CHAPTER VIII

MAJOR FINDINGS, CONCLUSION AND SUGGESTIONS

The subjects like ‘Good Governance Practices’ and ‘Organisational Climate’ are multi-dimensional in nature. Almost all organizations; government, non-government and corporate strive for ‘Good Governance Practices’ and good ‘Organisational Climate’. In this study, comprehensive attempt was made to understand various dimensions of ‘Good Governance Practices’ and ‘Organisational Climate’ in relation with a number of organisational variables in Special Schools in Pune District of Maharashtra. This Chapter presents major findings, conclusions and suggestions.

Profile of the Respondents

It was found that majority of the respondents (51.1 per cent) were belonging to the middle age group (31 and 45 years). Majority of the respondents (52.6 per cent) had 11 to 15 years of professional experience of dealing with children with special ability. It was revealed that majority of the respondents (53.8 per cent) were Graduate.

It was found that a large number of the respondents (48.5 per cent) were belonging to the Open caste category. It also reflects the equal caste category participation of the respondents in the process of dealing with special children working in the organisations selected for the study.

Organisational Profile

It was found that majority of the (58 per cent) organisations selected for the study were offering educational and rehabilitative services to the children with special ability through residential pattern.

It was found that majority of the organisations (54 per cent) were offering schooling and rehabilitative services for the children with special ability in terms of their physical handicapped condition.
It was found that majority of the selected organisations 34 (68 per cent) for the study working in the field of education and rehabilitation for the children with special ability were receiving grant in aid by Government of Maharashtra. It also highlighted that still many organisations working in the field of education and rehabilitation for the children with special ability need funding from various sources.

It was found that majority of the organization 139 (52.3 per cent) had number of staff between 16 to 25, and thus study has categorized such organization as a medium one.

It was found that majority of the organization 27 (54 per cent) has number of children which were between 20 to 50; the study had considered such organization as a small one. It clearly indicates that still majority of the organization working in the field of education of the children with special ability are small in nature in terms of number of children registered in the same.

It was found that majority 29 (58 per cent) schools were offering residential special school facility for the children with differently able.

It was found that majority of the special schools 31 (62 per cent) were involved in the special education especially to the children who were mentally challenged.

It was found that majority 34 (68 per cent) organization are getting grant in aid by the Government of Maharashtra through Social Welfare Department to run the special school for the children with special ability.

It was found that majority of the headmaster 29 (58 per cent) from the organization who were governing the special schools for the children with special ability were aged between 45 to 50 years.
Good Governance Practices

It was found that non residential school (33.3 per cent) had higher level of Good Governance Practices than residential school (17.2 per cent). It was observed that the association between type of organization and Good Governance Practices was statistically insignificant (P>0.05). Therefore, it can be concluded that type of organisations and level of Good Governance Practices are independent

It was found that the Physically Challenged schools (31.6 per cent) had higher level of Good Governance Practices score, than the schools for mentally challenged (19.4 per cent)). However, it was observed that there is an association between type of school and Good Governance Practices was statistically insignificant (P>0.05). Therefore is can be inferred that type of school and Good Governance Practices are independent.

It was found that schools with male headmasters (28.8 per cent ) had higher level of Good Governance practices, than the schools headed by female headmasters (16.7 per cent). However, It was observed that the association between gender and Good Governance Practices was insignificant (P>0.05). Therefore it can be inferred that gender of headmasters and Good Governance Practices are independent.

It was found that majority residential schools (51.7 per cent) had higher level of governance and management board practices than the non residential schools (47.2 per cent ). It was observed that the association between type of organization and Good Governance Practices for management board is insignificant (P>0.05). Therefore it can be inferred that type of special school and its governing and management board and its Good Governance Practices of the organization are independent.

It was found that non residential schools (28.6 per cent) had higher level of Good Governance Practices for Human Resource Development than the residential
schools (10.3 per cent). It was observed that the association between type of organization and Governance Practice as far as Human Resource Development concern was insignificant (P>0.05). Therefore it can be inferred that Human Resources Development and Good Governance practices of the organization are independent.

It was found that non-residential schools (38.1 per cent) had higher level of good governance practices for financial resources than residential schools (10.3 per cent). It was observed that the association between type of organization and Good Governance as far as financial aspects of the organization was significant (P<0.05). Therefore, it can be concluded that the financial aspect and governance practices are dependent. It was found that financial aspects affect the Governance of the organization in a better way. Since the finances helps to organization to manage the organization in an effective manner it also been observed that most of the organization had good documentation regarding financial aspects of the organization.

It was found that non residential schools (33.3 per cent) had higher level of Good Governance Practices for services rendered to stakeholders than residential schools (10.3 per cent). It was observed that the association between type of organization and Good Governance Practice for services rendered of the organization was insignificant (P>0.05). Therefore it inferred that services rendered of the organisations and Good Governance of the organization are independent.

It was found that non residential schools 28.6 per cent) had higher level of Good governance practices for external relationship than the residential schools (17.2 per cent). It was observed that the association between type of special schools and Good Governance Practice for external relationships was insignificant (P>0.05). Therefore it can be inferred that special school in residential or non residential and their governing board relationship with external agencies like government department are independent.
It was found that non residential schools (28.6 per cent) had higher level of good governance practices for sustainability of the school than the residential schools (17.2 per cent). It was observed that the association between type of organization and Good Governance Practice as far as sustainability of the organization was insignificant (P>0.05). Therefore it can be inferred that Governance Practice and sustainability of the organization are independent.

