditions of the agency while, 32.46% (37) respondents of more than Rs. 1500 income per month have high satisfaction and 67.54% (77) of them have low satisfaction on physical conditions of the agency.

Social Security

- It is found that 51.19% (43) of the respondents below 25 years of age and 48.81% (41) of the respondents above 25 years have high degree of social security while, 47.09% (97) of the respondents below the age of 25 and 52.91% (109) of the respondents above the age of 25 years have low degree of social security.
- 74.81% (101) and 25.19% (34) of the respondents who are below HSC have low and high level of social security respectively. While, 67.74% (105) and 32.26% (50) of respondents above HSC have low and high level of social security
- 53.40% (110) respondents having less than two years of experience and 46.60% (96) respondents having more than two years of experience have low level of social security while, 59.52% (50) of respondents having less than two years and 40.48% (34) of respondents having more than two years of experience felt that they have high level of social security.

- 63.11%(130) respondents having income less than Rs.1500 per month and 36.89%(76) respondents having more than Rs.1500 per month income have low level of social security and 54.76% (46) respondents having less than Rs 1500 per month income and 45.24% (38) respondents having more than Rs 1500 income have high level of social security.

Future Plan

- It is found that 54.17% (52) respondents below the age of 25 years and 45.83% (44) respondents above the age of 25 years have negative orientation about the future plan of the agency, while, 45.36% (88) of the respondents below the age of 25 years and 54.64% (106) of respondents above the age of 25 years have positive orientation about the future plan of the agency.
- 43.30% (84) of the respondents having education up to 12th std. and 56.70% (110) of the respondents having education above 12th std. have positive orientation about the future plan of the agency, and 53.13(51) of the respondents having education up to 12th std. and 46.88% (45) of the respondents having education above 12th std. have negative orientation about the future plan of the agency.
- 59.38% respondents having experience of less than two years and 40.63% of the respondents having experience of more than two years have positive orientation about the future plan of the agency. While, 53.09% of the respondents having experience of less than two years and 46.91% of respondents having experience of more than two years have positive orientation about the future plan of the agency.
- 69.79%(67) respondents having income up to the Rs.1500 and 30.21% (29) of the respondent having income of above Rs.1500 have negative orientation about the future plan of the agency. 56.19% (109) of the respondents having income up to Rs.1500 and 43.81% (85) of respondent having income of above Rs.1500 have positive orientation about the future plan of the agency.

Job Involvement

- It is found that 55.00% (44) respondents below the age of 25 years and 45.00% (36) respondents above the age of 25 years have low level of Job involvement in the agency, while, 45.71% (96) of the respondents below the age of 25 years and 54.29% (114) of respondents above the age of 25 years have high level of Job involvement of the agency.
- 44.76% (94) of the respondents having education up to 12th std and 55.24% (116) of the respondents having education above 12th std have high level of Job involvement in the agency, and 51.25% (41) of the respondents having education up to 12th std. and 48.75% (39) of the respondents having education above 12th std. have got low level of Job involvement in the agency.
- 58.75% respondents having experience of less than two years and 41.25% of the respondents having experience of more than two years have felt that their Job involvement in the agency is of low level while, 53.81% of the respondents having experience of less than two years and 46.19% of respondents having experience of more than two years have felt their Job involvement in the agency is of high level.
- 65.00%(52) respondents having income up to the Rs.1500 and 35.00%(28) of the respondent having income of above Rs.1500 have low level of Job involvement in the agency. 59.05%(124) of the respondents having income of Rs.1500 and 40.95% (86) of respondent having income of above Rs.1500 have felt that their Job involvement in the agency is of high level.

Communication Level

- It is found that 48.33%(29) respondents below the age of 25 years and 51.67% (31) respondents above the age of 25 years have low level of Communication in the agency, while, 48.26% (111) of the respondents below the age of 25 years and 51.74%(119) of respondents above the age of 25 years have high level of Communication in the agency

- 41.74%(96) of the respondents having education up to 12th std and 58.26%(134) of the respondents having education above 12th std have high level of Communication in the agency, while 65.00% (39) of the respondents having education up to 12th std. and 35.00% (21) of the respondents having education above 12th std have low level of Communication in the agency
- 60.00% respondents having experience of less than two years and 40.00% of the respondents having experience of more than two years have felt that their Communication in the agency is of low level while, 53.91% of the respondents having experience of less than two years and 46.09% of respondents having experience of more than two years have felt their Communication in the agency is of high level.
- 69.33% (41) respondents having income up to the Rs.1500 and 31.67% (19) of the respondent having income of above Rs 1500 have low Communication level of the agency. 58.70% (135) of the respondents and 41.30% (95) of respondent having income less than Rs 1500 per month have felt that their involvement in the Communication of the agency is of high level of the agency

Involvement in Development Processes

- It is found that 70.13% (54) respondents below the age of 25 years and 29.87% (23) respondents above the age of 25 years have low level of involvement in the development process of the agency, while, 61.50%(131) of the respondents below the age of 25 years and 38.50% (82) of respondents above the age of 25 years have high level of involvement in the development process of the agency.
- 59.15%(126) of the respondents having education up to 12th std and 40.85% (87) of the respondents having education above 12th std have got high level of involvement in the development process in the agency, and 28.57% (22) of the respondents having education up to 12th std. and 71.43% (55) of the respondents having education above 12th std have got low level of involvement in the development process in the agency
- 50.65% respondents having experience of less than two years and 49.35% of the respondents having experience of more than two years have felt that their involvement in the development process in the agency is of low level while, 60.56% of the respondents having experience of less than two years and 39.44% of respondents

having experience of more than two years have felt their involvement in the development process of the agency is of high level.

- 44.16%(34) respondents having income up to the Rs 1500 and 55.84%(43) of the respondent having income of above Rs 1500 have low level of involvement in the Development process of the agency 43.19% (92) of the respondents having income of Rs 1500 and 56.81% (121) of respondent having income of Rs.1500 have felt that their involvement in the development process of the agency is of high level

Organizational Climate

- It is found that 63.25% of the respondents below the age of 25 years and 36.75% above the age of 25 years felt that they have high level of understanding of Organizational climate.
- 58.55%(137) of the respondents having education up to 12th std. and 41.45% (97) of the respondents having education above 12th std have got high level of understanding of the organizational climate of the agency, and 73.21%(41) of the respondents having education up to 12th std. and 26.79% (15) of the respondents having education above 12th std. have got low level of understanding of the organizational climate of the agency.
- 66.07% respondents having experience of less than two years and 33.93% of the respondents having experience of more than two years have low level of the understanding regarding organizational climate in the agency while, 55.98% of the respondents having experience of less than two years and 44.02% of respondents having experience of more than two years have high level of understanding regarding organizational climate of the agency.
- 55.36%(31) respondents having income up to the Rs.1500 and 44.64%(25) of the respondent having income of above Rs.1500 have low level of understanding of organizational climate of the agency while 40.60%(95) of the respondents having income below Rs.1500 and 59.40%(139) of respondent having income Rs.1500 have high level of understanding of organizational climate of the agency

JOB SATISFACTION

Creativity

- It is found that 79.46%(147) of the respondents below the age of 25 years have low degree of creativity, while only 20.54% (38) of the respondents of the same age group have high degree of creativity.
- It is found that respondents who are below HSC Education, 80.34%(143) of them have low level of creativity and 19.66% (35) of them have high level of creativity, while respondents who are above HSC education, 87.50% (98) of them have low level of creativity and only 12.50% (14) respondents have high level of creativity
- 56.43%(136) respondents having less than two years of experience and 43.57%(105) respondents having more than two years of experience have low level of creativity while, 65.31% (32) of respondents having less than two years and 34.69% (17) of respondents having more than two years of experience have high level of creativity.
- 63.49% (153) respondents having income of less than Rs. 1500 and 36.51% (88) respondents having more than Rs. 1500 income per month have low level of creativity and 69.39% (34) respondents having less than Rs. 1500 income per month and 30.61% (15) respondents having more than Rs. 1500 income per month have high level of creativity.

