CHAPTER 8

DISCUSSION

8.1 INTRODUCTION

An organization is the pattern of ways in which large number of people have intimate face-to-face contact and engaged in complexity of tasks, relate themselves to each other in conscious, systematic establishment and accomplishment of mutually agreed purposes. They are social units engaged in the pursuit of achieving a set of objectives (Etzioni, 1964). A sound organization design and structure is an essential aspect of the organizational effectiveness (Drucker, 1955; Allen, 1958; Megson, 1988; Matsushita, 1988).

Organizational culture is one of the latest concepts in the field of management and organization theory (Panda and Gupta, 2001). One reflection of the popularity of the culture concept is the increasing number of theoretical perspectives (Martin, 1992) and organizational disciplines which utilize the concept (Harris and Ogbonna, 1999). Organization culture as a study in the management sciences is widely covered, because of the advantages on the management principles evolved like shared values and beliefs (Panda and Gupta, 2001). Organization culture conveys a sense of identity for organizational members (Deal and Kennedy, 1982; Peters and Waterman, 1982). It facilitates the generation of commitment to something larger than self (Peters and Waterman, 1982), enhances social system stability and serves as a sense-making device that can guide and shape behaviour (Louis, 1980; Meyer, 1981; Pfeffer, 1981).

Organizations pursue specific objectives on a continuous basis and build strengths on experience, professional competence, physical structure,
performance, recognition for achievement and usefulness to society. Human resources play the pivotal role in building the strengths of the organization (Likert, 1967).

The bulk of the scientific evidence suggests that the more the individual is enabled to exercise control over his task, and to relate his efforts to those of his fellows, the more likely he is to accept a positive commitment. This positive commitment shows in a number of ways, not the least of which is the release of that personal initiative and creativity which constitute the basis of a democratic climate (Thorsurd, 1972). The ability of an organization to manufacture products or provide services rests on its ability to gain commitment from the people within that organization (Paton and McCalman, 2000). Handy (1997) suggests that what enables a corporation to succeed in the longer term is a wish for immortality; a consistent set of values based on the awareness of the organization's own identity; a willingness to change; and a passionate concern for developing the capacity and the self-confidence of its core inhabitants, who the company values more than its physical assets.

Organizations cannot achieve the best without the influence of external forces and therefore, networking is essential for organizational development, as they, though a system in themselves, are subsystems of overall system of the society.

Against this background, the results obtained in this study could be discussed in terms of two view points: the nature and characteristics of the NGOs dealing with disability rehabilitation and focussing on Human Resource Development; and the extent to which these characteristics of NGOs contribute their efficiency in the management.
8.2 EVALUATION OF THE FINDINGS, NATURE AND CHARACTERISTICS OF NGOS

Findings emerging from and analysis of NGOs dealing with disability in general and disability in a particular area are:

NGOs are characterized by high staff turnover, poor infrastructure, lack of staff participation in decision making, less of post school adjustment and relatively less number of children and professionals coming out of the organizations need to have well conceived HR policies and practices. On an average, the sampled 82 NGOs working in the area of disability rehabilitation in the State of A.P. have 12.62 years of existence expenditure around Rs.16 lakhs per annum, children and professionals turned out 115 per year, and qualified professionals and other staff working, respectively 16 and 14 (150 and 140 max).

NGOs dealing with HRD and related service programmes in the field of visual impairment are on an average working for 13 years; with an expenditure of Rs.10 lakhs per annum approximately; with 63 clientele turn out per year; and of them 27 post school adjusted in society. The professional and other staff are 11 and 12 respectively per NGO. There is a need of own buildings, qualified professionals and HRD programmes in the field of visual impairment.

