CHAPTER 6
CONCLUSIONS AND SUGGESTIONS
**Chapter 6: Conclusions and Suggestions**

**Chapter Summary**

The underlying assumption of this study was that organisational culture in an organisational context was an essential factor to be taken into account for organisational effectiveness. The study has attempted to examine the organisational factors influencing the functioning and effectiveness of NGOs and Grassroots Organisations in Gujarat. We had taken organisation culture and its components as factors influencing the functioning and effectiveness of NGOs and GOs.

It was stated that NGOs and Grassroots Organisations have their own culture. Organisational culture was thus defined as the beliefs, assumptions, the values, norms, and patterns of action and behaviour that characterise social relationships within formal organisation (Schein, 1997, Pareek, 1994). We had cited Robbins (1995) and suggested that organisational culture was concerned with how employees perceived the characteristics of an organisation's culture, not necessarily whether or not they liked them. Organisation culture is a descriptive term, we had suggested, and therefore research on organisational culture had sought to measure, as Robbins (1995) suggested, how employees see their organisation - whether it is helpful or not in NGOs' effectiveness.

At the onset of our study we had identified organisation culture as a factor and six sub-factors of this culture. The mission, beliefs and assumptions of the NGOs, the decision making process, the use of resources, the leadership style and values in the organisation were believed to be part of organisation culture and it was assumed that they influenced the functioning and effectiveness of the three organisations under study.

The research focused on two aspects, a) the awareness of the existence of culture as expressed in the factors above, among the functionaries of the NGOs/GOs and influencing their effectiveness, b) the proactive role the functionaries play in creating and shaping the organisation culture and its impact on organisation effectiveness.

In this, the final and concluding Chapter, the scholar presents findings and suggestions drawn from the analysis of the data. The conclusions will follow the same structure as in the chapter on data analysis. It will have four main parts.
The first part will deal with the six sub-factors cited earlier, the second part will deal with the organisational culture of NGOs', the third part will deal with organisational effectiveness, and the last and final part will deal with suggestions with the hope that it offers help to the practitioners and academicians interested in Development Management, Not-for-Profit Organisations/NGOs, Grassroots Organisations involved in development and empowerment of the marginalised.

The data analysis suggests that *organisation culture* and its sub-factors were one of the organisational factors which influences the functioning and effectiveness of NGOs and grassroots organisation in Gujarat. The study indicates that NGO personnel recognise the existence of organisation culture and consider it as important for the functioning and effectiveness of the organisation. However, awareness regarding organisation culture varied in degree and depth — from hardly any understanding to substantial knowledge — among the staff, trustees and beneficiaries of the NGOs.

The overall perception of the staff, Trustees and beneficiaries is that the NGOs are, by and large, effective with reference to indicators we had cited — i.e. goal achievement, credibility in the area, resource mobilisation and recruiting competent staff. However, there are no formal and agreed-upon indicators that NGOs have to gauge their effectiveness. Lack of awareness regarding organisational effectiveness deters NGO leaders and staff from consciously working for overall effectiveness.

The role of staff, trustees and beneficiaries in shaping organisation culture is recognised but the role does not always come across as conscious and proactive by the two main actors — i.e. staff and trustees of the NGOs.
CONCLUSIONS:

Conclusion of a study is not the last word on the subject matter but an effort cohesively to put together various arguments and analysis of the forgone chapters, and the insights gained from investigation of a sample which is a representation of the wider reality, and an attempt to generalise and answer some questions raised in the introductory chapter. In the following sections the findings of the study are highlighted. The findings are structured to make it easy to relate them to the elements of organisational culture of the NGOs, the primary focus of our study.

1. Clarity of Mission/Goal:

1.1 The goal/s of the organisation is referred to as Mission of the organisation in NGOs; by and large the staff and the Trustees have a clear knowledge and awareness of the mission. Clarity of objectives is very important for goal achievement and organisation effectiveness for an NGO. It is common practice for the NGOs to communicate the goal/s of the organisation to their beneficiaries and the changes they would like to work towards. NGOs are found to revisit their mission on a regular basis through staff and other meetings, reviews and evaluations, and annual meetings.