Opportunity for Growth and Development

- It is found that 76.47%(52) of the respondents below the age of 25 years and 23.53% (16) of the respondents above the age of 25 years have high level of opportunity for growth and development in the agency while, 59.91%(133) of the respondents below the age of 25 years and 40.09% (89) of the respondents above the age of 25 years have low level of opportunity for growth and development in the agency.
- 57.21%(127) respondents having education up to 12th Std. have low level of opportunity for growth and development in the organization while, 42.09%(95) of the respondents having education above 12th std. have low level of opportunity for growth and development.

- 57 66%(128) respondents having less than two years of experience and 42 34%(94) respondents having more than two years of experience have low level of opportunity for growth and development while, 40 (58 82%) of respondents having less than two years and 41 18% (28) of respondents having more than two years of experience have high level of opportunity for growth and development
- 63 96%(142) respondents having income of less than Rs 1500 and 36.04%(80) respondents having more than Rs 1500 income per month have low level of opportunity for growth and development.

Decision Making Power

- It is found that 65 71% (46) of the respondents below the age of 25 years and 34.29% (24) of the respondents above the age of 25 years have high degree of decision making power in the agency while, 63 18%(139) of the respondents below the age of 25 years and 36.82% (81) of the respondents above the age of 25 years have low degree of decision making power in the agency.
- It is found that the 58.18%(128) respondents who are below the 12th Std. education and 41.82%(92) respondents who are above the 12th Std education have low degree of decision making power and 58.57%(20) respondents of above 12th Std. education and 71.43%(50) respondents below the 12 std. education have high degree of decision making power in the agency
- 55.91%(123) respondents having less than two years of experience and 44 09%(97) respondents having more than two years of experience have low degree of decision making power while, 64.29%(45) of respondents having less than two years and 35.71%(25) of respondents having more than two years of experience have high degree of decision making power.
- 65.00%(143) respondents having income of less than Rs 1500 and 35 00%(77) respondents having more than Rs. 1500 income per month have low degree of decision making power and 77.14%(54) respondents having less than Rs. 1500 income per month and 22.86%(16) respondents having more than Rs. 1500 income per month have high degree of decision making power.

Job Security

- It is found that 66.67%(58) respondents below the age of 25 years and 33.33%(29) of the respondents above the age of 25 years have high level of Job security while, 62.56% (127) of the respondents below the age of 25 years and 37.44%(76) respondents above the age of 25 years have low level of Job security
- 60.59% (123) respondents who are below the 12th Std and 39.41% (80) respondents who are above the HSC have low level of Job security and 63.22% (55) respondents of above 12th Std. and 36.78% (32) respondents below the 12 std have high level of Job security in the agency
- 55.67% (113) respondents having less than two years of experience and 44.33%(90) respondents having more than two years of experience have low level of Job security while, 63.22% (55) of respondents having less than two years and 36.78%(32) respondents having more than two years of experience have high level of Job security.
- 63.05% (128) respondents having income of less than Rs 1500 and 36.95%(75) respondents having more than Rs. 1500 income per month have low level of Job security and 66.67%(58) respondents having less than Rs 1500 income per month and 33.33% (29) respondents having more than Rs. 1500 income have high level of Job security.

Remuneration

- It is found 63.10%(106) respondents of below 25yrs of age and 36.90%(62) of above 25yrs of age have low level of Job satisfaction, while only 65.57%(80) respondents of below 25yrs of age and 34.43%(42) of above 25yrs of age have high level of job satisfaction.
- 42.26%(71) respondents of above HSC education and 57.74%(97) respondents of below HSC education have low level of job satisfaction while 67.21%(82) respondents of below HSC education and 32.79%(40) respondents of above HSC education have high level of job satisfaction in relation to remuneration

- 59.52%(100) of respondents having less than two years of experience and 40.48%(68) respondents having more than two years of experience have low level of job satisfaction while, 6.56%(69) of respondents having less than two years of experience and 43.44%(53) of having more than two years of experience respondents have high level of job satisfaction in relation to remuneration.

Working Condition

- It is found that 68.70%(79) of the respondents below the age of 25 years and 31.30%(36) of the respondents above the age of 25 years have high level of job satisfaction while, 60.57%(106) of the respondents below the age of 25 years and 39.43%(69) of the respondents above the age of 25 years have low level of job satisfaction in terms of working conditions of the agency
- 64.57%(113) respondents from below the HSC education and 35.43%(62) respondents from above the HSC have low level of job satisfaction in relation to working condition and 56.52%(65) respondents of above HSC and 43.48%(50) respondents below the HSC education have high level of job satisfaction in relation to working condition of the agency.
- 52.57% (92) respondents having less than two years of experience and 47.43%(83) respondents having more than two years of experience have low level of Job satisfaction in relation to working condition of the agency while, 66.09%(76) of respondents having less than two years and 33.91%(39) of respondents having more than two years of experience have high level of Job satisfaction in relation to working condition of the agency.

Interpersonal Relationship

- It is found that 62.27%(137) respondents of below the age of 25 years and 37.73%(83) of above the age of 25 years have low level of Job satisfaction. While only 68.57%(48) respondents of below the age of 25 years and 31.43%(22) of above the age of 25 years have high level of job satisfaction in relation to the interpersonal relationship.

- 61.36% (135) respondents of below the HSC education and 38.64%(85) respondents of above the HSC education have low level of job satisfaction while 61.43%(43) of below the HSC education of respondents and 38.57%(27) of above the HSC education have high level of job satisfaction in relation to interpersonal relationship.
- 55.00%(121) of respondents of A group (less than two years of experience) and 45.00%(99) respondents are of B group (more than two years of experience) revealed that their job satisfaction in relation to Interpersonal relationship is of low level while, 68.57%(48) of respondents of A group (less than two years of experience) and 31.43%(22) of B group (more than two years of experience) of respondents have revealed that their job satisfaction in relation to interpersonal relationship is of high level
- As far as respondents of A group (less than Rs 1500 per month income) are concerned, 75.00%(147) have got low level of job satisfaction and 25.00%(49) of them have got high level of job satisfaction in relation to interpersonal relationship, While, the respondents of B group (more than Rs 1500 per month income) are concerned, 77.66%(73) of them have low level of job satisfaction and 22.34%(21) have high level of job satisfaction in relation to interpersonal relationship.

Favourable Working Condition

- It is found that 66.22%(49) of the respondents below the age of 25 years, and 33.78%(25) of the respondents above the age of 25 years have high level of Job satisfaction in relation to favourable working condition while, 62.96%(136) of the respondents below the age of 25 years and 37.04%(80) of the respondents above the age of 25 years have low level of Job satisfaction in relation to favourable working condition.
- 60.59%(123) respondents who are below the 12th Std and 40.29%(87) respondents who are above the 12th Std. have low level of Job satisfaction in relation to favourable working conditions and 66.22%(49) respondents of above 12thStd. Education and 38.78%(25) respondents below the 12th std have high level of Job satisfaction in relation to favourable working conditions in the agency.