It was found that schools for physically challenged (73.7 per cent) had higher level of good governance practices for management board than the schools for mentally challenged (35.5 per cent). It was observed that the association between type of school and Good Governance Practices as far as management board of the organization was significant (P<0.05). Therefore it can be inferred that the schools of mentally challenged had better Good Governance Practice as far as management board of the organization is concerned. Management board have effect on its Good Governance of the organization. Leadership is a very important factor for any organisations growth, therefore it is quite obvious that schools with good leader and management board score high in Good Governance practices rather than the poor management board and leaders.

It was found that schools for physically challenged (26.3 per cent) had higher level of good governance practices for Human Resource Development in these schools than the mentally challenged (12.9 per cent). It was observed that the association between type of school and Good Governance Practice Score for human resource development is insignificant (P>0.05). Therefore it can be inferred that human resource development and Good Governance of the organization are independent.

It was found that schools for the physically challenged (36.8 percent) had good governance practices score for the financial aspects of the school than the schools for the mentally challenged (12.9 per cent). It was observed that the association between type of school and financial aspects of the organization was significant
(P<0.05). Therefore it can be inferred that financial aspects of the organization and Good Governance of the organization are dependent.

It was found that the schools for physically challenged (36.8 per cent) had good governance practices score for the services rendered by the school than the schools for the mentally challenged (9.7 per cent). It was observed that the association between type of school and service renders of the organization was significant (P<0.05). It was found that services rendered and Good Governance of the organization are dependent.

It was found that the schools for physically challenged (36.8 per cent) had better good governance score for external relationship of the schools than the schools for the mentally challenged (12.9 per cent). It was observed that the association between type of school and Good Governance Practice as far as external relationship of the organization is significant (P<0.05). Therefore it was found that external relationships of the organization and Good Governance practices of the organization are dependent.

It was found that schools for mentally challenged (22.6 per cent) had slightly better good governance practices score for sustainability of the organisations than the schools for physically challenged (21.1 per cent). It was observed that the association between type of school and Good Governance Practice Score as far as sustainability of the organization is insignificant (P>0.05). Therefore, it can be concluded that sustainability of the organization and Good Governance practices of the organization are independent.

It was found that the Non-Grant-in-Aid schools had better (75 per cent) good governance practices for management board than the grant in aid (35.3 per cent) school. It was observed that the association between type of funding and Good Governance Practice as far as management board of the organization is significant (P<0.05). Therefore it can be concluded that management board of the organization and type of funding for special Schools are dependent.
It was found Non-Grant-in-Aid (25 per cent) had better good governance practices score for Human Resource Development than the grant in aid (17.6 per cent) organizations. It was observed that the association between funding pattern and Good Governance Practice Score as far as Human Resource Development of the organization is insignificant (P>0.05). Therefore it was found that human resource development and Good Governance Practices of the organization are independent.

It was found that Non-Grant-in-Aid (25 per cent) had better good governance practices score for the financial aspects of the organization than the grant in aid (23.5 per cent). It was observed that the association between funding pattern and Governance Practice Score as far as financial aspects of the organization is significant (P<0.05). Therefore it was found that financial aspects of the organization have and Good Governance Practices of the organization dependent.

It was found that grant in aid (23.5 per cent) had better good governance practices score for services rendered by the organization than the Non-Grant-in-Aid (18.75 per cent). It was observed that the association between funding pattern of the organization and services rendered by the organization is significant (P<0.05). Therefore it was found that services rendered by the organization and funding pattern of the special Schools are dependent.

It was found that in Non-Grant-in-Aid (25 per cent) had better good governance practices score for external relationships of the organisations than the grant in aid (23.5 per cent). It was observed that the association between funding pattern and external relationship of the organization is significant (P<0.05). Therefore it can be concluded that external relationships of the organization and funding of the organization are dependent.

It was found that Non-Grant-in-Aid (25 per cent) had better good governance practices score for the sustainability of the organization than the grant in aid (20.6 per cent). It was observed that the association between funding pattern of the organization and sustainability of the organization is significant (P<0.05).
Therefore it can be concluded that funding pattern and sustainability of the organization are dependent.

Organisational Climate

It was found that majority (49.6 per cent) of the organization comes under the ‘Average’ (58-71) Organization Climate (OC) score category. Majority of the organization scored category of ‘Average’ (58-71) Organization Climate (OC) score.

It was found that the Organisational Climate for special schools for mentally Challenged (31.7 per cent) was better than the physically Challenged schools (19.6 per cent). It is observed that there is an association between type of special school. And thus, it can be concluded that organization climate is significant (P<0.05). It can be concluded that the Organisational Climate and the type of schools are dependent.

It was found that Organisational Climate for Non-grant in aid have good (40.5 per cent) than the grant in aid organisations (19.3 per cent). It was observed that the association between type of organization funding and its organization climate is significant (P<0.05). It can be concluded that the funding and the organisational climate are dependent.

It was found that the Organisational Climate is better in the organisations with medium staff strength (26.6 per cent) than that of small and large staff strength. It can be observed that the staff and its Organisational Climate is insignificant (P>0.05). Thus, it can be concluded that the staff strength and the Organisational Climate are independent.

It was found that organization climate is better in the organisations with small number of children (27.7 per cent) than the large group of children (21.6 per cent). It can be observed that the association between number of children and its organization climate is insignificant (P>0.05). Thus can be concluded that the strength of children and the Organisational Climate are independent.
It was found that the Organisational Climate falling in the category of the middle aged group (22.8 per cent) have good scores than the young and old age group. It can be observed that the association between age group of respondents and the organization climate in which they were working is insignificant (P>0.05). Thus, it can be concluded that the age of the staff and the Organisational Climate are independent.

It was found that Organisational Climate for the organisations falling in the category of moderate work experience of the staff (23.6 per cent) have better scores than the ones with low or high work experience. It was observed that the association between experience of staff and the Organisational Climate is insignificant (P>0.05). Thus, it can be conclude that the work experience of the staff and the Organisational Climate are independent.