NGOs dealing in the field of mental retardation, on an average are working for 12 years; with an expenditure of Rs.19 lakhs per annum approximately with 150 children turn out per year and of them, 42 post school adjusted. The professionals and other staff are 22 and 17 respectively. There is a need for increasing turn out of professionals and disabled MR children, increase in post school adjustment of MR children and qualified faculty to deal with HRD and service practices which are contributory to effective DRM.
On an average, the NGOs in the field of hearing impairment are in operation for 13 years with an expenditure outlay of Rs.17 lakhs per annum. The average number of hearing impaired in education turn out 200 per year of which 76 are adjusted in society. Qualified staff for such training hover, around 19 on an average. The NGOs dealing with Hearing impaired group are primarily service oriented. Only in this sense they contribute to HRD but there is no room in such organization to meet the training of professionals for this area of disability which is a major need. There is a necessity of own space / building; research and development thrust and concentration on man power development exercises, short term or long term so that totality of HRD practices could be covered. The need for programatic change in functioning and programme cannot be relegaled to the background.

NGOs dealing with physically handicapped have existed on an average for 14 years by now in the field with average annual expenditure of Rs.17 lakhs, and children turn out at 217. But significantly less number of children are adjusted in society (M=40). Number of qualified personnel working in the institution are 22 on the average which is fair enough except for the 24 percent NGOs where staff strength is less than 5. NGOs in the field of multiple disability are in existence for nearly 12 years or more with annual budgeted expenditure of Rs.14 lakhs, turning out 205 beneficiaries per annum and nearly 50 of them are adjusted in society. Staff wise the NGOs are self-sufficient.

The characteristics are literally same for disability specific NGOs. Therefore, from the management point of view these organizations subscribe only partially to the various requirements of an effective organization for dealing with various aspects of human resources development practices, since the specific areas of disability have unique problems and needs of their own which needs to be squarely dealt with for achieving efficiency as well as sustainability. This interpretation is substantiated by evidence as stated by Murthy (1991) and Wirz (1996) that there is a need for further research in the
field, as the field has grown on experiential accounts rather than with scientific evidence. For successful implementation of the disability rehabilitation programme, there is a need for adequate plan on the basis of scientific literature and in an evolving field like disability rehabilitation with new and untested methods, research is essential and may even be considered an ethical necessity. (Thomas and Thomas, 2000).

Organizations working in any field need physical facilities appropriate to its programmes as per the mission and goals. These facilities are to be such that they meet the needs of the clients, who receive the rehabilitation services. In addition, these need to have appropriate environment meeting the health and safety standards (Payne, 1994). Adequate equipment appropriate to the specific disability and programme planning is the contributing factor for the successful implementation of the disabilities rehabilitation programme, which needs adequate planning (Thomas and Thomas, 2000). Organizations in the field of disability rehabilitation management need to have the classrooms appropriate to the disability so that the persons with disabilities receive right services for their rehabilitation. The people working in the NGOs need to have the required education and skills, which go with the community and culture (Coleridge, 2000). The number of people with disabilities are numerous in developing country, but where the resources are few (Twible and Henley, 2000). This creates a demand for increased awareness so that there is optimal utilization of resources available in the country. Therefore, the NGOs engaged in the disability rehabilitation management have an added responsibility in this direction. As discussed earlier, research and development in an evolving field like disability management is very crucial. It has been observed that research and development plays a greater role in the development of the organization and the field. Organization benefits by the research data in its planning and implementation and the field benefits in developing new models, which will be focussed on high quality and low cost. The management have to strive for
right plans so as to ensure optimal use of resources (Thomas and Thomas, 2000).

8.3 ORGANIZATIONAL EFFECTIVENESS SCALE (OES)

The questionnaire on organizational effectiveness in the context of human resource development and related issues was finalized after inter observer agreement and identified each item within the sub-scale to which it belongs as well as the total scale in term of its relevance and appropriateness. All the sub-scales have response distribution which cannot be explained away by chance or sampling fluctuations. The few those are not significant, do contribute to test validity by their representativeness. There is a need for minor modification in respect of 4 ambiguous terms in the subscale on collaborative working. Such a little departure is inevitable in the first initiative to develop a test for measuring organization effectiveness based on Human resource development characteristics for developing an effective DRM. The intercorrelations among subscales are all significant beyond .01 level establishing consistency of scales and responses elicited without exception. Each sub-score is highly and positively correlated with total test score which indicates high test validity and high sub-scale-total test validity.