1.2 The NGO staff not only perceives a clear link but also maintains a close link with the goals, the programmes and activities of the organisation. Overall consistency is found among NGO staff with regards to the stated importance given to the Mission, concern shown and action taken to fulfil the mission. The leadership is very strong in maintaining a close link between the mission and the activities taken up by the NGOs. Leaders in NGOs play a vital role in maintaining the close link between the mission and the activities taken up by the NGOs.

1.3 NGOs had formal and informal ways of inducting newcomers into the organisation. 'Hands on work' along with the guidance of a senior staff seemed to be one of the well-appreciated methods of doing so. However lack of a systematic approach to orientation does not reflect the importance given to Mission and objectives.
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1.4 The Mission of the NGOs is largely derived from the analysis of the situation done by the founders and pioneers of the organisation. While the present analysis of the situation of exploitation by staff reflects the mission of the organisation. Various fora such as staff and other meetings, reviews and evaluations, annual meetings were occasions for NGOs to reflect and revisit their mission and align the activities to the goal of the organisation. ‘What’ of the mission (changes to be brought about) seems to be more clearly understood among staff than ‘why’ of the Mission (why change is required). The capacity to comprehend and analyse the prevailing socio-political and economic situation among the staff and trustees varies a great deal – from naive and over simplified to logical, in-depth and analytical.

1.5 A correlation between formal education and capacity to analyse the social situation is found in some cases. However formal education, for that matter even higher education (Bachelor’s and Master’s degree), among the NGOs staff and trustees did not necessarily guarantee logical and in-depth understanding of the situation of exploitation. It is also found that formal education was not the only factor determining the clarity, understanding and commitment (passion for) to the Mission/goal of the NGO; personal interest in socio-economic and political issues of the poor, commitment to the cause (Mission) and willingness to act contributed to the wider, comprehensive and critical understanding of the situation. Staff and Trustees reflect more informed and committed understanding of the mission/goal of the organisation where there is social and development orientation.

2. Beliefs and assumptions in the various constituencies in the organisation about caste and gender ideology:

2.1 NGO Mission is a reflection of the organisation’s understanding of exploitation, injustice, development and empowerment. “Missions are concerned more with an organisation’s common beliefs and the reasons why it exists” as Hudson said (1995.93)
2.2 The staff and Trustees of NGOs believe that knowledge of various discriminating ideologies (gender, caste, class) and the way they operate in society and groups is very important for development workers. NGOs strongly perceive that the Scheduled Tribes, Scheduled Castes and women are the most marginalised and vulnerable groups in India. Some NGO staff and trustees displayed an adequate understanding of the socio-economic dimensions of discriminations that exist in society. NGOs believe that the focus of their interventions should be these exploited communities and the reality largely reflects the belief. Not all NGOs generally and consciously discuss the subject of injustice and exploitation in society and share their analysis with the beneficiaries as a planned intervention.

2.3 With regards to caste ideology and its practice in cities there are differences of opinions among the NGOs staff; a few disagree that caste hierarchy and untouchability exists in the city. Some of the NGOs staff and Trustees not only lack the development perspective but also lack knowledge of it, for example, some fail to perceive the relation between poverty and gender discrimination. A small section in NGO sector see development in isolation and repudiate the relation between gender, caste and class ideologies and exploitation. There does exist a tendency, in a certain measure, to blame the poor and the marginalised and an understanding of the vicious cycle of poverty, ‘web of poverty and exploitation’, is lacking in NGOs. In their interventions NGO staff finds awareness and concern towards development and empowerment of Scheduled castes, Scheduled tribes, and women, however this concern is not always articulated before the people concerned.

2.4 Formal education, training, experience and cognitive capacity play an important role in formation of beliefs and assumptions among NGO staff, which however does not guarantee the ability to conceptualise and articulate. NGO personnel with less formal education and training have exhibited more capacity to conceptualise and articulate. Some of the staff in NGOs are predominantly doers and do not exhibit a reflective inclination or capacity though it is considered important for a development catalyst. There are however some among the staff who exhibit integration of action and reflection.
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3. The process of decision-making:

3.1 The NGO staff is familiar with the system and procedure of decision-making. The decision-making processes in the NGOs are not always bottom up; they are top down as well. Decision-making processes in NGOs are flexible, ranging from centralised to decentralised and strongly mission driven. Decision-making process in NGOs is seen to have a strong flavour of participation, delegation and goal-orientation where opinions and information are called for and certain amount of consultation takes place. Awareness among the staff about decision-making exists but a more proactive role vis a vis decision-making is desirable.