It was found the organization with the qualification of their staff up to graduation level have good (21.7 per cent) than the organization in which the staff are qualified up to higher secondary and post graduation level. It was observed that the association between level of education of staff and Organisational Climate is insignificant (P>0.05). Thus, it can be concluded that the staff qualification and the Organisational Climate are independent.

It was found that the residential organisations (19 per cent) have good score for management rewards rather than non residential organisations (17 per cent). It can be observed that the association between management rewards and Organisational Climate of the organisations was insignificant (P>0.05). Thus, it can be concluded that that the management rewards and Organisational Climate are independent.

It was found that the non residential organisations (24 per cent) have good scores for innovative practices rather than residential organizations (13 per cent). It can be observed that the association between emphasize given on innovative practices within residential and non residential organisations and its Organisational Climate
is significant (P<0.05). Thus it can be concluded that the innovative practices and Organisational Climate are dependent.

It was found that the non residential organisations (28 per cent) have good communication practices rather than residential (20 per cent). It can be observed that the association between communication practices within the residential and non residential organization and Organisational Climate is significant (P<0.05). Thus, it can be concluded that the communication practices and the non residential and residential organisations are dependent.

It was found that in residential organization finds better interpersonal relationships within the organization (23 per cent) than the non residential organisations (15 per cent). It can be observed that the association between Interpersonal relationships within the organization and its impact on the Organisational Climate is significant (P<0.05). Thus, it can be concluded that interpersonal relationships and its impact on the Organisational Climate are dependent.

It was found that residential organisations (19 per cent) have better Organisational Climate scores than the non residential organizations (14 per cent ). It can be observed that the association between supervision within the residential and non residential organisations and Organisational Climate is insignificant (P>0.05). It can be concluded that types of schools and its impact on the Organisational Climate are dependent.

It was found the non residential organisations (63 per cent) have better Organisational Climate for good orientation than the residential organization( 62 per cent ). It can be observed that the association between orientation within the residential and non residential organisations and its impact on the Organisational Climate is insignificant (P>0.05). It can be concluded that the types of the organization and its Organisational Climate are independent.
It was found that in residential organisations (24 per cent) have better score for level of trust than non residential organizations (16 per cent). It can be observed that the association between trust within the residential and non residential organisations and its impact on the Organisational Climate is insignificant (P>0.05). Thus, can be concluded that the level of trust and the types of organisations are independent.

It was found that in non residential organisations (18 per cent) have better score of decision making than that of the residential organisations (16 per cent). It can be observed that the association between decision making practices within the residential and non residential organisations and its impact on its Organisational Climate is insignificant (P>0.05). Hence it can be concluded that the decision making practices and the types of organisations are independent.

It was found that in non residential organisations (15 per cent) have better scores for problem management mechanisms than residential (11 per cent). It can be observed that the association between problem management mechanisms within the residential and non residential organisations and its impact on its Organisational Climate is insignificant (P>0.05). It can be concluded that the problems management mechanisms and organisations climate are independent.

**Special Schools**

It was found that in schools for physically challenged (21 per cent) have good amount of management rewards than the schools offering in the mentally challenged schools (14.6 per cent). The physically challenged category comprises of those with visual disability hearing impaired and any other physical deformity. It was observed that the association between management rewards within the various special schools and its impact on its Organisational Climate is insignificant (P>0.05). Hence, it can be concluded that the management rewards and the types of special schools are independent.
It was found that in schools working in areas of special education of physically challenged have good emphasis on innovative practice (41.5 per cent) than mentally challenged schools. It was observed that the association between emphasize on innovative practices within the special schools and its impact on its Organisational Climate is insignificant (P>0.05). Hence, it can be concluded that the innovative practices and Organisational Climate are independent.

It was found that special education for physically challenged (25.2 per cent) have better scores for communication practices than the mentally challenged (21.1 per cent). It was observed that the association between communication practices within the special schools and its impact on the Organisational Climate is insignificant (P>0.05). Thus it can be concluded that the communication practices and types special schools are independent.

It was found that physically challenged (25.2 per cent) have good interpersonal relationships within schools compared to the mentally challenged schools (13.8 per cent). It was observed that association between interpersonal relationships within the special schools and its impact on its Organisational Climate is significant (P>0.05). Thus, it can be concluded that the interpersonal relationships and types of special schools are dependent.

It was found that schools working in areas of physically challenged (20.3 per cent) have better supervision within the school rather than the schools working for mentally challenged (13 per cent). It was observed that the association between Supervision within the special schools and its impact on the Organisational Climate is insignificant (P>0.05). It can be concluded that the Organisational Climate and the supervision in different schools are independent.

It was found that schools working for physically challenged (67.6 per cent) find average amount of orientation within the organisations rather than mentally challenged schools (56.9). It was observed that the association between
orientation within the special schools and its impact on its Organisational Climate is insignificant (P>0.05). It was thus concluded that, the orientation within the different special schools and Organisational Climate are independent.

It was found that the physically challenged schools (22.4 per cent) show good Organisational Climate score for level of trust within the organization than the mentally challenged schools (17.9 per cent). It was observed that the association between trust within the special schools and its impact on its Organisational Climate is insignificant (P>0.05). Thus, it can be concluded that the level of trust in different schools and its impact on Organisational Climate is independent.

It was found that the physically challenged (16.1 per cent) find good decision making practices within the school than the mentally challenged schools (12.2 per cent). It was observed that the association between decision making practices within the special schools and its impact on its Organisational Climate is insignificant (P>0.05). Thus, it can be concluded that the decision making in different special schools and its impact on the Organisational Climate are independent.

