CHAPTER 3
METHODOLOGY

Human service professionals perform roles assigned to them in an agency setting. The setting is usually an office which is run to provide social services. The term Human Service Professional is only indicative and is used to refer to personnel working in the context of social welfare services provided by an agency or Government. These professionals, though contracted by the agency, need not only operate from its precincts but also work out of the premises (the field) with individuals and groups in family and community settings. The overall management of the work of professionals and agency is referred to as Social Welfare Administration.

3.1 Need for Study

The need for the study is based on the assumption that though there have been appraisal of the Programme, deliverables in the form services in general, there is hardly any research that focuses on the implementation of the Childline Project.

While Childline is successfully operating in urban India and plans are afoot to foray this helpline into rural areas, no effort has been made to address operational issues as also its strengths and limitations. This is critical in view of the expansion targets set for Childline in the 11th Five Year Plan (2006-11) and further consolidation plan in the 12th Five Year Plan (2012-17).
Although, the structure supporting the helpline model is established and fully functional, there is a need to study the backward and forward linkages in order to professionalise this important social work service and its personnel.

Research evidence on the working partnership model of Childline and co-existence of various stakeholders for the cause of children is not fructified. Partnership model to address problems of populations is evolving globally and this unique system of cooperation needs further research insights. And towards this, it is important to study the unique partnership model of Childline and its implication for the Social Work profession.

Childline Project has not addressed issues concerning Childline Project personnel including job review, incentives, job enrichment etc. This major gap has implications for the Project and Social Work practice. Significantly, it calls for an in-depth research since the manpower requirements for the project when it expands to cities, towns and village clusters of the country is an important dimension for Social Work profession in general and Social Work personnel in particular.

The success of Childline Project is in the hands of Non-Governmental Organisations (NGOs). The involvement of NGOs as an extension of the welfare and services basket to the community is pragmatic.
However, it is also important to make adequate provision to support and raise capacities of NGOs as they carry the responsibility of the project of Childline. Concomitantly, Social Work education can find linkages in curricula development, practicum processes, development of viable models involving NGOs and Community Based Organisations (CBOs) and their administration. Research on this unique model of Childline can be useful for both theory and practice of social work as it affords the depth and width for scientific study.

3.2 Statement of Problem

Childline Project is a national helpline for children in difficulty. With a modest beginning of helping street children in Mumbai, Childline is presently operating in about 84 cities. Childline Project is implemented predominantly through Non-Governmental Organisations (NGOs). These Projects are broadly implemented within a standard service-delivery framework common to all city-level Childline Projects.

Childline India Foundation (CIF), the mother NGO, identified by the Ministry of Women and Child Development, Government of India is vested with the responsibility of identification and initiating city-level organisations to the Childline Project. CIF has also developed guidelines for these organisations on project implementation. A set of protocols on running the Project, records and registers, mechanisms for creating Monthly Progress Reports (MPRs), generation and upload of call statistics to the Central Server at their Headquarters in Mumbai and
periodic / annual capacity building exercises for learning and experience-sharing are all embedded into the running the city-level Childline Project. Alongside, set financial norms for each type of organisation – based on the functions that are carried-out and the number of personnel that are employable by nodal, collaborative and support organisations, are prescribed. Logically and practically, the Collaborative Organisation, having the major responsibility of running the Call Centre with a maximum strength of personnel is earmarked a large quantum of fund as compared to the other two city organisations.

<table>
<thead>
<tr>
<th>Schedule Category</th>
<th>S.No</th>
<th>Childline Personnel</th>
<th>Job Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Supervisors</td>
<td>1</td>
<td>City Coordinator (Nodal Org)</td>
<td>Overall operational issues at the city-level; networking, training &amp; reporting</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Centre Coordinator (Collaborative Org)</td>
<td>Supervisor at Collaborative Organisation; Coordinate Call Centre operations', Record-keeping</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Coordinator (Support Org)</td>
<td>Call response, follow-up and awareness; Record-keeping, recording case data</td>
</tr>
<tr>
<td>Direct Service Providers</td>
<td>4</td>
<td>Para-professional (Collaborative Org)</td>
<td>Manage the Call Centre; Receive calls, respond and follow-up cases, operate in the community for creating awareness, case recording, case counseling etc.</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Team Members (Collaborative Org)</td>
<td>Receive calls, respond and follow-up cases, operate in the community for creating awareness; case recording, outreach etc.</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Volunteers (Collaborative &amp; Support Org)</td>
<td>Reach and render help, follow-up cases</td>
</tr>
</tbody>
</table>
There is no evidence of relationship between educational qualifications and Childline work. Specifically, CIF guidelines are silent on project personnel except for the prescription of minimum qualifications and the fixed consolidated monthly emoluments for each of the sanctioned posts. Since, the organisations are vested with the responsibility of recruitment of personnel, the service conditions of personnel are also governed accordingly. Such an arrangement precipitates several issues concerning Childline personnel. The Childline Project is structured implementation of a Helpline and cannot allow deviation from the laid financial and administrative norms by the organisations. The organisations are bound by norms of CIF and should adhere to the same. The personnel in the Project have a broad mandate of helping the child in distress. The service conditions stipulated by the organisation for their Childline Project personnel are autonomous of Childline Project. Since the CIF guidelines do not address service matters of Childline Project Personnel, several aspects such as incentives for good work, enhancement of salary over a period (this is not in the control of even CIF), promotional avenues are organisation-centric since the Childline Organisation has recruited the personnel and not Childline India Foundation. Key job aspects such as motivation, job satisfaction and job stress of Childline Project Personnel receive little or no attention by either by the recruiting organisation or by CIF because the subject is beyond its mandate. Social Workers operate in such conditions in the Project.
Keeping in view the above gaps in the Childline Project implementation and to understand job satisfaction of personnel in a unique work environment, where service to children is primary and most challenging, a study of profile of personnel of Childline Project and their job satisfaction as a doctoral thesis is proposed.