- 60.19 (130) respondents having less than two years of experience and 39.81% (86) respondents having more than two years of experience have low level of Job satisfaction in relation to favourable working conditions of the agency while, 51.35% (38) of respondents having less than two years and 36.48% (8) of respondents having more than two years of experience have high level of Job satisfaction in relation to favourable working condition of the agency
- 64.81%(140) respondents having income of less than Rs 1500 and 35.19% (76) respondents having more than Rs 1500 income per month have low level of Job satisfaction in relation to favourable working condition in the agency and 63.51%(47) respondents having less than Rs. 1500 income per month and 36.49%(27) respondents having more than Rs 1500 income per month have high level of Job satisfaction in relation to favourable working condition in the agency.

Recognition to work

- It is found that 64.79%(46) of the respondents below the age of 25 years and 35.21%(25) of the respondents above the age of 25 years have high level of Job satisfaction in relation to recognition to work in the agency while, 63.47%(139) of the respondents below the age of 25 years and 36.53%(80) of the respondents above the age of 25 years have low level of job satisfaction in relation to recognition to work in the agency.
- 63.47%(139) respondents who are below the 12th Std. and 36.53%(80) respondents who are above the 12th Std. have low level of Job satisfaction in relation to recognition to work and 54.93%(39) respondents of above 12th Std. and 45.07%(32) respondents below the 12 std. have high level of Job satisfaction in relation to recognition to work in the agency.
- 55.71%(122) respondents having less than two years of experience and 44.29%(97) respondents having more than two years of experience have low level of Job satisfaction in relation to recognition to work in the agency while, 64.79%(46) of respondents having less than two years and 35.21%(25) of respondents having more than two years of experience have high level of Job satisfaction in relation to recognition to work in the agency

- 68.95%(151) respondents having income of less than Rs 1500 and 31.05%(68) respondents having more than Rs. 1500 income per month have low level of job satisfaction in relation to recognition to work in the agency and 38.03%(27) respondents having less than Rs. 1500 income per month and 61.97%(44) respondents having more than Rs. 1500 income per month have high level of Job satisfaction in relation to recognition to work in the agency.

Discrimination of Power

- It is found that 57.58%(26) of the respondents below the age of 25 years and 42.22%(19) of the respondents above the age of 25 years have high level of Job satisfaction in relation to discrimination of power while, 64.90%(159) of the respondents below the age of 25 years and 35.10%(86) of the respondents above the age of 25 years have low level of Job satisfaction in relation to discrimination of power.
- 59.18%(145) respondents who are below the 12th Std. and 40.82%(100) respondents who are above the 12th Std have low level of Job satisfaction in relation to discrimination of Power and 73.33%(33) respondents of below 12th Std., and 26.67%(12) respondents above the 12th std education have high level of Job satisfaction in relation to discrimination of Power in the agency.
- 56.73%(139) of respondents of A group (<two years of experience) and 43.27%(106) respondents are of B group (>two years of experience) have low level of discrimination of power in relations to job satisfaction while, 64.44%(29) of respondents of A group (<two years of experience) and 35.56%(16) of B group (>two years of experience) of respondents have high level of discrimination power in relations to job satisfaction in the agency
- 89.01%(162) respondents of A group (<Rs1500 per month) have low level of job satisfaction and 10.99%(20) of them have high level of job satisfaction in relation to discrimination of power in the agency while, 76.85%(83) respondents of B group (>Rs1500 per month) have high level of job satisfaction and 55.56%(25) of them have low level of satisfaction in relation to discrimination of power in the agency.

Work as a whole

- It is found that 62.77%(59) of the respondents below the age of 25 years and 37.23%(35) of the respondents above the age of 25 years have high level of Job satisfaction in relation to work as a whole while, 64.29%(126) of the respondents below the age of 25 years and 35.71%(70) of the respondents above the age of 25 years have low level of job satisfaction in relation to work as a whole.
- 60.20%(118) respondents who are below the 12th Std and 39.80%(78) respondents who are above the 12th Std have low level of Job satisfaction in relation to "work as a whole" while, 63.83%(60) respondents of above 12th Std. and 36.17%(34) respondents below the 12th std. have high level of Job satisfaction in relation to "work as a whole" in the agency
- 59.18%(116) of respondents of A group (<two years of experience) and 40.82%(80) respondents are of B group (>two years of experience) have low level of job satisfaction in relation to work as a whole while, 55.32%(52) of respondents of A group(<two years of experience) and 44.68%(42) of B group(>two years of experience) of respondents have high level of job satisfaction in relation to work as whole
- 34.18%(67) of B group (>Rs1500 per month) respondents and 65.82%(129) of respondents A group (<Rs1500 per month) have low level of job satisfaction in relation to work as a whole and 64.89%(61) of A group (<Rs1500 per month) and 35.11%(33) of B group (>Rs1500 per month) respondents have high level of job satisfaction in relation to work as a whole in the agency.

Organization as a whole

- It is found that 67.69%(44) of the respondents below the age of 25 years and 32.31%(21) of the respondents above the age of 25 years have high level of Job satisfaction in relation to organization as a whole while, 62.67%(141) of the respondents below the age of 25 years and 37.33%(84) of the respondents above the age of 25 years have low level of Job satisfaction in relation to organization as a whole.

- 60.00%(135) of the respondents who are below the 12th Std. and 40.00%(90) of the respondents who are above the 12th Std. have low level of Job satisfaction in relation to “organization as a whole” while, 66.15%(43) of the respondents of above 12th Std. and 33.85%(22) of the respondents below the 12th Std. have high level of Job satisfaction in relation to “organization as a whole”.
- 57.33%(129) of respondents of A group (<two years of experience) and 42.67%(96) respondents are of B group (>two years of experience) have low level of job satisfaction in relation to organization as a whole while, 60.00%(39) of respondents of A (<two years of experience) group and 40.00%(26) of B group (>two years of experience) of respondents have high level of job satisfaction in relation to organization as whole.
- 56.44%(127) of B group (>Rs1500 per month) respondents and 43.56%(98) of respondents A group (<Rs1500 per month) have low level of job satisfaction in relation to organization as a whole and 72.31%(47) of A group (<Rs1500 per month) and 27.69%(18) of B group (>Rs1500 per month) respondents are of opinion that they have high level of job satisfaction in relation to organization as a whole

CODE OF CONDUCT

- It is found that 69.29%(88) respondents of A category (below the age of 25 years) and 30.71%(39) of B category (above the age of 25 years) have low level of code of conduct while, only 59.51%(97) respondents of A category (below the age of 25 years) and 40.49%(66) of B category (above the age of 25 years) have high level of code of conduct
- 66.93%(85) respondents who are below the 12th Std. and 33.07%(42) respondents who are above the 12th Std. have low level of code of conduct while 42.94%(70) respondents of above 12th Std. and 57.06%(93) respondents below the 12th Std. have high level of code of conduct
- 51.79%(87) and 48.21%(81) of the respondents of A group (< two years of experience) have got high and low level of code of conduct respectively while, 37.70%(46) and 62.30%(76) respondents of B group (> two years of experience) have low and high level of code of conduct in the agency

- 40.16%(51) of B group (>Rs1500 per month) respondents and 59.84%(76) respondents of A group (<Rs1500 per month) have low level of code of conduct and 73.01%(119) of A group and 26.99%(44) of B group respondents have high level of code of conduct.