It was found that schools working for physically challenged (14.7 per cent) find good amount of issues and problems management mechanisms than schools working for mentally challenged (10.6 per cent). It was observed that the association between issues and problem management mechanism within the special schools and its impact on its Organisational Climate is significant (P<0.05). Thus, it can be concluded that the problems management mechanisms in different schools and the Organisational Climate are dependent.

It was found grant in aid schools (20 per cent) find good amount of management rewards than the non grant aid organizations (12 per cent). It was observed that the association between management rewards within Government and Non Government aided schools and its impact on its Organisational Climate is
insignificant (P>0.05). Thus, it can be concluded that the management rewards for Organisational funding and Organisational Climate are independent.

It was found that Non-Grant-in -Aid schools (24 per cent) find good scores for innovative practices than the Non-Grant-in -Aid( 15 per cent ). It was observed that association between innovative practices within Government and Non -Government aided schools and its impact on its Organisational Climate is insignificant (P>0.05). Thus, it can be concluded that the innovative practices for Organisational funding and Organisational Climate are independent.

It was found that the Grant-In-Aid organisations (25 per cent ) school has good Organisational Climate scores for communication practices than the Non-Grant-in -Aid organisations ( 18 per cent ). It was observed that the association between communication practices within Government and Non-Grant-in -Aided schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it can be concluded that the communication practices for Organisational funding and the Organisational Climate are dependent.

It was found that the grant in aid school ( 25 per cent ) have good Organisational Climate score for interpersonal relationships than Non-Grant-in -Aid organisations ( 7 per cent). It was observed that the association between Interpersonal Relationships within Government and Non Government aided schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it was can be concluded that the interpersonal relationships for the organization funding and Organisational Climate are dependent.

It was found that grant in aid schools ( 64 per cent) find average orientation for their organization than the Non-Grant-in -Aid ( 58 per cent). It was observed that association between Supervision within Government and Non Government aided schools and its impact on its Organisational Climate is significant (P
<0.05). Thus, it was concluded that the orientation for the Organisational funding and Organisational Climate are dependent.

It was found that the grant in aid schools (25 per cent) have good Organisational Climate scores for level of trust than the Non-Grant-in-Aid schools (7 per cent). It was found that the association between trust within grant in aided and Non-Grant-in-Aid schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it was concluded that the level of trust in the organisations for funding an Organisational Climate are dependent.

It was found that grant in aid schools (43 per cent) show average amount of Organisational Climate score for decision making than the Non-Grant-in-Aid (27 per cent). It was observed that the association between decision making practices within Government and Non government aided schools and its impact on its Organisational Climate is significant (P <0.05). thus, it was concluded that the decision making for funding and Organisational Climate are dependent.

It was found that grant in aid schools (63 per cent) show average Organisational Climate scores for the problems management mechanisms than the Non-Grant-in-Aid organisations (51 per cent). It was observed that the association between problem management mechanism with grant in and Non grant in aided schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it was concluded that the problems management mechanisms for funding and Organisational Climate are dependent.

It was found that the organisations with medium staff strength (23 per cent) have good Organisational Climate score than the small or big staff strength for management rewards. It was observed that the association between management rewards within the organization with specific number of staff and its impact on its Organisational Climate is significant (P <0.05). thus, it was concluded that the management rewards for specific staff strength and Organisational Climate are dependent.
It was found that organization with medium staff strength (22 per cent) have good Organisational Climate for innovative practices than the small or big staff strength. It was observed that association between innovative rewards in the organization with specific number of staff and its impact on its Organisational Climate is insignificant (P >0.05). Thus, it was concluded that the innovative rewards in the organization with specific number of staff and Organisational Climate are independent.

It was found that organization with medium staff strength (32 per cent) have good Organisational Climate score for communication pattern than small or big staff strength. It was observed that the association between communication pattern in the organization with specific number of staff and its impact on its Organisational Climate is significant (P <0.05). Thus, it was concluded that the communication pattern in the organization with specific number of staff and its impact on its Organisational Climate are dependent.

It was found that organization with big staff strength (19 per cent) have good Organisational Climate score for interpersonal relationships than the small or medium staff strengths. It was observed that the association between Interpersonal Relationships within the organization with specific number of staff and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that Interpersonal Relationships within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that the organization with the medium staff strength (19 per cent) have good Organisational Climate score for supervision than big or small staff strength. It was observed that the association between supervision within the organization with specific number of staff and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that supervision within the
organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength (68 per cent) have good Organisational Climate score for orientation than the big or small staff strength. It was observed that association between orientation in the organization with specific number of staff and its impact on its Organisational Climate is insignificant ($P > 0.05$). Thus, it was concluded that between orientation in the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with big staff strength (23 per cent) have good Organisational Climate score for level of trust than organization with small or medium staff strength. It was observed that the association between level of trust within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ($P > 0.05$). It was concluded that the level of trust within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength have good Organisational Climate for decision making practices than big or small staff strength. It was observed that association between decision making practices within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ($P > 0.05$). It was concluded that decision making practices within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength have good Organisational Climate for problem management mechanism than small or big staff strength. It was observed that the association between problem management mechanism within the organization with specific number of staff and its impact on
its Organisational Climate is significant (P <0.05). Thus, it was concluded that that problem management mechanism within the organization with specific number of staff and its impact on its Organisational Climate are dependent.

It was found that organisations with big number of children (26 per cent) have good amount of Organisational Climate score for management rewards than small group of children (12 per cent). It was observed show that the association between management rewards within the organization with specific number of children and its impact on its Organisational Climate is significant (P <0.05). It was concluded that management rewards within the organization with specific number of children and its impact on its Organisational Climate are dependent.