3.2 Some amount of negative bureaucratic procedures are perceived in NGO functioning. The decision-making process in NGOs, to a great extent, is a reflection of the existing value of participation and delegation; decisions are encouraged to be taken closer to the action, wider consultation is sought whenever possible and required. NGOs, on the whole, follow participative decision-making process, reflecting free flow of information, consultation, and delegation.

3.3 Not all Governing Boards (GBs) of NGOs are active and involved in the governance of the organisations to the same degree. Some GBs are just "rubberstamps", where policy decisions are often taken by the Executive Trustee and the Board merely confirms (endorses) them. Role holders, people in positions of authority such as Executive Secretary, President, Executive, Secretary, and in some cases, team leaders, significantly influence decisions and the procedures involved in it.

3.4 The NGO sector has a very limited understanding of Democratic and participatory decision-making procedures. Translated into action it means placing the issue in the larger forum and providing space to comment upon it. This procedure does not reflect a comprehensive understanding of the process nor the proactive role desired of members by a participative decision-making exercise. The beneficiaries however perceive the NGO staff following democratic decision-making procedure...
and largely ensuring the interests of the poor, the weak and women in particular in the area.

3.5 There is a perception that an 'autocratic decision-making' process prevails in NGOs. This perception often stems from an assumption that all decisions which the executive in the organisation takes have to be brought to the notice of all and discussed in a large forum before arriving at a final decision, which is not always practical and advisable. On the flip side there is also a tendency on the part of decision-makers in NGOs to go ahead without taking the wider group into confidence before a decision.

3.6 Very often the importance of decisions and their implications are viewed differently in NGOs. The judgement about the decision made often reflects the interests and needs of the individual or the interests of a small group. There is a large number of staff members to whom decisions pertaining to the mission and objectives are very significant, while for some decisions regarding the internal matters of the organisation are more important. Perception of either kind has an influence on the individual's emotive state – causing satisfaction or dissatisfaction.

3.7 Participation in decision-making in NGOs depends not only on the opportunity available but also the willingness of individuals to take initiative and risk, competencies developed by individuals and personal commitment to people and to the goals of the NGO. Participation and involvement in decision-making in NGOs depends also on the commitment and willingness of the leaders to involve the staff in decision-making and management issues, and therefore, investing in dialogue, feedback and counselling of staff. However lethargy, lack of interest and attitude of 'just my task and let the others take care of the rest' among some staff is seen as a hindrance to participation. This attitude not only discourages participation, but in the long run results in a vicious circle - the leaders ignore such people and the staff feel ignored and become resentful.
4. **The ways in which organisation resources and facilities are used:**

4.1) The NGOs are adequately resourced in terms of facilities required for the services they provide, tasks and functions they carry out. The resources and facilities in NGOs are brought on board gradually as organisations begin to function and expand their activities and reach. Unlike product-oriented organisations, the NGOs begin functioning and, in the process, acquire and develop resources as needs arise and finance becomes available.

4.2) The resources and facilities in NGOs are well used for the goal and objectives of the organisation barring a few instances of abuse that exist. Issue of equality is a concern for a few staff members with regards to resource utilisation. Difficulties pertaining to time allocation and availability of facilities/resources surface sometimes. However, no major conflicts exist in NGOs in terms of use of facilities and resources of the organisations. The use of facilities and resources are need-based and rules and regulations are in place for their use. However, the norms set up in NGOs are not only for better functioning but also to curb their misuse.

4.3) Participatory organisational culture in NGOs, cultivated through a democratic style of leadership and, participatory decision-making and functioning influences resource sharing, allocation and utilisation. Values such as cooperation, tolerance, and flexibility are found in the use of resources which endorse Hudson’s (1995) comments that resources and how they are put at the service in an organisation throw light on the values the organisation adheres to and fosters.