Section – II (Beneficiaries)

An analysis of the data collected from the beneficiaries provides us major findings on following lines Age, Sex, Type of Family, Marital Status and Castes of the respondents.

SOCIO-PERSONAL PROFILE OF THE RESPONDENTS (BENEFICIARIES)

- It is found that 22.93%(133) respondents are in the age group of 25-30 years. Only 3.97%(23) respondents are from 50 & above age group. Out of total beneficiaries, 265 i.e. 45.68% are males beneficiaries and 315 i.e. 54.32% are females beneficiaries of the NGOs. It is found that 69.48%(403) respondents belong to joint family. Only 177 respondents i.e. 30.52% are of nuclear family. Most of the respondents are married. They constitute 73.10%(424) of the respondents. 21.90%(127) of the respondents reveal their marital status as unmarried. 1.90%(11) of the respondents declared their marital status 'separated'. Only 6.103%(6) respondents are widow / widower. It is found that 51.90%(301) of the respondents are of General Category. SC/ ST constitutes 18.79% and 9.83% respectively of the total respondents. 13.10%(76) respondents are from OBC category. It is found that 85.69%(497) of the respondents are of Hindu religion. Muslim constitutes 6.72%(39) respondents and 3.44%(20) of the respondents are Christian.
- It is found that most of the respondents i.e. 25.69%(149) have got education between 1-7. And 23.97%(139) of the respondents are illiterate. It is found that 25.431%(149) respondents are post graduate and 7.93%(46) of the respondents are Graduates.
- It is found that 35.00% (203) respondents are in the income bracket of 1000-3000 per month. Only 2.40% (14) have got income more than Rs. 6000 income per month.
- It is found that 29.31%(170) of the respondents' 'contact person' in the NGOs is Social worker. Other prominent contact persons are coordinator, counselor / advisor whose percentage are 10.09% and 9.3% respectively. Managers and field workers are also contact persons for 6.55%(38) and 5.86%(34) of the respondents respectively.

The part of the study of beneficiaries covers following aspects Physical Layout, Competence, Responsiveness, Reliability, Credibility, Communications, Access, Security, Understanding the client in relation to functionaries of the NGO

Physical Layout

- It is found that 53.27%(277) respondents of A category (< 30 years) and 46.73%(243) of B category (> 30 years) are of view that they have low level of opinion regarding physical layout of the agency. While only 61.67%(37) respondents of A category (< 30 years) and 38.33%(23) of B category (> 30 years) are of view that they have high level of satisfaction regarding Physical Layout of the agency.
- 50.96%(265) respondents from the below the 7th Std category and 49.04%(255) respondents from the above 7th Std category have low level of satisfaction regarding Physical Layout of the agency and 28.33%(17) respondents of below 7th Std and 71.67%(43) respondents above 7th std have high level of satisfaction regarding Physical Layout of the agency.
- 46.15%(240) of B group (> Rs. 1000 per month) respondents and 53.85%(280) of respondents A group (< Rs. 1000 per month) are of satisfaction that they have low level of satisfaction regarding Physical Layout and 46.67%(28) of A group (< Rs. 1000 per month) and 53.33%(32) of B group (> Rs. 1000 per month) respondents have high level of satisfaction regarding Physical Layout of the agency.

Reliability

- It is found that 58.73%(37) of the respondents of below the age of 30 years and 41.27%(26) of the respondents of above the age of 30 years have high level of reliability, while, 53.97%(279) the respondents of below the age of 30 years and 46.03%(238) the respondents of above the age of 30 years have low level of reliability for the functionaries in the agency.
- The respondents who are below 7th Std, 90.85%(258) of them have low level of reliability for the functionaries of the agency and 9.15%(26) of them have high level of reliability for the functionaries of the agency. As far as respondents who are above 7th Std education, they revealed that 87.50%(259) have low level of reliability for the functionaries of the agency and only 12.50%(37) respondents have high level of reliability for the functionaries of the agency.

Responsiveness

- It is found that 52.82%(272) respondents of A category (< 30 years of age) and 47.18%(243) of B category (> 30 years of age) are of view that the responsiveness of the functionaries of the agency is of low level, while only 67.69%(44) respondents of A category (< 30 years of age) and 32.31%(21) of B category (> 30 years of age) of respondents are of view that the responsiveness of the functionaries of the agency is of high level
- 49.51%(255) respondents of B group (> 7th std) and 50.49%(260) of A group (< 7th std) of respondents have low level of responsiveness of the functionaries of the agency while 36.92%(24) of A group (< 7th std) respondents and 63.08%(41) of B (> 7th std) have high level of responsiveness of the functionaries of the agency.

Competences

- It is found that 52.43%(259) respondents of A category (< 30 years of age) and 47.57%(235) of B category (> 30 years of age) are of view that the competence of the functionaries of the agency is of low level, while only 66.28%(57) respondents of A category (< 30 years of age) and 33.72%(29) of B category (> 30 years of age) are of view that the competence of the functionaries of the agency is of high level
- 49.39%(244) respondents of B group (> 7th std) and 50.61%(250) of A group (< 7th std.) of respondents have opined for having low level of competence of the Functionaries of the agency while only 39.53%(34) of A group (< 7th std) respondents and 60.47%(52) of B (> 7th std.) have believed that the functionaries have high level of competence.
- 53.44%(264) respondents having income of less than Rs. 1000 income per month. and 46.56%(230) respondents having more than Rs 1000 income per month revealed that functionaries have low level of competence and 47.67%(41) respondents having less than Rs 1000 income per month and 52.33%(45) respondents having more than Rs. 1000 income per month revealed that the functionaries have high level of competence.

Courtesy

- It is found that 89.62%(285) of the respondents below the age of 30 years felt that functionaries have low degree of courtesy in the agency while only 10.38%(33) of the respondents of the same age group felt that functionaries have high degree of courtesy. As far as the respondents above 30 years of age group are concerned, 93.89%(246) of the respondents felt that functionaries have low level of courtesy and only 6.11%(16) respondents felt that the functionaries have high level of courtesy in the agency
- 49.34%(262) respondents of B group (> 7th std.) and 50.66%(269) of A group (< 7th std.) of respondents have opined for having low degree of courtesy by functionaries in the agency while only 30.61%(15) of A group (< 7th std.) respondents and 69.39%(34) of B (> 7th std.) have believed that the functionaries have high degree of courtesy in the agency
- 53.48%(284) respondents having income of less than Rs 1000 per month and 46.52%(247) respondents having more than Rs 1000 income per month revealed that functionaries have low degree of courtesy and 42.86%(21) respondents having less than Rs. 1000 income per month and 57.14%(28) respondents having more than Rs 1000 income per month revealed that the functionaries have high degree of courtesy..

Credibility

- It is found that 53.35%(279) respondents of A category (< 30 years of age) and 46.65%(244) of B category (> 30 years of age) are of view that the credibility of the functionaries of the agency is of low level, while only 66.67%(38) respondents of A category (< 30 years of age) and 33.33%(19) of B category (> 30 years of age) are of view that the credibility of the functionaries of the agency is of high level
- 48.18%(252) respondents of B group (> 7th std.) and 51.82%(271) of A group (< 7th std.) of respondents felt that the functionaries have low level of credibility in the agency while 45.61%(26) of A group (< 7th std.) respondents and only 54.39%(31) of B group (> 7th std.) have felt that the functionaries have high level of credibility in the agency.