It was found that organisations with big number of children (23 per cent) have good Organisational Climate scores for innovative practices than the organisations with small number of children (14 per cent). It was observed that the association between innovative practices within the organization with specific number of children and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that innovative practices within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with big number of children (28 per cent) have good Organisational Climate score for communication pattern rather than organisations with small number of children. It was observed that the association between communication pattern within the organization with specific number of children and its impact on its Organisational Climate is significant (P <0.05). It was concluded that communication pattern within the organization with specific number of children and its impact on its Organisational Climate are dependent.

It was found that organisations with have small number of children (23 per cent) find have good organization climate score for interpersonal relationships than the
organization which has big number of children admitted for special education. It was observed that the association between interpersonal relationships within the organization with specific number of children and its impact on its Organisational Climate is insignificant (P >0.05). It can be concluded that interpersonal relationships within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with big number of children (18 per cent) have good Organisational Climate score for supervision than the organization with small number of children. It was observed that the association between supervision within the organization with specific number of children and its impact on the Organisational Climate is insignificant (P >0.05). It was concluded that supervision within the organization with specific number of children and its impact on the Organisational Climate are independent.

It was found that organisations with big number of children (65 per cent) have good Organisational Climate score for orientation than the organisations with small number of children (60 per cent). It was observed that the association between orientation within the organization with specific number of children and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that orientation within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with small number of children (22 per cent) have good Organisational Climate score for level of trust than the organisations with big number of children (18 per cent). It can be observed that the association between level of trust within the organization with specific number of children and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of trust within the organization with specific number of children and its impact on its Organisational Climate are independent.
It was found that organisations with big number (22 per cent) have good Organisational Climate score for decision making practices than the organisations with small number of children. It was observed that the association between decision making practices within the organization with specific reference to the number of children admitted for the special education and its impact on its Organisational Climate is significant (P < 0.05). It was concluded that decision making practices within the organization with specific reference to the number of children admitted for the special education and its impact on its Organisational Climate are dependent.

It was found that organisations with big number of children (20 per cent) have good Organisational Climate score for problem management mechanisms than the organisations with small number of children (7 per cent). It was observed that the association between problem resolve management within the organization with specific number of children and its impact on its Organisational Climate is significant (P < 0.05). It was concluded that the problem management mechanisms within the organization with specific number of children and its impact on its Organisational Climate are dependent.

It was found that organisations which have more number of female employees (20 per cent) have good Organisational Climate score for management rewards than the organisations with more number of male employees. It was observed that the association between management rewards within the organization with specific reference to the gender of the employee and its impact on its Organisational Climate is insignificant (P > 0.05). It was concluded that the management rewards within the organization with specific reference to the gender of the employee and its impact on its Organisational Climate are independent.

It was found that organisations with more number of female employees (18 per cent) have good Organisational Climate score for innovative practices than the organisations with more number of male employees. It was observed that the
association between innovative practices carried within the organization with specific reference to the gender of the employee and its impact its Organisational Climate is insignificant (P >0.05). It was concluded that innovative practices carried within the organization with specific reference to the gender of the employee and its impact its Organisational Climate are independent.

It was found that organisations with more number of male employees (24 per cent) have better Organisational Climate score for communication pattern than the organisations with more number of female employees. It was observed that the association between communication pattern within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that communication pattern within the organization with specific gender of the employee and its impact on its Organisational Climate are independent.

It was found that organisations with more number of female employees (19 per cent) have good Organisational Climate score for interpersonal relations than the organisations with more number of male employees. It was observed that association between interpersonal relationships within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the interpersonal relationships within the organization with specific gender of the employee and its impact on its Organisational Climate are independent.

It was found that organisations with more number of female employees (17 per cent) have good Organisational Climate scores for supervision than the organisations with more number of male employees. It was observed that the association between supervision within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that supervision within the organization with specific
gender of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of female employees (65 per cent) have good Organisational Climate score for orientation than the organisations with more number of male employees. It was observed that the association between level of orientation within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of orientation within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.

It was found that the organisations with more number of female employees (20 per cent) have good Organisational Climate score for level of trust than the organisations with more number of male employees. It was observed that the association between level of trust within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the level of trust within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of female employees (18 per cent) have good Organisational Climate score for decision making practices than the organisations with more number of male employees. It was observed that the association between decision making practices within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the decision making practices within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.
It was found that organisations with more number of female employees (15 per cent) have good Organisational Climate scores for problems management mechanisms than the organisations with more number of male employees. It was observed that the association between problem management mechanism within the organization with specific gender and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the problem management mechanism within the organization with specific gender and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (15 per cent) have good Organisational Climate score for management rewards than the organisations with more number of young or old aged group employees. It was observed that the association between management rewards within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that management rewards within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (16 per cent) have good Organisational Climate score for innovative practices than the organisations with young or old aged grouped of employees. It was observed that the association between innovative practices carried out within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that between innovative practices carried out within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (21 per cent) have good Organisational Climate score for communication patter than the organisations with old or young aged employees. It was observed that the association between communication pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is
insignificant (P >0.05). It was concluded that communication pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (22 per cent) have good Organisational Climate score for interpersonal relationships than the organisations with young or old aged employees. It was observed that the association between interpersonal relationships within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the interpersonal relationships within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (16 per cent) have good Organisational Climate score for supervision than the organisations with young and old aged employees. It was observed that the association between supervision pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that supervision pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees (64 per cent) have good Organisational Climate score for orientation than the organisations with young or old aged employees. It was observed that the association between level of orientation within the organization with specific age group of employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of orientation within the organization with specific age group of employees and its impact on its Organisational Climate is independent.
It was found that organisations with more number of middle aged employees (22 per cent) have good Organisational Climate score for level of trust than the organisations with young or old aged employees. It was observed that the association between level of trust within the organization with specific age group of the employee and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of trust within the organization with specific age group of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle age employees (14 per cent) have good Organisational Climate score for decision making than the organisations with young or old aged employees. It was observed that the association between decision making practices within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that decision making practices within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle age employees (13 per cent) have good Organisational Climate score for problems management mechanism than the organisations with young or old aged employees. It was observed that the association between problem management mechanism within the organization with specific age group of the employees and its impact on its Organisational Climate is significant (P <0.05). It was concluded that problem management mechanism within the organization with specific age group of the employees and its impact on its Organisational Climate is dependent.