The scores of sub-scales of service values and meaning and others (in an integrated fashion based on comparative observations) are:

<table>
<thead>
<tr>
<th>Table-94: Scores of sub-scales of OES-DRM</th>
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<tbody>
<tr>
<td><strong>High</strong></td>
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<tr>
<td>Service values and meaning</td>
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<td>Rights and needs</td>
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<td>Individual attention</td>
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<td>Resource management</td>
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<td>Collaborative working</td>
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<td>All scales</td>
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8.3.1 Service values and meaning

Values are considered as the corner stone of cultural edifice of any society for development (Pascale and Athos, 1982). These include National Service through industry, fairness, harmony and cooperation, struggle for betterment, courtesy and humility, adjustment and assimilation and gratitude. In "In search of Excellence", Peters and Waterman (1982), attributed success of the best organizations to the belief system in vogue in these organizations, which mostly touches the value system. In our country also, gradually in the organizations not only in public sector but also in private sector, realization is seen where the values and belief statements are issued which echo concern on similar items as discussed above (Chakravorty, 1998).

Autonomy, challenging tasks, creativity, social status and opportunity to be a team member are also reported to be the cherished values in most of the organizations keeping the hygiene factors at the back bench (Singh 1979). While reviewing the real situation in the organizations, most of us might feel differently to accept the theoretical findings which lack the support of normative framework for guidance (Chakravorty, 1998). The situation obtaining in NGOs is not well known through empirical studies, though it is considered that NGOs by virtue of their being in the social development area are required to show more concern on service values and meaning in their activities. Therefore, there is a need to examine these aspects.

In the present study, the attributes included under service values and meaning include:

There is significant difference among the three groups: Low, Moderate, High in service values and meaning. Specific effects were tested using least square difference method and all the inter group differences are significant beyond 0.01 level, which do not diverge much from what has been outlined above. In this sense, their values which characterize corporate organizational effectiveness could also explain by and large the organizational effectiveness
in the area of disability rehabilitation with emphasis on human resource
development. Further, these values do also differentiate NGOs and also
relate to total organizational effectiveness scores. Thus the findings get
theoretical support for its verbalization.

The next aspect of the Organizational Effectiveness Scale is Rights
and Needs of persons with disabilities.

8.3.2 Rights and needs of persons with disabilities

In NGOs dealing with persons with disabilities, the customer is the
person with disability who is the center of action in the organization.
Rehabilitation services are provided to the persons with disabilities of all age
groups with a nondiscriminatory attitude towards sex, caste, religion, region
etc. As per the human rights advocates, constitutional protectors and
conscious citizens concerned with rights movement, rights of the persons with
disabilities are to be protected which is also provided in the Persons with
Disabilities (Equal Opportunities, Protection of Rights and Full Participation)
Act 1995. They also have the same rights as non-disabled enjoy as per the
constitution. It is obligatory on the part of the society to ensure protection of
the rights of the persons with disabilities. (Prasad, 2000).

When the rehabilitation services are provided to them in an
organization, they must not have the slightest feeling of their rights being
encroached by the people who are providing service to them. These
rehabilitation services include all those requirements of a human being in the
life cycle with emphasis on the special needs depending upon the nature of
the disability. Those are concerned with early detection, intervention services,
education, vocational skills, employment, leisure, cultural activities, sports and
full participation in the society. They need to be considered as useful citizens
of the country depending upon their functional ability (RCI, 2000).
Under this section, an attempt has been made to study the practices obtaining in the NGOs in disability management, in respect of the rights and needs of the persons with disabilities. The results are:

Three groups of NGOs: Low, Moderate, and high are significantly different from each other on their stress on rights and needs of clients in an organization dealing with disability. Inter-group differences between any comparison of groups is significant as observed from specific effects using LSD method. All values are significant either at 0.05 or at 0.01 level.

Obviously, concern for rights and needs of disabled do reflect in NGOs and this eventually contributes to their success.

Another component for the DRM model would be Individual attention to persons with disabilities.