- 53.15%(278) respondents having income of less than Rs. 1000 income per month and 46.85%(245) respondents having more than Rs. 1000 income per month revealed that functionaries have low degree of credibility and 49.12%(28) respondents having less than Rs. 1000 income per month and 50.88%(29) respondents having more than Rs. 1000 income per month revealed that the functionaries have high degree credibility

Security Aspects

- It is found that 52.29%(263) respondents of A category (< 30 years of age) and 47.71%(240) of B category (> 30 years of age) are of view that the security aspect with the functionaries is of the low level, while only 66.23%(51) respondents of A category (< 30 years of age) and 33.77%(26) of B category (> 30 years of age) are of view that the security aspects with the functionaries of the agency is of high level.
- 49.30%(248) respondents of B group (> 7th std) and 50.70%(255) of A group (< 7th std.) of respondents felt that the security aspects with the functionaries is of low level in the agency while 29 (37.66%) of A group (< 7th std) respondents and only 62.34%(48) of B group (> 7th std) have felt that their security aspects with the functionaries has been of high level
- 54.08%(272) respondents having income of less than Rs. 1000 income per month and 45.92%(231) respondents having more than Rs. 1000 income per month revealed that their security aspects with functionaries have been of low level and 45.45%(35) respondents having less than Rs. 1000 income per month and 54.55%(42) respondents having more than Rs. 1000 income per month revealed that their security aspects with the functionaries have been of high level

Access

- It is found that 78.85%(82) of the respondents of the below the age of 30 years and 8.94%(22) of the respondents of the above the age of 30 years are of the opinion that they have high level of Access to the functionaries of the agency while, 52.94%(252) of the respondents below the age of 30 years and 47.06%(224) of the respondents above the age of 30 years are of opinion that they have low level of Access for the functionaries in the agency.

- 50.63%(241) of the respondents of A category (< 7th std) and 49.37%(235) of the respondents of B category (> 7th std) have low level of Access to the functionaries in the agency, and 40.38%(42) of A category (< 7th std) and 59.62%(62) of B category (> 7th std) of the respondents have high level of Access to the functionaries in the agency. It is found that from the A category (< 7th std) of the respondents 85.16%(241) have low level of Access to the functionaries in the agency and 14.84%(42) have high level of Access to the functionaries in the agency. As far as respondents of B category (> 7th std.) are 79.12%(235) have low level of Access to the functionaries in the agency.
- 82.89%(252) of the respondents (< Rs. 1000 income per month) their Access to the functionaries is of low level in the agency while only 17.11%(52) of the respondents of the same income group felt that they have high level of Access to the functionaries in the agency.

Communication

- It is found that 52.35%(267) respondents of A category (< 30 years of age) and 47.65%(243) of B category (> 30 years of age) are of view that communication with the functionaries is of low level, while only 68.57%(48) respondents of A category (< 30 years of age) and 31.43%(22) of B category (> 30 years of age) are of view that the communication with the functionaries is of high level.
- 50.20%(256) respondents having education up to 7th Std and 49.80%(254) of the respondents having education above 7th std have low level of communication with the functionaries in the agency. As far as respondents having education up to 7th Std are concerned, 42.86%(30) of them and 57.14%(40) of respondents having education above 7th std have high level of communication with the functionaries in the agency.

Understanding about the clients

- It is found that 52.25%(267) respondents of A category (< 30 years of age) and 47.75%(244) of B category (> 30 years of age) are of view that the functionaries understanding about clients is of low level, while only 69.57%(48) respondents of A category (< 30 years of age) and 30.43%(21) of B category (> 30 years of age) are of view that the functionaries' understanding about clients is of high level.

- 51.66%(264) respondents having education up to 7th Std and 48.34%(247) of the respondents having education above 7th std have felt that the functionaries understanding about the client is of low level, while 27.54% (19) of the respondents from the category of education up to 7 Std. and 72.46%(50) of the respondents having education above 7th std felt that the functionaries understanding about the clients is of high level in the agency
- 53.42%(273) respondents having income of less than Rs 1000 income per month and 46.58%(238) respondents having more than Rs 1000 income per month revealed that functionaries have low level of understanding about the clients and 49.28%(34) respondents having less than Rs 1000 income per month and 50.72%(35) respondents having more than Rs. 1000 income per month revealed that the functionaries have high level of understanding about clients.

CONCLUSIONS

Above stated findings prepares set of conclusion, which would lay the foundations for the suggestions and action plan. The findings on socio-personal profile of the respondents lead us to conclude the following.

- It can be concluded that majority of the respondents are in the middle age group. The numbers of women functionaries are more than male functionaries in the NGOs of Gujarat. Majority of the respondents belongs to general category having joint family following Hindu religion. Majority of the respondents are graduates, post-graduates and largely from social sciences background. Majority of the respondents have designations of Social worker, Field worker & Coordinator.
- Majority of the respondents have monthly income is up to Rs. 3000.
- Majority of the respondents have gathered experience of less than 10 years from the NGOs.
- Majority of the functionary's i.e. 61.38% (178) nature of work with the beneficiaries is in the area of Development and Empowerment. Very few NGOs have begun to work with the objective of protection of Human Rights. The emerging areas of NGOs interventions are health issues and human rights.

Professional Knowledge

- Considering the Chi Square value not significant, there is no association between i). Age and Professional Knowledge of the Respondents. ii) Experience and Professional Knowledge of the Respondents and iii). Income and Professional Knowledge.

Considering the Chi square value being significant, there is a strong association between i). Education and Professional knowledge of the respondents

- Majority of the respondents 62.76% have high level of professional knowledge.

Knowledge about specific agency

- Considering the Chi Square value being not significant, there is no associations between: i) Age and knowledge about specific agency ii) Experience and Knowledge about Specific Agency

Considering the Chi square value being significant, there is a strong association between i). Education and knowledge regarding specific agency ii) Income and knowledge of specific agency.

- Majority of the respondents 74.48% (216) have high level of knowledge about specific agency

Knowledge about the clients

- Considering the Chi Square value being not significant, there is no associations between: i). Age and knowledge about the clients ii) Experience and Knowledge about the Clients.

Considering the Chi square value being significant, there is a strong association between: i). Education and Knowledge about Clients. ii). Income and Knowledge about the Clients.

- Majority of the respondents i.e 71.38% (207) are in the category of high level of knowledge about the client.

Skills

- Considering the Chi Square value being not significant, there is no association between: i). Age and Skills of the Respondents ii). Experience and Skills of the Respondents iii). Income and Skills of the Respondents.

Considering the Chi square value being significant, there is a strong association between: i). Education and Skills of the Respondents.

- Majority of the respondents i.e 227 (78.28%) have high level of the skills.

Professional Attitudes and Values

- Considering the Chi Square value being not significant, there is no association between: i) Age and Professional Values ii). Experience and Professional Attitudes and Values.

Considering the Chi square value being significant, there is a strong association between. i) Education and Professional Attitudes & values ii). Income and Professional Attitudes and Values

Majority of the respondents i.e. 228 (78.62%) have high level of professional attitude and values

Work values

- Considering the Chi Square value being not significant, there is no association between: i) Age and Work Values ii) Experience and Work Values.