It was found that organisations with more number of employees with moderate work experience (18 per cent) have good Organisational Climate score for management rewards than the organisations having low or high work experience. It was observed that the association between management rewards within the
organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that management rewards within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees of moderate level of work experience (15 per cent) have good Organisational Climate scores for innovative practices than the organisations with employees having low or high work experience. It was observed that the association between innovative practices carried out within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that innovative practices carried out within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (22 per cent) have good Organisational Climate score for communication pattern than the organisations with employees having low or high work experience. It was observed that the association between communication pattern within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is insignificant (P >0.05). It was concluded that communication pattern within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (26 per cent) have good Organisational Climate score for interpersonal relationships than the organisations with employees having high or low work experience. It was observed that the association between interpersonal relationships within the organization with specific reference to the level of work
experience of the employees and its impact on the Organisational Climate is significant (P <0.05). It was concluded that interpersonal relationships within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is dependent.

It was found that organisations with more number of employees with moderate level of work experience (19 per cent) have good Organisational Climate scores for supervisions than the organization with employees having low or high level of work experience. It was observed that the association between pattern of supervision within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that association between pattern of supervision within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (63 per cent) have good Organisational Climate score for orientation than the organisations with employees having low or high level of work experience. It was observed that the association level of orientation within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of orientation within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (26 per cent) have good Organisational Climate score for level of trust than the organisations with the employees having high or low level of work experience. It was observed that the association between level of trust within the organization with specific reference to the level of work experience of
the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of trust within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (11 per cent) have good Organisational Climate score for decision making practices than the organisations with employees having low or high level of work experience. It was observed that the association between decision making practices within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that the decision making practices within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (11 per cent) have good Organisational Climate score for problem management mechanisms than the organisations having employees with low or high level of work experience. It was observed that the association between problem management mechanism within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is significant (P <0.05). It was concluded that problem management mechanism within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is dependent.

It was found that organisations with employees having education up to graduation level (19 per cent) have good Organisational Climate scores for management rewards than the organisations having employees qualified upto higher secondary or post graduate level. It was observed that the association between management
rewards within the organization with specific reference to the level of education of the employees of the organization and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that management rewards within the organization with specific reference to the level of education of the employees of the organization and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (18 per cent) have good Organisational Climate scores for innovative practices than the organisations with the employees qualified upto higher secondary or post graduation. It was observed that the association between innovative practices carried out within the organization with specific reference to the level of education of the employees of the organization (Higher Secondary, Graduation and Post Graduation) and its impact on the Organisational Climate is insignificant (P >0.05). It was concluded that innovative practices carried out within the organization with specific reference to the level of education of the employees of the organization and its impact on the Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (31 per cent) have good Organisational Climate score for communication pattern than the organisations with the their employees qualifies upto higher secondary or post graduate level. It was observed that association between communication pattern within the organization with specific reference to the level of education of the employees of the organization (Higher Secondary, Graduation and Post Graduation) and its impact on the Organisational Climate is significant (P <0.05). It was concluded that communication pattern within the organization with specific reference to the level of education of the employees of the organization and its impact on the Organisational Climate is dependent.

It was found that organisations with employees having education up to Graduation level (22 per cent) have good Organisational Climate score for interpersonal relationships than the organization with their employees qualified
upto higher secondary or post graduate level. It was observed that the association between interpersonal relationships within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is insignificant ($P >0.05$). It was concluded that interpersonal relationships within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (16 per cent) have good organization climate scores for supervision than the organisations with their employees qualifying upto higher secondary or post graduate level. It was observed that the association between supervision practices within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is significant ($P <0.05$). It was concluded that supervision practices within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is dependent.