4.4) An increase in technological facilities and resources for communication, in particular, such as computers, Internet connections, overhead projectors such as LCD, are found in NGOs. However, use of computers and Internet reveals that those who use these facilities are largely those who are familiar with the English language.

4.5) The work culture in NGOs allows space for maximum use of resources; however, increase in use of facilities, limited resources and some degree of abuse of freedom compelled the organisation management to set up...
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bureaucratic norms. To some extent this leads to an unwanted bureaucratic culture eroding the self disciplined work culture expected of voluntary, value-based organisations.

4.6) The value of sharing resources in the NGO sector extends beyond the organisation. The respective NGOs have built up infrastructure and developed facilities in the area of their work – such as office buildings, classrooms, community halls, rice mill, store rooms, agricultural experimentation fields, furniture, computers, etc. they take care to physically, materially and financially empower the grassroots and their organisations (CBOs). Commitment to the mission and sensitivity to local needs and personnel is seen in varying degrees among NGOs in their resource acquisition and sharing.

5. The perception of leadership style in the organisation at various levels:

5.1) NGOs exhibit a close link between leaders and the organisation culture that exists in NGOs, and both are found to influence each other considerably. Allocation of positional leadership in NGOs is influenced by experience, qualification, commitment to the organisation and knowledge one exhibits, however the priority of stated reasons differs from organisation to organisation.

5.2) The perception of leadership style has a bearing on the overall satisfaction of the staff and their performance. Democratic, autocratic and Laissez-faire styles of leadership are perceived in the NGOs however the democratic style is predominant. The management style of NGOs ranges from authoritarian to participatory with greater leaning towards the latter.

5.3) NGO leadership is perceived to be supportive, encouraging, providing direction, guiding, hard working, punctual and able to provide a feedback. These aspects of leadership are found to be motivating in the NGO sector leading to higher performance and better organisational effectiveness. Leadership is seen as a role model in NGOs and is expected...
to and does help the process of empowerment of NGO staff as well as beneficiaries.

5.4) A number of NGO functionaries lack adequate knowledge, understanding and practice of management theories though they are extensively involved in management practices. The leaders do not have formal management education however they often acquire management knowledge and skill on-the-job, through experience and training programmes during their association with the NGOs.

5.5) A governance practice exists in some NGOs where some staff are invited to be on the Governing Board and/or Governing Board members are implementers of some programmes as well, lending itself to possible structural ambivalence which is a help and a hindrance as well. The stated arrangement has a potential for undermining the authority of the executive. Appointment of Executives from within the organisations has its advantages but it also generates peer group dynamics reflecting likes, dislikes, acceptance and non-acceptance of a leader to some extent.

5.6) The leadership and leadership style in NGOs is largely informal, approachable, inviting dialogue, interaction and consultation. There is a danger of NGOs being one person shows due to the legal status of the organisation and the power it provides to the Executive-Trustee where that is the case. The contingency theory of leadership, 'if-then' - is validated in NGOs. The influence of leadership in NGOs does not depend on the quality and skills of leadership alone but also on the willingness of the staff to accept the particular leadership. Strong biases, distrust and resentment on either side influence the organisation culture negatively.

5.7) NGOs' claim to work for the development of marginalised does not always reflect the reality within the organisation. NGOs claim to empower the marginalised communities, however not all NGOs make sustained efforts within the organisation to empower staff from these communities. Efforts to promote leadership among the Scheduled Castes, Scheduled Tribes, and women in the organisation vary. Efforts in this direction have more weightage in favour of women as a group.
5.8) Candidates' experience, qualification, commitment to organisation, and knowledge base play an important role in their appointment to positional leadership in NGOs.

5.9) Leadership in NGOs is not a property of the individual but a complex set of relationships among different variables such as characteristics of leader as well as the staff, characteristics of the organisation and the social, political and economic milieu as suggested by McGregor (1960) and people – staff, trustees and beneficiaries.

5.10) In two cases Chief Executive Officers (CEO) of NGOs are appointed from within the NGO staff and therefore the past baggage is carried forward by colleagues and the leader, affecting the relationship, making it effective or ineffective.