Considering the Chi square value being significant, there is a strong association between: i) Education and Work Values ii) Income and Work Values

Majority of the respondents i.e. 81.03% (235) are of view that they have got high work values.

Quality of Work life

- Considering the Chi Square value being not significant, there is no association between: i). Age and Quality of Work life. ii) Education and Quality of Work life. iii) Experience and Quality of Work life. iv). Income and Quality of Work life

Majority of the respondents i.e. 84.83% (246) are of opinion that their quality of work life is of low level.

Physical Conditions

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Physical Condition of the NGOs ii). Education of the respondents and Physical conditions of the NGOs iii). Income of the respondents and Physical conditions of the NGOs.

Considering the Chi square value being significant, there is a strong association between: i). Experience of the respondents and Physical conditions of the NGOs
Majority of the respondents i.e. 64.14% (186) have got low level of satisfaction on physical conditions of the agency.

Social Security

- Considering the Chi Square value being not significant, there is no association between: i) Age and Social Security ii). Education and Social Security iii) Experience and Social Security iv). Income and Social Security
Majority of the respondents i.e. 71.03% (206) have got low satisfaction on the social security aspect in the agency.

Future Plan

- Considering the Chi Square value being not significant, there is no association between: i). Age and Future plan ii) Education and Future plan iii) Experience and Future plan iv). Income and Future plan.
Majority of the respondents have positive view (High) regarding future plan of the agency.

Job Involvement

- Considering the Chi Square value being not significant, there is no association between: i). Age and Job Involvement ii). Education and Job involvement iii). Experience and Job involvement iv) Income and Job involvement
Majority of the respondents i.e. 72.41% (210) have high level of job involvement in the agency.

Communication Level

- Considering the Chi Square value being not significant, there is no association between: i). Age and Communication Level ii). Experience and Communication pattern iii). Income and Communication pattern.
Considering the Chi square value being significant, there is a strong association between. i). Education and Communication Level.
Majority of the respondents i.e. 79.31%(230) have high level of Communication in the agency.

Involvement in Development Processes

- Considering the Chi Square value being not significant, there is no association between: i) Age and Development ii) Experience and Development ii) Income and Involvement in Development process.

Considering the Chi square value being significant, there is a strong association between i). Education and Development

Majority of the respondents i.e. 73.45% (213) have high level of involvement in the development process of the agency

Organizational Climate

- Considering the Chi Square value being not significant, there is no association between: i). Age and Organizational Climate ii) Education and Organizational Climate iii). Experience and Organizational Climate iv). Income and Organizational Climate

Majority of the respondents i.e. 80.69% (234) have high level of understanding about organizational climate

JOB SATISFACTION

Creativity

- Considering the Chi Square value being not significant, there is no association between: i) Education and Creativity ii). Experience and creativity iii). Income and Creativity

Considering the Chi square value being significant, there is a strong association between i) Age and Creativity

Majority of the respondents i.e. 83.10% (241) have low level of creativity in relation to income.

Opportunity for Growth and Development

- Considering the Chi Square value being not significant, there is no association between: i) Experience and Opportunity for Growth and development ii). Income and Opportunity for growth and development.

Considering the Chi square value being significant, there is a strong association between i). Age and Opportunity for growth and development ii) Education and Opportunity for growth and development.

Majority of the respondents i.e 76.55% (222) have low level of opportunity for growth and development in relation to income in the Agency

Decision Making Power

- Considering the Chi Square value being not significant, there is no association between: i) Age and Decision making power ii) Education and decision making power iii). Experience and decision making power iv) Income and decision making power.

Majority of the respondents i.e 75.86%(220) respondents have got low level of decision-making power in the agency.

Job Security

- Considering the Chi Square value being not significant, there is no association between: i). Age and Job security ii). Education and Job security iii). Experience and Job security iv). Income and Job security

Majority of the respondents i.e. 30.00% (203) respondents have got low level of Job security.

Remuneration

- Considering the Chi Square value being not significant, there is no association between: i). Age and Remuneration ii) Education and Remuneration iii) Experience and Remuneration

Majority of the respondents 57.93% (168) are of opinion that their job satisfaction in relation to remuneration is of high in the agency.

Working Condition

- Considering the Chi Square value being not significant, there is no association between: i). Age and Working condition ii). Education and Working condition.

Considering the Chi square value being significant, there is a strong association between: i). Experience and Working condition.

Majority of the respondents i.e.60.34%(175) felt that they have of low level of job satisfaction in relation to working condition of the agency.

Interpersonal Relationship

- Considering the Chi Square value being not significant, there is no association between: i). Age and Interpersonal Relationship ii). Education and Interpersonal relationship iii). Experience and Interpersonal relationship iv). Income and Interpersonal relationship

Majority of the respondents 75.86%(220) have high level of job satisfaction and only 24.14% (70) of them have low level of job satisfaction in relation to interpersonal relationship in the agency

Favourable Working Condition

- Considering the Chi Square value being not significant, there is no association between. i). Age and Favourable working condition ii). Education and Favourable working condition iii). Experience and Favourable working conditions iv). Income and Favourable working conditions.

Majority of the respondents i.e. 74.48% (216) have low level of Job satisfaction in relation to favourable working condition from their agency

Recognition to work

- Considering the Chi Square value being not significant, there is no association between: i). Age and Recognition to work ii). Education and Recognition to work iii). Experience and Recognition to work iv). Income and Recognition to work

Majority of the respondents i.e. 75.51% (219) respondents have low level of Job satisfaction in relation to recognition to work in the agency.

Discrimination of Power

- Considering the Chi Square value being not significant, there is no association between: i). Age and Discrimination of Power ii). Education and Discrimination of Power iii). Experience and Discrimination of Power.

Considering the Chi square value being significant, there is a strong association between. i). Income and Discrimination of Power

Majority of the respondents i.e. 84.48%(245) have low level of Job satisfaction in relation to discrimination of power from their agency

Work as a whole

- Considering the Chi Square value being not significant, there is no association between: i). Age and "Work as a whole" ii) Education and "Work as a whole" iii) Experience and "Work as a whole" iv). Income and "Work as a whole".

Majority of the respondents 67.59% (196) have got low level of job satisfaction in relation to "work as a whole" in their agency

Organisation as a whole

- Considering the Chi Square value being not significant, there is no association between: i) Education and "Organization as a whole" ii) Experience and "Organization as a whole" iii) Income and "Organization as a whole".

Considering the Chi square value being significant, there is a strong association between: i). Age and Organization as a whole.

Majority of the respondents i.e 77.58% (225) have low level of Job satisfaction in relation to organization as a whole.

CODE OF CONDUCT

- Considering the Chi Square value being not significant, there is no association between: i) Age and Code of Conduct ii) Education and Code of Conduct iii). Experience and Code of Conduct iv). Income and Code of Conduct.

Majority of the respondents i.e 56.20%(163) are of opinion that their code of conduct is of high level and 43.80%(127) of the respondents are of opinion that their code of conduct is of low level.