It was found that organisations with employees having education up to Graduation level (68 per cent) have good Organisational Climate score for orientation than the organisations with their employees qualified upto higher secondary or post graduate level. It was observed that the association between orientation level within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant ($P >0.05$). It was concluded that orientation level within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.
It was found that organisations with employees having education up to Graduation level (24 per cent) have good Organisational Climate score for level of trust than the organisations with employees qualifies upto higher secondary or post graduate level. It was observed that the association between level of trust within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of trust within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (15 per cent) having good Organisational Climate for decision making than the organisations with employees qualified upto higher secondary or post graduation level. It was observed that the association between decision making practices within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that decision making practices within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (15 per cent) have good Organisational Climate score for problem management mechanisms than the organisations with their employees qualified upto higher secondary or post graduate level. It was observed that the association between problem management mechanism within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that problem management mechanism within the organization with specific reference to the level of
education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging open caste category (19 per cent) have good Organisational Climate score for management rewards than the organisations with employees falling under other castes. It was observed that the association between management rewards within the organization with specific reference to the caste category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that management rewards within the organization with specific reference to the caste category of the employee (and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste (19 per cent) have good Organisational Climate score for innovative practices than the organisations with employees falling under other castes. It was observed that the association between innovative practices within the organization with specific reference to the caste category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that innovative practices within the organization with specific reference to the caste category of the employee (and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging open caste category (20 per cent) have good Organisational Climate score for communication pattern than the organisations with employees falling under other castes. It was observed that the association between communication pattern within the organization with specific reference to the caste category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that communication pattern
within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (20 per cent) have good Organisational Climate score for interpersonal relationships than the organisations with employees falling under other castes. it was observed that the association between interpersonal relationship within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that interpersonal relationship within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (19 per cent ) have good Organisational Climate score for supervision than the organisations with employees falling under other castes. it was observed that the association between level of supervision within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that between level of supervision within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (59 per cent ) have good Organisational Climate score for orientation than the organisations with employees falling under other castes. it was observed that the association between level of orientation within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on the Organisational Climate is insignificant (P >0.05). It was concluded that between level of
orientation within the organization with specific reference to the cast category of the employee and its impact on the Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (24 per cent) have good Organisational Climate score for level of trust than the organisations with employees falling under other castes. It was observed that the association between level of trust within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that level of trust within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (13 per cent) have good Organisational Climate score for decision making practices than the organisations with employees falling under other castes. It was observed that the association between decision making practices within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant (P >0.05). It was concluded that decision making practices within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that association between the Good Governance Practices and Organisational Climate has become statistically non significant in case of financial aid of school (Grant in Aid and Non-Grant-in-Aid) and the Type of School (Residential and Non Residential School) as the controlled variable was introduced. This state was that the association between Good Governance Practices and Organisational Climate depends on whether the school is Grant in Aid and Non-Grant-in-Aid condition and Type of School (Residential or Non Residential)
The Type of School (Residential or Non Residential) and Financial Status (Grant-In-Aid or Non-Grant-In-Aid) as controlled variable is introduced the association between Good Governance Practices and Organisational Climate become non spurious.
CONCLUSIONS

The study has come up with correlation between Good Governance Practices and Organisational Climate. This could be the reasons Governing boards of the organisations are designing and developing the policy to create the good organisational climate. The organisational climate depends on the Good Governance Practices and vice versa.

Governance practice is the method to operate in the organisations. Governing board of the organisations decide the practices and based on the certain norms the services and operations were carrying out in the organisations. In every organisation governance practices can be measured as it is based on certain characteristics. The characteristics of Good Governance can be assessed by governing board approaches to a mission of the organisation, stakeholders, leadership, human resource development policy, financial resources and aspects of the transparency, accountability, sustainability etc. The assessment scores are classified as “Good”, “Average” or “Poor”.

The study has concluded that the Good Governance practices depend on the type, its services pattern and funding of organisations. Financial aspects of Good Governance Practices which includes appropriate financial systems, accountability, and transparency are the major component, which are influenced by the type of special school as its residential or non residential, and the funding pattern as grant-in-aid or non-grant- in- aid of the special schools.

Organisational climate is the reflection of the governance practices. The organisational climate can be accessed through the approach perceived by the employees of the organisations and their perception on how the management gives them orientation, keep trust, supervise, involved in decision making, communication patterns, co-operation, interpersonal relationship, management of reward etc.
The study has also conclude that the organisational climate depend upon the governance practices and it also depend on the types of the organisations, services as it could be residential or non-residential, size of the organisations, funding source etc..

Area and further scope of the study about the good governance practices and the organisational effectiveness, organisational climate and the rehabilitation services provided to the special school.

LIMITATION OF THE STUDY

The Research study has faced the following limitations

The Governing Board members of the Special School were not available for the interactions as their timing and appointments were difficult to match with the visit for the data collection of the special school.

Due to the time constraint only Pune district was considered for the study and 266 employees and 50 Principal of the special school were selected for the study

SUGGESTIONS
The study revealed urgent need for the Social work intervention to improve overall Good Governance Practices and Organisational Climate of the organization working in the field of special education of the children with special ability.

The study recommends need to organize in-depth training to improve Good Governance Practices and Organisational Climate selected for the study.

The study suggests urgent need to train organization and Government agencies working in the field of special education of the children with special ability regarding Good Governance Practices and Organisational Climate.

The study proposes classroom discussion, in-depth interview (IDIs) and Focus Group Discussion (FGDs) along with the staff of special school and its management by the faculty member of Social Work during the Social Work training to made students aware about various component of Good Governance Practices and Organisational Climate.

The study suggests placement of Social Work trainee students especially students in special school with a specific Field Work plan which include Social Work assessment and intervention in the areas of Good Governance Practices and Organisational Climate.

The study proposed need for In-depth qualitative research on the same area for further effective Social work intervention.

**PROPOSED FRAMEWORK FOR SOCIAL WORK INTERVENTION TO IMPROVE GOOD GOVERNANCE PRACTICES AND**
ORGANISATIONAL CLIMATE OF THE ORGANISATION WORKING IN THE FIELD OF SPECIAL EDUCATION

The prime objective of the proposed framework is the strengthening of Good Governance Practices while improving the Organisation’s Climate. To this end, the following Social Work intervention has been proposed:

INITIAL PHASE OF INTERVENTION

In the initial phase, the following social work intervention has been proposed:

(1) Building a rapport with the management and school officials: To initiate the intervention into the making of better Organisational Climate and Good Governance Practices in the organisation, developing cordial relationship with the school management board and staff of the school is of vital importance which shall be initiated by the concerned Social Worker. In doing so the Social Worker’s activity would include meeting the Management President, Board Member(s), School’s Principal with the intention of explaining the aim and objective of the intervention process. Besides, the Social Worker would also strive towards getting the necessary permissions from the relevant authority. In the entire exercise, the Social worker shall try and involve the Management and
Governing staff of the organisation and highlight the importance of the Good Governance Practices and healthy Organisational Climate.