6. The values that are exhibited in the organisation:

6.1) The NGO constituencies (staff and trustees) believe that values are part of organisation culture and shape people's behaviour and performance and influences organisation effectiveness. Though values are considered to be an important part of NGO culture, conceptual understanding of values is limited in the NGOs staff and beneficiaries, and effort into value formation and sustainability are lacking.

6.2) Values such as respect for people, equality, openness, opportunity to grow, transparency (openness), participatory decision-making, honesty, respect for work are cited as existing and appreciated in NGOs. Equality and respect for diversity are behaviourally exhibited within the NGO as well as in the area of intervention, through confrontation, stance taken by some staff of some NGOs in face of violations of democratic principles, human rights, caste, gender or class discrimination. Significant congruency exists in the NGOs with regards to values proclaimed and values practised, organisational values and values which individuals holds. In spite of so much importance given to values in an organisation and in organisation culture no conscious efforts are made to foster, promote or challenge values or lack of it.
6.3) Values perceived in NGOs tend to be personified, namely perception of a value in the organisation reflected an individual's disposition and satisfaction with overall culture of the organisation. Estranged relationship with leaders or members of another group or 'clique' reflected in ones perception of values practiced in the organisation.

6.4) Empowerment of people is vital to NGOs and is largely done through Human Resource Development (HRD). HRD efforts are seen and valued in NGOs. Staff is exposed to many training programmes, however the capacity to develop criticality and analytical tools important for empowerment process appear to be limited. HRD efforts are not seen to bear much fruit due to lack of a sustained realistic planning and implementation on the part of the leadership and lack of interest and commitment to personal and professional growth on the part of the individual.

6.5) Adequate fora for formal and informal information and opinion sharing exist but not all utilise these fora effectively. Conflict is an important issue in NGOs and efforts are made to deal with them constructively NGO staff finds conflict in the organisation as occasion of learning though some do not share this view. Individual's competency to comprehend and deal with conflict influences the perception and the process of handling conflict in NGOs.

6.6) A considerable number of NGO personnel comply with demands for adherence to the mission, development approach, organisation values, attitudes, activities and processes, or participate with 'real' commitment, namely they have not really internalised the mission, philosophy, values and attitudes of the NGOs and therefore generating the 'real' commitment and integration with the organisation is compromised. Informal groups (cliques) in the NGOs play an important role in influencing an individual's behaviour and commitment to organisational culture and goals.
7. The effectiveness of the organisation:

7.1) The NGOs constituencies agree upon the stated indicators of organisational effectiveness and have found them effective with regards to achievement of goals, credibility in society, access to finance and physical resources and success in attracting competent human resources for the organisation. Though indicators and priority for organisation effectiveness vary from NGO to NGO, credibility of the NGO is a common cited criterion to gauge organisation effectiveness.

7.2) There are no formal and agreed upon indicators which the NGOs have to assess organisation effectiveness. Lack of awareness of organisational effectiveness deters NGO leaders and staff from consciously working for overall effectiveness.

8. The organisational culture specific to the organisations under study:

8.1) NGOs find it difficult to specify organisation culture in terms of assumptions, values, attitudes and behavioural patterns. NGOs believe that organisational culture exists but awareness of it is weak and attention paid to it is much less.

8.2) The age of the NGOs vary from 8 to 25 years and the average age of staff is between 30 and 40. The recruitment policy and turnover of staff is thought of as an important aspect of organisation culture – high as well as low turnover is found in the NGOs.

8.3) There is diversity in the NGO staff and Trustees, such as – sex, caste, class, religion, education, rural, urban, language, and qualification. Large number of staff members in the NGOs are comparatively from a younger age group i.e. they fall within two categories – largest number between 31-40 years and second largest between 26-30 years.

8.4) The staff strongly identify with the mission of the organisation and what the organisation stands for. What the organisation stands for and what change it wants to bring about seems to be an important aspect of organisational identity – fighting injustice and bringing about social and economic equality, empowerment, sustainable natural resource
development and poverty eradication, overall improvement in quality of life of the poor and marginalised.

8.5) Like profit making and public sector organisations, having beneficiaries (product/service users) as staff members is not altogether uncommon in the Not-for-Profit Sector, NGOs have on their staff people from their beneficiary groups.