SECTION – II (BENEFICIARIES)

Socio-Personal Profile-I and II of the respondents (Beneficiaries)

- Majority of the respondents i.e. 57.24% (332) are in the age group of 20-35 years
Majority of the respondents i.e. 54.32% (315) are females beneficiaries of the NGOs
Majority of the respondents i.e. 69.48% (403) belong to joint family and most of them 73.10% (424) are married. 51.90% (301) of the respondents are of General Category. SC/ ST constitutes 18.79% and 9.83% respectively of the total respondents 13.10%(76) are from OBC category. Majority of the respondents are Hindu. A very few percentage of respondents are graduate and post graduate

Majority of them have primary education. As far as income of the respondents are concerned it can be concluded that Majority of the respondents 53.45% (310) are in the income bracket of 0-1000 per month.

- The contact person of the beneficiary in the NGOs is very important. It can be concluded that 29.31% (170) of the respondents 'contact person' in the NGOs is Social worker. Other prominent contact persons are coordinator, counselor / advisor. It can also be concluded that the majority of the beneficiaries avail services from Kanuni Sahay Kendra, Health Clinic, and Women Counseling center of the NGOs.

Following are the conclusions on factors that significantly influence the perception of the services of the NGO.

Physical Layout

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Physical Layout of the NGOs ii) Education of the respondents and Physical Layout of the NGOs iii) Income of the respondents and Physical Layout of the NGOs

Majority of the respondents i.e. 89.65% (520) are of view that their satisfaction regarding Physical Layout is of low level.

Reliability

- Considering the Chi Square value being not significant, there is no association between: i) Age of the respondents and Reliability of the functionaries of the NGOs ii). Education of the respondents and Reliability of the functionaries of the NGOs.

Majority of the respondents i.e. 89.14% (517) have low level of Reliability for the functionaries in the agency.

Responsiveness

- Considering the Chi Square value being not significant, there is no association between: i). Age and Responsiveness ii). Education of the respondents and Responsiveness of the functionaries of the NGOs.

Majority of the respondents i.e. 88.79% (515) are of opinion that their Responsiveness of the functionaries is of low in the agency.

Competences

- Considering the Chi Square value being not significant, there is no association between: i) Age of the respondents and Competences of the functionaries of the NGOs ii). Education of the respondents and Competences of the functionaries of the NGOs iii). Income of the respondents and competence of the functionaries of the NGOs

Majority of the respondents i.e 85.17% (494) are of opinion that the Competence of the functionaries of the agency is of low level in the agency

Courtesy

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Courtesy of the functionaries ii) Education of the respondents and Courtesy of the functionaries of the NGOs iii) Income of the respondents and courtesy of the functionaries of the NGOs.

Majority 91.55%(531) of the respondents felt that the functionaries have low degree of courtesy in the agency.

Credibility

- Considering the Chi Square value being not significant, there is no association between: i) Age of the respondents and Credibility of the functionaries of the NGOs ii). Education of the respondents and Credibility of the functionaries of the NGOs iii). Income of the respondents and Credibility of the functionaries of the NGOs.

Majority of the respondents i.e. 90.17% (523) are of opinion that the credibility of the functionaries is of low in the agency.

Security Aspects

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Security aspect with the functionaries of the NGOs ii). Income of the respondents and Security aspects with the functionaries of the NGOs.

Considering the Chi square value being significant, there is a strong association between. i). Education of the respondents and Security aspects with the functionaries of the NGOs.

Majority of the respondents i.e. 86.72%(503) are of opinion that the security aspects with the functionaries is of low in the agency

Access

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents Access to the functionaries of the NGOs ii) Education of the respondents and Access to the functionaries of the NGOs iii) Income of the respondents and Access to the functionaries of the NGOs.

Majority of the respondents i.e. 82.07%(476) have low level of Access to the functionaries in the agency

Communication

- Considering the Chi Square value being not significant, there is no association between. i) Age of the respondents and Communication with the functionaries of the NGOs ii) Education of the respondents and Communication with the functionaries of the NGOs.

Majority of the respondents i.e. 87.93% (510) are of opinion that Communication with the functionaries is of low in the agency

Understanding about the clients

- Considering the Chi Square value being not significant, there is no association between: i). Education of the respondents and functionaries Understanding about the Clients of the NGOs ii). Income of the respondents and functionaries Understanding about the clients of the NGOs.

Considering the Chi square value being significant, there is a strong association between: i). Age of the respondents and functionaries Understanding about the Clients of the NGOs.

Majority of the respondents i.e. 88.10% (511) are of opinion that the functionaries' understanding about clients is of low in the agency

SUGGESTIONS

These suggestions are based on the experiences of the researcher during the data collection and on the conclusions drawn from the findings. The findings and conclusions presented so far make it amply clear that the functionaries of NGO's need a set of suggestions, which can strengthen their resources, relationships and output for themselves as well as for the NGO's.

The present study has implications, both for practicing professionals and social work clientele especially in the field of NGOs. Since it provides insight into dynamics of NGOs at functionary level, the various processes that happen and impact of the overall performance of NGOs. For the NGOs it becomes very important to know what is accepted and what is not in their organisation. The focus in the present study assumes a great relevance in the overall functioning of the NGOs.

Suggestions for NGOs

- A proper understanding about importance of the functionaries will help the NGOs to prepare in advance for strategic decisions and change to be initiated to make NGOs more viable.
- The study provides an approach, which can be practiced by professional for understanding human groups of the NGOs and thereby make strategic decision or undertake suitable interventions
- Functionaries need to be refreshed with latest development / practical aspects. Role enrichment is essential for the continuous growth and learning of the functionaries.
- It is suggested to design and deliver intensive training to functionaries for updating their knowledge, skills and attitude from time to time considering their age, education and experiences.
- Women functionaries should be provided the special attention in terms of working conditions safety and security measures in the NGO Gender framework and perspective should be focused in the overall management of the NGOs.
- People in the organisation are designated to deliver definite services. Designing a designation in an organisation should reflect the organizational culture and image and should provide appropriate promotional ladder

- Work assignments of the functionaries should have rotation and innovations in the NGO.
- Efforts need to be made to impart professional knowledge from the very beginning of the induction of the functionary functionaries who do not have professional qualification should be imparted professional knowledge through various training package. A special component of professional knowledge about special agency and clients should be included in the training package.
- Professional Skills of the functionaries constitute core areas where organizational interventions are essential. Skills in helping people need to be updated from time to time. Multi-skilling has been inevitable and need to be introduced in the overall functioning of the NGOs. Functionaries should be provided with job rotation so that they can enhance their skill related to different fields, so as to make them multi-skilled
- Clients' specific skills (over and above agencies specific skills) need to be imparted to the functionaries of the NGOs.
- It is the attitude and value practiced by the people of the organisation decides the effectiveness of the delivery of the services Organisational image, commitment and culture are largely influenced by attitude and the value of the people of the organisation. Considering age experience and educational level of the functionaries, value and attitudinal components in day-to-day functioning of the NGO's should be reflected The fresh functionaries are willing to experiments and take initiative This attributes is on declining scale in more experienced functionaries because of their routine, monotonous functions. This attitude should be changed with the help of functional / behavioural training inputs.
- NGO's and functionaries both should periodically assess their perception of values that exist and their compatibility with the objective and mission of the NGO.
- There are two perspectives to address quality of work life as suggested by Wayne F. Cascio (1993). One perspective equates QWL with a set of objectives organizational conditions and practices (e.g., promotion-from-within policies, democratic supervision, employee involvement, and safe working conditions). The other perspective equates QWL with employees' perceptions that they are safe, relatively well satisfied, and able to grow and develop as human beings.