8.3.3 Individual attention to persons with disabilities

As discussed earlier respecting the rights of the persons with disabilities and creating enabling conditions for access to information will make the client to make a choice of the services to be obtained (Payne, 1994). Then the gap between the results and the expectations will be minimal paving the way for client satisfaction. This is simply not possible if the NGOs do not make their endeavours as client-focus. Making the center conducive for the clients to participate actively in the delivery of services requires the organization to focus on individuals by encouraging independence and individuality. Individual attention may be obtained, if the clients are provided the required privacy and confidentiality, besides security. Allowing the clients and their families the control over their own affairs apart, if they are consulted and involved in the matters relating to the services, it will be possible to pay individual attention to the persons with disabilities. This is the bottom line of the functioning of an effective organization, as per the studies undertaken by the National Institute for Social Work, London (Payne, 1994). Keeping communication open for all the stakeholders in the disability management will
help in obtaining the right mindset of the people and a conducive service environment friendly to the persons with disabilities.

The results of the present study indicate:

There exists clear significant difference in the individual attention scores among the three groups of NGOs varying in effectiveness. Inter-group differences in Means in case of comparison (Low high, low-moderate) are also significant. Hence, it can be stated that individual attention to the beneficiaries varies positively and significantly with effectiveness in organizational management except between the moderate and High effectiveness comparison group.

8.3.4 Human resources development

Human resource management is a critical area for any organization which is equally applicable to the NGOs. With all its essentiality, Human resource management has always meant many things to many people (Sinha, 2000). However, the fundamental issue is the way the human resources are managed to achieve the objectives of the organization in making it to play an integrated and holistic role. It leads, therefore, for all those concerned with HR issues to raise questions of relevancy, meaningfulness and value addition to the organizations and to the people working within the organizations. The function of human resources development is no more a compensation and transaction activity, but encompassing the entire organization like a web deciding on the strategic actions of the organization work vis-a-vis employee motivation. One aspect has been observed over the past half-century is that there is constant change in the perception and expectation of the human resources development. It is no denying that the human resources are essential in the attainment of the organizational goals, keeping the bottom-line healthy and fit, creating value and adding it the organization and its stakeholders, to speak of the outcomes. If we speak of the processes, the human resource is all pervasive in the total working of the organization (Sinha
2000). How then are we going to make it more effective? The areas identified as critical for better human resources management as per various studies, relate the performance management, training and development, career planning, organizational development, motivation and job evaluation, job enrichment and participation and sharing in the decision making. The role of HR, therefore, among several others, is Strategy provider, Outsourcing of activities, Value generator, Internal service provider, and Delegation of activities.

Some of the studies indicate a combined effectiveness index that represent two generally agreed criteria in terms of theory and research and practice. These are getting the job done through high quality and quantity of performance and secondly getting the work done through people requiring satisfaction and commitment. (Smith, Kendall and Hulin, 1969; Mowday, Steers and Porter, 1979). It is also found that organizational efficiency is based on communication and human resources management. These two divergent view points having contrasting profiles may have significant implications for understanding the current performance problems facing today's organizations and this is more so in the field of disability rehabilitation management, where the goals are in constant flux.

With this background we can look at the findings of the present study on human resource development as a contributing characteristic for organizational efficiency and effectiveness in the field of disability. The findings are as follows:

The Mean score for HRD in case of high effective NGOs was 15.75 followed by 14.38 for moderate and 12.32 least effective groups of NGOs which are different. High effective group of NGOs valued HRD much more than moderate and then least effective group of NGOs. This component is therefore quite significant for DRM.
Obviously therefore there is more congruence of the observed results with the theoretical base which exists by and large in other organizations.

8.3.5 Resource management

India is one of the most populous countries where resources are scarce and the highest priority of our country is optimal utilization of resources and also creation of resources. Some of the studies reveal that this is a joint and collaborative task of every citizen and organizations in the country. The fundamental problem is, therefore, not so much the creating of wealth, but rather creation of the capacity to create wealth by strengthening, widening and improving the 'absorptive' capacity of the country. This is possible only when all the concerned make attempt to maximize the resource management (Patel 2002).

Experience shows that processes of resources management are so integrated that the organization enhances the efficiency. The resource management is concerned with improved services, lower costs, work simplification, employee motivation, accountability, and social responsibility, for which the various inputs are put to maximum utilization in the same direction so that the contributions from various factors do fit together to achieve the outcomes as per the organization plans.