8.6) The process of recruitment has its own specific characteristics in the NGOs. Formal procedures such as identifying required competencies, skills, personalities, advertising and selection were one spectrum of the process while on the other hand ad hocism is seen as well. No conscious efforts at positive discrimination have been seen in recruitment in the NGOs except in one NGO in spite of the NGOs’ claim to work towards equality, empowerment of the poor and marginalised, or improving the quality of life of the deprived.

8.7) Among other reasons Mission is the main and strong attraction of being associated with NGOs. The core functions and positions are filled by people who have formal higher education with developmental related subjects and experience.

8.8) The NGOs are found to fall within three categories. One, Techno-managerial Voluntary Agencies, where the development approach taken by such an agency works on the premise that the process of rural development can be accelerated through modern management techniques and technology. Therefore indigenous technology and knowledge can be assisted by professionals through participation, leading to an increase in productivity and quality of life. Second is the Reformist Voluntary Agencies, where the approach is to bring about changes in the social and economic relationship within the existing political and administrative framework. It works with the local administration simultaneously enhancing people’s participation in identifying problems and in planning and implementation of programmes and schemes, not negating an advocacy role whenever required. Third, the Radical Voluntary Agencies, where the development approach challenges the existing social order.
(class, gender and caste), power equations and relations. The attempt of such an NGO involves conscientisation and organisation of the exploited against the exploiters. The programmes and activities are perceived not merely as an end in themselves but tools for creating counter culture and power structures in favour of the exploited.

8.9) There is, at one and the same time, overall satisfaction but also some strong dislikes for the existing culture. There are sharp contradictions or differences of perception about the organisational culture. Firstly, there are people who are not very happy with the organisational culture but at the same time they find the organisation a learning one, and very effective. There are staff who find the organisational culture very motivating but at the same time they do not find the organisational culture challenging people to upgrade themselves.

8.10) Commitment to work, professional growth (enhancing one's knowledge and skills in kind of work which the respective NGO has undertaken), certain amount of straightforwardness (non-manipulative behaviour) are demanded for long association with the organisation.

8.11) Staff credibility and influence in the organisation did not depend on formal degree alone but also on the ability to critically apply knowledge to reality and contribute to the goal of the organisation in terms of planning, execution and conceptualisation. Data suggests that ability to critically think and conceptualise was not very common in NGO staff as well as trustees.

8.12) The NGO organisation culture impacts three aspects of the organisation:

1) It helps maintain relationships with colleagues, helps achieve individual goals and encourages creativity;

2) It helps individual's motivation to work, promotes autonomy, and encourages professional growth,

3) It promotes systematic work and helps achieve organisational goals.

9. People who influence culture:

9.1) The NGO organisation culture is dynamic and is often shaped unconsciously and not through conscious efforts. Three categories of people are identified as being responsible for shaping and influencing the
organisation culture – the leaders (executive and team leaders), the staff, the trustees and the beneficiaries.

9.2) Data suggests that three sources, viz. the beliefs, values and assumptions of the founders of organisations, the learning experience of group members as the organisation evolves, and by new members and leaders who bring in new beliefs, values and assumptions are found to have a tremendous bearing on the organisation culture. This is also the view of organisational scholars.

9.3) Leaders and their leadership style are of prime importance in NGOs with regards to influence on organisational culture. Besides leadership, the following aspects influence the process of organisational change and culture

i. The development and organisational issues leaders pay attention to,

ii. Kind of monitoring done and feedback provided on a regular basis, which includes role-modelling by the leaders, and teaching and coaching (empowering) other staff,

iii. Leaders’ response and reaction to some of the incidents in the environment and organisational crises,

iv. Observed criteria by which leaders allocate human and financial resources,

v. Deliberate role modelling, teaching, and coaching,

Data also highlights secondary aspects, which act as expression and reinforcement mechanisms of culture such as,

i. The Organisation structure in terms of responsibilities given, delegation of authority, autonomy of work along with accountability demanded,

ii. Organisational systems and procedures especially consultation, and open and participative information-sharing and decision-making

iii. Formal statements of organisational philosophy, values, development discourse and approach

Our study of the organisations undertaken suggests that organisation culture as an organisational factor influences the functioning and effectiveness of NGOs and grassroots organisations in Gujarat. The study indicates that NGO personnel recognise the existence of organisation culture and its importance for the functioning and effectiveness of the organisation. However the awareness of
organisation culture as manifested in the above six factors varied in degree and depth among the NGO staff, trustees and service users (beneficiaries).