This way relates QWL to the degree to which the full range of human needs is met. Policy, Practice and programmes of the NGO's should be in favour of improving, enhancing and building quality of work life of the functionaries. Various interventions and techniques need to be used, which can help to improve quality of work life in the NGOs. For enhancing quality of work life one of the significant suggestion is redesigning work environment.

- It is suggested that the following strategies should be implemented for effective outcome from the functionaries. To improve the work flow, reduce the repetitive physical procedures, allow people to personalize the work area with picture plan, use pleasing colours in the office, rearrange, adjust or replace equipment parts and work spaces, place team members close together for easy interaction, provide adjustable furniture, to fit varying body physiques and particular work activities.
- It is suggested to introduce Alternative and flexible work Arrangements. This can be done through scheduling of flex timework arrangement, job sharing, by removing work-family conflict. Job sharing refers to a situation where two people divide the responsibility for a regular, full time job.
- Compressed Workweeks should be arranged for enhancing quality of work life. Participative intervention for enhancing QWL need to be encouraged. Direct participation of functionaries in problem-solving, in decisions-making, particularly in areas related to their work, is considered necessary condition for providing greater autonomy and opportunity for self-development.
- Various approaches and strategies are suggested to improve the quality of work life such as quality circles, teamwork, autonomous group working, flex timing, self-management and direct participative intervention.
- The physical locations and conditions of the NGO's are of prime significance for the functionaries as well for beneficiaries. The location, transport facilities, geographical area, infrastructures, the uses of modern appliances etc are very crucial in delivering services. The facilities, appliances and other amenities should be positively changed and updated considering the dynamic needs in the changing society.

The revolution of information technology needs to be brought in the overall practice of the NGO's leading them to understand varied human dimensions with greater ease, speed and confidence.

- Social security provided by the NGO's make functionary secured about the future NGO's should put efforts to enhance level of satisfaction of social security of the functionaries. Newer initiatives in the field of Insurance for their life and property should be provided to the functionaries of the NGOs
- Participation increases performance An effort need to be made to mobilize participation of the functionaries in the vision building, implementation and future plan of the NGOs.
- It is suggested to enhance the level of job involvement of the functionaries from policy formation stage to implementations and evaluation stage of the NGOs The job/task assigned to the employees should be interesting, and not of repetitive nature, which calls for creativity on the part of the functionaries and which ensures their greater involvement
- Communication and Access to information determines the effectiveness of the people in today's time. NGO's needs to improvise the role of these techniques by encouraging newer experiments, promotion of working with cross-functional, educative and informative workshops, functional and behavioural training etc Functionaries of the NGO's need to give and take feedback from their stakeholders on regular basis which can help, improvise their performance level
- Orientation to create organisational climate should be done regularly to sensitise functionaries from top level to the bottom level towards the work that they do and their responsibility in the organisation.
- NGO's should work for increasing the motivational level of their functionaries allowing creativity and empowering them to take initiatives in order to find out better ways of performing their respective tasks.
- The job/task assigned to the functionaries should be such that provides opportunities to use the human potentials to the optimum extent and to develop the human capacities.

- Decentralisation and empowerment should take place from apex authorities of NGO which will lead to getting faster result and speed up the decision making process. The traditional system of performance review should be re-looked by management as well as functionaries of the NGOs.
- NGO's should improve their participatory decision making processes to match theory and practice, this will enable functionaries in disseminating this methodology amongst its service user or beneficiaries
- Functionaries should be made aware about the benefits of working in teams, groups and their importance in overall functioning of the NGOs
- The management of NGOs should take due care to strike the balance between the demands for work life and the family life for enhancing the level of job satisfaction
- In order to make NGOs work culture learning, creative and proactive the staff needs to take constant and conscious initiatives in action and reflection.
- NGO need to consciously and periodically examine their human resources on the various factors cited in the study.
- NGOs need to plan and implement various refresher courses to update the functionaries with the contemporary times and future reality
- NGOs need to work on mobilizing resources to raise their level of infrastructure at optimum level to deliver effective services.
- The beneficiary need to be more participative involved and more expecting in terms of quality and satisfaction from the services deliver by the NGOs
- A culture of learning is required to be consciously promoted in the NGO's. The functionaries of the NGO's will greatly benefit through building and upgrading their knowledge on development and empowerment and other related issues on regular basis through the means of reading presentations analysis and simulations.
- The study provides a solid ground to further work on varied dimensions of NGOs and to increase the empirical understanding about the third sector i.e. NGO in India.
- The study is limited in its size. Further, studies can be done on impact assessment, OD interventions and renewal strategies for the NGOs. There is a need to study the financial dimensions and their performance involved in the management of NGOs.

- The study has established some relationships amongst significant variables impacting functionaries as well as beneficiaries. Further, studies can be done on establishing relationship amongst the variable that are studied and their impact on performance and outcome.
- It is suggested that the NGOs should get social Accountability 8000 certification (SA 8000) which is accredited by Social Accountability International (SAI) developed in 1997. SAI 8000 is based on 12 International Labour Organisation (ILO) conventions, the United Nation's Universal Declaration of Human Rights, and the UN Convention on the Rights of the Child.
- It is also suggested to strengthen a strong networking amongst NGOs working in the fields for greater effectiveness in terms of their performance.

ACTION PLAN

With the development of social and behavioural sciences, functionaries working in the NGO's should be updated with the latest development in the field. The opportunities for the growth and development have always been considered as concurrent lifetime learning. It is found that functionaries of the NGO's should be given re-orientations on HR perspectives, problems, needs and expectations of the field. This can be done by imparting training at the level of management of NGO, at the level of functionaries and at the level of beneficiaries. The prime focus of these training should be in the areas of organisational effectiveness through job enrichment of the functionaries leading to greater quality of work life and higher job satisfaction resulting in to greater service satisfaction of the beneficiaries. Here an action plan is designed titled as training programme for NGO functionaries.

Training programme for NGO Functionaries

Objectives

- ❖ To enrich functionaries' knowledge, skills, attitude and work values for working with authorities, colleagues, clients and volunteers of the agencies and sharpen their skills, techniques and methods of dealing with beneficiary, clients, with human touch
- ❖ To provide latest information's on contribution of social and behavioural sciences in relations to NGO's.
- ❖ To help them develop ways of understanding the problem perspective and solutions of the beneficiaries clients
- ❖ To examine factors, which would act as, obstacles in achieving ones own goal and NGO's goal
- ❖ To introduce human resource management techniques for smooth effective functioning of the NGO's.

Training Faculties : internal and external. (Behavioural Scientists, Social work educator, Social work practicenor, HR educator.

Sessions and content .

Phase – I : Listing of the expectations, Sharing of the objectives of the training, Changing concepts of the field in dealing with human resource, Identification of needs of the clients.

Phase – II : Importance of socio-economic and family backgrounds. Importance of changing the organisation culture in modern context, Laboratory work for self

Phase – III : Assessment and Measurement of existing skill and competency and value addition through collaborative efforts.

Phase – IV : Evaluation of current practices in the NGO's and discussion for bridging the gap between ideal / desired and present practices.

Phase – V : Developing a follow up strategies.

Methodology : Lectures, Case studies, Discussion, Seminar Guided, Focused group discussion, Skill labs and other qualitative techniques.

Duration of Training – 5 days no. of participants 25

These types of training courses can bring the desired results if it is viewed in the light of past influence, contemporary circumstances and future hopes.