There is significant difference in the resource management scores of NGOs varying as High, Moderate, and Low effective ones in organizational management. To add to this is any comparison between any two groups of NGOs which is also significant at 0.01 and 0.02 levels as far as resource management scores are concerned. The magnitude of difference is maximum between High and Low effective NGOs dealing with disability rehabilitation.

8.3.6 Collaborative Working

Some of the studies in the corporate organizations reveal that networking activities contribute to managerial effectiveness. Networking
seems to be the key to success in most of the corporate organizations as per this study. Management theorists constantly portray the external environment as ‘turbulent’. Rapidly evolving technology, dynamic societies and increasingly demanding clients and competitors combine forces to challenge the traditional notions of successful organizations (Paton and McCalman, 2000). It is widely accepted belief that successful organizations of the future will be those who are sufficiently flexible to respond to these constantly changing demands and have the ability to redirect, focus and resource effectively, appropriately and more quickly than their competitors. Argris and Schon (1996) describe the conventional wisdom that suggests all organizations need to draw lessons from the past, detect and correct errors anticipate and respond to impending threats, engage in continuing innovation and build and realize images of a desirable future. They also suggest that the learning organizations need to develop strategies involving interactions with organizations in the similar field, with societies having concern in the cause and collaborating with the public policy makers and implementors.

The collaborative work, therefore, plays a key role in making a learning organization, where the issues regarding application of the academic theory, drawing lessons from the prescriptive and practical solutions and building strengths become the hallmark of this process. Organizations in different disabilities can be a flexible source of ideas and catalyst for correcting thinking, benchmarking, a discipline process and search for best practices.

The sustainability of organization can be enhanced through collaborative work by adapting the interventions and technology from the society deputing the people for training and updating from intervention skills, collaborating the research work, launching awareness, building interventions, improving community participation at all levels (Thomas and Thomas, 2000).

Difference in Means for collaborative working can only be accepted as causal and are function of effectiveness of NGOs with no exception. These
observations will contribute significantly to determining an effective model for DRM with emphasis on human resource development practices and inputs.

Inter-group comparison of Means between High, moderate, and low effective NGOs using the method of least square difference revealed all inter-group differences to be highly significant indicating real variation in collaborative working.

8.3.7 Observations

On the basis of the analysis certain observations can be made.

- All the six areas: service values and meaning, rights and needs, Individual attention, Human resource development, Resource management and collaborative working are significant dimensions for contributing DRM.

- Specific items, although few in number can remain as a part of the subscale since they contribute to comprehensiveness of the test and do not detract the test score for being a valid indicators of effectiveness.

- The subscales as well as the total scale establish inter-group differences much beyond the 0.01 level.

- Subscales are related to each other and are related to the total test. Hence, the validity of the instrument besides the content validity are established.

8.4 BACKGROUND FACTORS CONTRIBUTING TO ORGANIZATIONAL EFFECTIVENESS

From the discussions, it is observed that organizations need appropriate inputs, tested processes and required support systems for
effectiveness in their performance. Factors such as receiving recognition, distinction and awards by NGOs, adequate infrastructure for functioning of NGOs, staff participation in decision making, professional and children turnout, adequate building space, diagnostic equipment, research and development, are significant contributors for making NGOs effective.

During the 1970s, a number of events occurred with exerted extensive pressure on disability rehabilitation particularly to provide more services with limited resources. During the past decade, there is growing acceptance and acceleration of human resources workers in the field of special education, although there is a need of additional human resource in the classroom. Besides professionals, there is also spread of supporting staff and para-professionals. The NGOs undertook conducting rehabilitation programmes within or without the school system having own infrastructure or rented or community provided infrastructure (MSJE, 2001).

According to Bacal (2001) there is a need of recognition system, which should be consistent in the work place for a high level team work and coordination. Further, Bacal observed recognition reward as a system and the process that use many theories of sending the same message – formal or informal by recognizing achievement and effort. He suggest in all organizations making recognition a standard and integrated part of any staff meeting or decision making.