(2) Ventilation phase by Staff and Management of through FGDs, GDs and personal interviews: On obtaining the necessary permission(s), the Social Worker shall organize personal meetings with the President, Board Member(s) and Principal of the Special School to understand the various aspects of existing Good Governance Practices and Organisational Climate of the organisation. In doing so, Social worker shall organize Focus Group Discussions (FGDs) and Group Discussions (GDs) with the staff mentioned above besides others for better listening of the staff.

(3) Assessing the existing Good Governance Practices and Organisational Climate of the Organisation using relevant tools and techniques of Social work: Social work as a profession applies various tools and techniques in the process of problem identification. To assess existing Good Governance Practices and Organisational Climate of the Organisation, the selected Social worker shall utilize observation, and interview techniques.

(4) Identification of the issues and challenges which impacts on Good Governance Practices and Organisational Climate: The designated Social Worker shall try and identify issues and challenges currently impacting overall Good Governance Practices and Organisational Climate of the organisation as also make an effort to document the same.

(5) Usage of research scale to assess overall Good Governance Practices and Organisational Climate of the organisation: With the aim of obtaining accurate information on existing Good Governance Practices and Organisational Climate of the school/organisation, the designated Social Worker shall use all relevant research scales.

MIDDLE PHASE OF INTERVENTION
During the middle phase following Social work intervention has been proposed:

(1) Putting fact finding before management which impact Good Governance Practices and Organiational Climate of the organisation: At the end of the initial phase of assessment, the Social worker shall put forward the necessary findings related to the existing situation of the Good Governance Practices and Organiational Climate of the organisation. At this stage, the intention would be to try and present all document and related facts which were recorded during the first phase of Social work intervention.

(2) Involvement of Management and Staff of the organisation for development of strategic programme to improve Good Governance Practices and Organiational Climate of the organisation: The role of the Social worker in this process would include garnering participation of the management and staff to create further platform to improve overall Good Governance Practices and Organiational Climate of the organisation. To initiate the same, management and staff as mentioned before shall come up with a review committee to monitor and improve
overall Good Governance Practices and Organisational Climate of the organisation.

(3) Trust building through Problem solving training, educational programme and empowerment process: The research study made an observation that the management board and the staff of the organisation involved in the study did not have any opportunity to put into practice various simple managerial actions. Also observed was the lack of trust amongst the management board and the staff of the organisation. To improve the same, the designated Social Worker shall arrange the organisation of various managerial skill building programs, educational programme and training classes. The study specifically recommend the ‘problem solving’ technique in the process.

(4) Staff and Management’s combined review committee to monitor organization of the organisation: The study proposes that the Social worker initiate the setting up an internal review committee within the organisation comprising, member(s) for the management board, staff, nominee of the Dept. of Social Welfare Maharashtra, Social Work College, Management Consultant, Social activist(s) of eminence and other as the organisation may feel so. The core role and responsibility of the review committee will be to review the progress, issues and challenges in the process of Good Governance Practices and Organisational Climate of the organisation.

(5) Developing Plan of action to improve overall Good Governance Practices and Organisational Climate of the organisation: The committee shall endeavor to recommend strategies to improve overall Good Governance Practices and Organisational Climate of the organisation. Further, the management and staff shall make an effort to plan various tasks and activities to overcome the issues and challenges impacting the overall Good Governance Practices and Organisational Climate of the organisation. During this process the role and individual responsibility of the management and staff shall be decided which shall be reviewed during the next review committee which monitor Good Governance Practices and Organisational Climate of the organisation.
During the tertiary phase, the following Social work interventions have been proposed: 24 Aug

(1) Organizing workshop(s) pertaining to training and sensitization: The study brought out the fact that the organisation involved did not get an opportunity to participate in training programs and workshops meant to inform on ways to improve Good Governance Practices and Organisational Climate of their organisation. The Social Worker shall thus organise training and sensitization workshop(s) on the importance of Good Governance Practices and healthy Organisational Climate of the organisation and for the same, develop training modules as also audio-video and organise the latter’s screening within the organisation.

(2) Program developed within the organisation be exchanged with others to improve Good Governance Practices and Organisational Climate of the former: The research study observed that the organisation involved in the study did not have any exchange program with its peer organisations in the same field. It is thus imperative that the Social worker arrange exchange of ideas with other leading
sister organisation(s) to better Good Governance Practices and Organisational Climate.

(3) Involvement of Government officials: The study observed that the government machinery does not have a structured plan to monitor Good Governance Practices and Organisational Climate of the organisation. What the Government does do is monitor various administrative details of the organisation regularly in the absence of a specified mandate in the form of a resolution. The appointed Social worker shall have to try and engage with and involve Government officials (especially Social Welfare Dept, Government of Maharashtra) dealing in the field of Special education regarding the importance of the Good Governance Practices and healthy Organisational Climate at the special schools.

(4) Involvement of stakeholders of the organisation: The appointed Social worker shall engage with and educate the stakeholders associated with special school and also make sure they participate in the process of monitoring and improving Good Governance Practices and Organisational Climate of the schools. For the same, the Social worker shall organize meetings, Networking event, workshops, seminars and conferences to disseminate the information and importance of Good Governance Practices and healthy Organisational Climate within the organisation. It shall also involve writing articles on the subject in local, national and international media.

(5) Grievance resolve mechanism and follow ups: The Social worker thus appointed shall make sure the special school/organisation has a formal and functional grievance resolution mechanism to deal with issues and challenges pertaining to Good Governance Practices and healthy Organisational Climate. The study found that a lethargic attitude and style of functioning exists in most grievance resolution mechanism currently functioning in the organisation.

The above Initial, Middle and Final intervention method will be useful to create the healthy Organisational Climate by understanding and developing of Good
Governance Practices in the Special School. The Social worker can play the major role and while dealing with the social problem, it is necessary to have systems in place and climate is healthy for the effective services of the organisations.