CHAPTER 4

PROBLEM, OBJECTIVES AND HYPOTHESES

4.1 INTRODUCTION

Disability management and rehabilitation is a growing field and it forms the very basis for achieving effectiveness of the rehabilitation programmes in the country particularly in the context of empowering the persons with disabilities. The need, relevance, scientific quality, coordination, participation, flexibility, productivity and communication in the field of DRM has been stressed in Chapter-1 of this research investigation. At the same time, it has been made clear that DRM models developed in the west are not suitable as in their original form because of the nature of development of special educational and rehabilitation services at the voluntary and government sectors, and there is a host of other social-cultural and ecological considerations including efficiency of personnel who are at the helm of management of rehabilitation services, manpower development, awareness generation etc. in such institutions.

The National Policy on Education (NPE) is fairly comprehensive in nature and it envisages wide-ranging action programmes on a variety of issues and problems including disability management and rehabilitation. The ambitious programmes launched by NPE requires comprehensive infrastructural facilities and well-defined management systems, organizational structures and professional HR practices to ensure effective planning and execution of programmes and projects launched from time to time at national, state and other levels.
Educational programmes in India launched through NPE deserve professional approach and ought to be objective-oriented in their character instead of mere budget-based systems. Proper priorities are required to be determined with a view to make a judicious use of the available resources ensuring effective coordination at all levels. Further, effective implementation of various policies require sound organizational designs, well-defined management practices and HRD systems. Special care is required to be taken by the authorities concerned in regard to programmes dealing with disability management and rehabilitation.

The DRM has to emerge from the culture and only in such case, one can be sure of its sustainability. In this context, the problem of the present study has been formulated which reads as:

4.2 THE PROBLEM

The present study aims at carrying out an indepth study of HRM in rehabilitation organizations in the non-governmental sector in Andhra Pradesh. It seeks to examine the impact of HRM on organizational culture and productivity of people and the quality of services provided by them.

The major objective of the study is to design and suggest improvements in the management strategies and HRD practices that are currently in vogue in NGOs dealing with special education and rehabilitation services in their totality. It also aims at developing an outline of a model of effective management system to cater to the growing requirement of emerging needs that are experienced by the disabled and challenges faced by people administering various programmes in NGOs i.e., human side of the organization.
4.3 OBJECTIVES OF THE STUDY

Following are the objectives of the present study:

1. To suggest suitable organizational models, management systems and human resource development policies, practices and programmes with a view to ensure efficient and effective service from personnel engaged in the specialized type of organizations.

2. To examine quality of work life with a view to derive maximum benefits from the personnel working in these organizations.

3. To determine short term and long term training/retraining, orientation and development programmes for personnel in this area.

4. To identify the Research and Development services required to stabilize the operations and develop a long term plan of human resource development to render better services to the disabled.

5. To suggest a package of incentive plans and motivational programmes to derive maximum benefit from the personnel and at the same time maximize their commitment to the job and arouse sustained interest.

6. To evolve a comprehensive plan to conserve inputs in different functional areas of management like financial management, material management, technical resources management with a view to optimize the benefits.

From the above general objectives developed for this study, the following specific objectives have been drawn in order to analyze the data and test the hypotheses.
1. To make an analysis of the variables concerning human resource development practices in NGOs dealing with disability and rehabilitation, with reference to the State of Andhra Pradesh.

2. To critically analyze the variables in relation to specific disabilities concerning human resource development practices in NGOs dealing with disability and rehabilitation.

3. To develop a scale for measuring organization effectiveness in terms of the various components of human resource development practices in disability area.

4. To make a profile of sub-scale variation on human resource development practices based on the scale for NGOs dealing with disability rehabilitation.

5. To examine the inter-relationship among the sub-scales along with the relationship with the total test for the purpose of establishing testing validity.

6. To analyze the human resource development practices in NGOs varying in effectiveness (high, moderate, low) in relation to each dimension of the scale and the total scale.

7. To identify variables related to effective human resource development practices in NGOs dealing with disability rehabilitation in terms of specific factors (variables) dealt in Objective-1.

8. To undertake case studies of two most effective and two least effective NGOs for the purpose of identifying factors leading to success and failure of the organizations.
9. To evolve and suggest a suitable HR package for improving the performance of NGOs and enhance their accountability.

10. To develop a functional approach and model for NGOs in the field of HRD.

4.4 HYPOTHESES OF THE STUDY

The objectives stated above lead to certain testable hypotheses. Following research hypotheses have been formulated for purpose of carrying out the present study:

1. There will be significant differences in each of the demographic and background variables undertaken in the study between high, moderate and low effective NGOs dealing with disability rehabilitation (objective 1 & 2).

2. The organization effectiveness scale based on human resource development practices having six sub-scales will be significantly related to each other and with the total score (Objective 3, 4, & 5).

3. There will be significant difference in the service values and mean scores of human resource development practices among NGOs varying in organizational efficiency.

4. There will be significant difference in the rights and needs of the disabled and mean scores of human resource development practices among NGOs varying in organizational efficiency.

5. There will be significant difference in the individual attention and mean scores of human resource development practices among NGOs varying in organizational efficiency.
There will be significant difference in the human resource development and mean scores of human resource development practices among NGOs varying in organizational efficiency.

7. There will be significant difference in the resource management and mean scores of human resource development practices among NGOs varying in organizational efficiency.

8. There will be significant difference in the collaborative working and mean scores of human resource development practices among NGOs varying in organizational efficiency.

9. There will be significant difference in the total score and mean scores of human resource development practices among NGOs varying in organizational efficiency.

10. There will be significant relationship/difference between each of the following variables with NGOs varying in organizational efficiency.

i) number of years since establishment
ii) distinctions and awards received
iii) annual expenditure
iv) staff turnover
v) infrastructure
vi) participatory management
vii) disabled children and professional turnout
viii) post school adjustment
ix) location
x) qualified professionals
xi) support staff
xii) line of activity
xiii) possession of own building
xiv) adequacy of the physical space
xv) equipment and services
xvi) diagnostic tests and instruments
xvii) vocational unit
xviii) computer facilities
xix) awareness materials
xx) research and development