8.5 INTEGRATED MODEL OF ORGANIZATIONAL EFFECTIVENESS

As a model or theory, HRM is elevated to a position of scholarly and practical importance in terms of its analytical and predictive powers, whilst as a map it only lays claim to being a diagnostic tool aimed mainly at practicing managers (Noon, 1992). A map seeks to represent the relations within a firm (determinants and consequences of HRM policies) and these isomorphic properties would constitute the status of a 'model' (based on Kaplan, 1964).
Dubin (1978), Cohen (1980) and Bacharach (1989) argue that a theory consists of units whose interact allows us to forward propositions about their relationships. These units are represented by constructs or concepts at the abstract level, whilst at the empirical (observable) level they are represented by variables. Similarly propositions can be operationalized as hypotheses, stating a relationship between variables. The theory is bounded by assumptions which have been informed by values and by ontological and epistemological considerations. Dubin (1978) equates 'model' with 'theory' as these words are synonymous.

As per Noon (1992), the elements of a theory cover the units and relationships, evaluating the theory in terms of plausibility and utility, and boundaries as constituted by spatial and temporal considerations, and the underlying assumptions with particular reference to the approach to human nature and ontology. It is now to be seen whether the model developed on the basis of the present study is meeting the criteria as laid down above.

Based on the above model, as per findings of the empirical study, the factors, mechanisms in terms of activities/programmes and the outcome of each activity/programme is described in figure-15. This will help organization to make appropriate plans depending upon the outcome expected by them through various programmes and activities in the areas, which are critical for the organizational effectiveness of the NGOs.
The model developed has two essential parts viz., Background and/or general characteristics of an organization and the present status and functioning in six areas, termed as organizational effectiveness scales. While the background characteristics cover the structure, physical facilities,turn out of students and professionals, expenditure per year, equipment available, recognition and involvement in research and development, the organizational effectiveness scales cover service values and meaning, rights and needs of...
the persons with disabilities, individual attention to the persons with
disabilities, human resources development, resources management and
collaborative work.

These are units with relationships having feasibility and utility. The
background characteristics are shown as units and they have relationship with
each other and within the organization as a whole for the organizational
effectiveness, which is established in our study as per the analysis. Similarly
the organizational effectiveness scales are divided into six subscales and
each subscale has observable and measurable units (variables) on the
functioning and performance of the organization which have relationship for
the effectiveness. The scores of these subscales and the overall score are
validated statistically for universal application in similarly placed organizations
in the State of A.P. It is, therefore, satisfying the criteria of feasibility for
adoption in NGOs. The reliability of the model can be developed by future
studies.

The model, which has been suggested here for dealing with human
resource development as an integral part of disability rehabilitation
management is a comprehensive model not attempted earlier in the field of
disability management. Although, the conceptual base of the model is derived
from corporate management structure and functioning, yet the distinctiveness
in terms of the background variables, which have salient apparatus in dealing
with problems and issues related to organizational effectiveness in disability in
general as well as for specific disability group. This statement is based on the
observation that there is uniformity in the antecedents leading to the
consequence of efficiency in NGOs drawn from field of disability in general
and disability in specific areas.

Conceptually the model is derived from the ideas, which have been
influenced by the managerial grid in organizational development programmes.
Although the nomenclature of the variables are different, they tell the same
story (Blake and Mouton, 1981; Luthans and Lockwood, 1984). It is in this context, therefore, the six different attributes of efficiency have been conceptualized, developed, empirically tested and validated by in a group comparisons as well as case studies. Therefore, the contribution of these findings significantly add to the literature for DRM as a distinct input in overhauling the programme and bringing NGOs, which are not effective to achieve effectiveness by being aware of these contributing attributes.

Future research will corroborate or extend the basis by cross validating the model in different samples either within the state or outside the state.

8.6 CASE STUDY

Two organizations each having high and low effective performance have been taken up as under:

1. NGO 'A' - High effective
2. NGO 'B' - High effective
3. NGO 'C' - Low effective
4. NGO 'D' - Low effective

The analysis of the case studies corroborated with the findings of the empirical study as discussed in the previous paragraphs.