The overall perception of the staff, Trustees and service-users is that the NGOs are largely effective with reference to the four indicators we had cited above – goal achievement, credibility in the area, resource mobilisation and recruiting competent staff.

The role of the functionaries in creating and shaping the organisation culture is seen to some extent but the role is not always perceived as conscious and proactive by the two main actors – staff and trustees.

It becomes evident from our study and analysis that the organisational factors, in our case the organisation culture, influences the functioning and effectiveness of NGOs and Grassroots Organisations in Gujarat even when the degree of awareness about the culture and a proactive role played in shaping the culture by the stakeholders in the NGOs is limited. It is our contention that if the awareness about culture and its role increases and the staff and trustees play a proactive role in shaping organisation culture organisation effectiveness will increase.
Suggestions:

1. **Mission: desired change the organisations want to bring about:**

   1.1) NGOs would benefit from sustaining their practice of periodically revisiting the goals and objectives in teams as well in a large group at different fora in the organisation.

   1.2) The orientation for new recruits needs to be systematised so that the newcomers are integrated into the organisation faster and their competencies are utilised more effectively.

   1.3) The organisation culture of the NGOs must continuously foster a cognitive understanding of the mission and its context, emotive expression of the same among staff and trustees and, provide well informed and planned interventions to keep the commitment of the individuals high, and here the leaders will have to provide the lead

2. **Beliefs and assumptions in the organisation about development:**

   2.1) In a fast changing development scenario, action, if not supported by reflection and critical analysis, might reduce the impact of the intervention and eventually the effectiveness of the organisation.

   2.2) Interdisciplinary inputs in conceptualising the interventions and experiences may help in making the NGOs' effort more holistic. The interdisciplinary inputs can be developed through various means - within the staff, or through hired hands. An intervention, if viewed and reviewed from an economic, social, development and gender perspective, from inception to completion, may enrich the organisation's effectiveness.

   2.3) In order that a culture of learning be promoted in NGOs it may be useful for NGOs to regularly invest in sharing their research analysis and findings with beneficiaries/service users the grassroots organisation promoted by the NGOs.

   2.4) A culture of learning is required to be consciously promoted in the NGOs. The staff of NGOs will greatly benefit if they are engaged in
building and upgrading their knowledge on development, empowerment, and other related issues on a regular basis through the means of reading, presentation, analysis and assimilation. The NGOs might like to develop and sustain an organisational culture where action, reflection, knowledge and skill building processes are well integrated and are in place. This organisation culture building processes must also take on board issues such as development policies, budget allocation for development of various communities and programmes, development intervention and programmes of various agencies.

2.5) Leaders and employees of NGOs need to be self-conscious about how learning at every level occurs that leads to organisational improvement, and assist organisation members to become and see themselves as increasingly more effective, self-reliant, and cooperative learners.

2.6) Data suggests that understanding and familiarity with ideologies and development discourses especially class, caste and gender us generally lacking, with some exceptions within NGOs and individuals within an NGO.

3. The process of decision-making:

3.1) NGOs need to improve on their participatory decision-making processes so that there is a match between theory and practice of participatory decision-making in the organisation. This will also enable staff in disseminating this methodology among its service-users.

3.2) Some decisions have a more emotive impact than other and have the potential of vitiating the climate of the work place. Taking the wider constituencies into confidence in the process of decision-making will reduce speculation and gossip and help in maintaining a healthy work culture in the organisation. Conflict resolution is closely related to decision-making and can be made more satisfying, effective and productive by more regular, data-based feedback from leaders and colleagues in the NGOs.
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4. The utilisation of facilities and resources within the organisation:

4.1) Technologies are there to help but unless individuals do not use them effectively and the organisation culture does not foster its intelligent use, they remain under-utilised and non-productive and this danger exists in NGOs.

4.2) Regular assessment of needs, requirement of facilities and use of resources in NGOs may increase effective usage of the resources and facilities leading to an organisation culture where there is accountability, value for money, and information, which is constantly translated into knowledge. Subsequently this culture will facilitate the above processes.

5. Perception of leadership style:

5.1) Research findings (Roehling and Cavanaugh, 2000) suggest that great attention should be paid to managerial 'soft skills', (e.g. negotiating, leadership, providing performance feedback, listening and oral communication skills), and the NGOs leadership can enhance their effectiveness by developing these 'soft skills'. A conscious and constant effort and willingness on the part of NGO leaders to dialogue, to understand staff behaviour and factors that affect their motivation, along with timely and accurate feedback would greatly help staff performance and eventually organisation effectiveness. Leaders' resorting to different styles of communication by to suit the need of the staff whenever possible may produce effective results in interactions with staff. Keeping constantly abreast with theory and practice of development and management may help the leaders carry out their leadership role and responsibilities more effectively.

5.2) The structural ambivalence in NGOs, especially the role of the President/Secretary and Executive when the roles are held by separate individuals, must be clarified and regularly reviewed to avoid managerial problems and 'playing one against the other' in the organisations.
5.3) Leaders' exclusive leaning towards task or group maintenance does not always help. It is important that NGO leaders keep themselves in tune with the changing needs of the organisation through consultation and accordingly decide on the priority to be given to them.

5.4) The language of leaders – polite or harsh – has an influence on emotions, affecting the mental disposition of the staff positively or negatively. There is also the danger of leaders becoming too diplomatic (bordering on manipulation) or too direct and may lose the objective of communication and interaction and to that extent rendering their leadership ineffective.

5.5) In order to make the NGO work culture learning, creative and productive the staff needs to take constant and conscious initiatives in action-reflection and the leaders must continue to encourage such initiatives and providing realistic feedback with their eyes on the task and the mission of the organisation. Receiving timely and adequately detailed feedback is found helpful for personal and professional growth among NGO staff, leaders can learn and contribute a great deal in this matter. However it must be noted that unwillingness on the part of the staff to receive feedback does not help learning or the process of building an open and learning work culture.

6. The values that are exhibited in the organisation:

6.1) The leaders may need to pay attention to the statement and practice of values and periodically assess staff perception of values that exist and their compatibility with the mission of the organisation. Individual and collective values in an organisation change over time and it is helpful to review the existing ones and the ones the organisation might like to foster in future.

6.2) Conflicts are inevitable in any organisation and NGOs are no exception. NGOs' staff may greatly benefit from organisational approach to conflict, applying them effectively to their context and issues. Inputs on conflict resolution may greatly benefit NGOs.
7. The organisational culture specific to the organisation under study:

7.1) The components (as identified for the study) that go to make organisation culture must be a given thoughtful consideration to use it effectively to the advantage of the organisation.

7.2) The NGOs must squarely face the contradiction in perception that exists among staff, find out the reasons for the difference in perceptions and how they impact individuals and the organisation at large and to take corrective measures.

8. The effectiveness of the organisation:

8.1) NGOs lack formal and agreed upon criteria against which to assess their effectiveness except their mission and objectives. Efforts towards setting criteria for organisation effectiveness may help the NGOs to develop better assessment tools and thus improve their interventions in the field as well as take steps for organisational development.

8.2) NGOs must acknowledge the fact that to measure organisational effectiveness is not easy but it is not altogether impossible either. Therefore it is all the more important to identify criteria to judge effectiveness and periodically focus on one or the other or some of these criteria to gauge performance and revitalise efforts.

9. People who influence culture:

9.1) Awareness of organisation culture and how it is shaped and effects organisation functioning and effectiveness may help the various constituencies to make the organisation more proactive with regards to improving work culture in the organisation.

9.2) NGOs need to consciously and periodically examine their organisational culture on the various sub-factors cited above. The Organisational Culture needs to be regularly reviewed in terms of its influence on people in the NGOs and those associated with NGOs and vice versa. The leaders need to take timely and adequate steps so that the organisational culture does not get the better of people.