3.3 Key Research Questions

The study will address the following research questions:

- What are the mechanisms of functioning of Childline Project?
- What are the services of Childline? What are the mechanisms and structure of Childline?
- What is the uniqueness of partnership model of Childline and where do NGOs fit in the framework?
- What are the job responsibilities of personnel of this helpline deliver services?
- Do profile of personnel and job satisfaction correlate?
- What are the gap areas in different facet of implementation of this project?
- How can Social Work profession in general and Social Workers in particular contribute to strengthen this service?
- What should be the strategy to improve Childline Project in terms of its personnel?

By addressing the above research questions, the study will have ramifications for Schools of Social Work as they have a major role in
building capacities of Social Work fraternity on best practices and better techniques for addressing the evolving fields of social work such as management of Helplines.

In social work research, particular areas of research receive greater attention on two grounds – (a) the area under investigation is socially significant or relevant or (b) if it supplements the theoretical knowledge of issue. The present study addresses both these issues. Helplines are a recent phenomenon. The advancement of technology and effective communication systems has kindled the idea of Helplines for various vulnerable groups around the world. This socially relevant social work intervention is well-established in the west and needs to expand rapidly for children in India. The present study is addressing the second observation mentioned above by researching the issue and its ramifications in order to enable the social work profession to enhance understanding of Helplines in general and child helplines in particular so that better and effective social work intervention strategies can be evolved to help the vulnerable demographic group.

3.4 Research Strategy

The subject and settings are unique and the expectation from personnel in such conditions calls for an in-depth study on their intrinsic willingness to contribute their capacities for fulfilling the job is ever-demanding and based on evolving situation. Hence, the present study followed the Descriptive-cum-Explorative Research Design.
3.5 Objectives of Study

The objectives of the present study are:

❖ To study the socio-demographic background of Childline Personnel;
❖ To understand the working of Childline Project;
❖ To measure the level of job satisfaction reported by Childline personnel and
❖ To suggest remedies based on findings of the study.

3.6 Hypotheses

H₁. There is no significant difference between gender and job satisfaction;
H₂. There is no significant difference between marital status and job satisfaction
H₃. There is no significant difference between educational level of Childline personnel and job satisfaction
H₄. There is no significant difference between age and job satisfaction
H₅. There is no significant difference between work experience and job satisfaction and
H₆. There is no significant difference between Supervisors and Direct Service Providers in respect of job satisfaction.
3.7 Place of Study
The universe of the study was Childline projects across the country. A total of 53 projects were operational in 2003-04. Six Childline Projects were selected as a representative sample of Childline Projects. They are geographically so located that they represented the whole of India. The Childline cities covered were Ahmedabad from West Benguluru from South, Delhi from North, Guwahati from Northeast, Hyderabad from South and Lucknow from North.

3.8 Tools of Data Collection
The data collection was done through the following tools:
(a) Interview schedule for Supervisors;
(b) Interview schedule for Direct Service Providers; and
(c) Job Satisfaction Scale by Amar Singh & T.R. Sharma (1990)

3.8.1 Job Satisfaction Scale
The Job Satisfaction Scale (JSS) used in the study was developed by Amar Singh and T.R. Sharma (Amar Singh, 1990). Since the Job Satisfaction Scale was copyrighted, it was procured from National Psychological Corporation, Agra, U.P. The JSS consists of a total of 30 questions on a five-point scale. The JSS is a comprehensive Scale drawing from works of Hoppock (1935), Morse (1953), Kahan (1951), Herzberg (1959), Kelliberg (1977), Rajbir (1976), Sokhey (1975), Pestonjee (1973) and Muthaya (1984). The Scale has been framed keeping in view all the known factors such as those given by Ginsberg, triple factors and Kelliberg’s work values and job rewards. The test-
retest reliability of JSS worked out to 0.978 with N=52 and a gap of 25 days. The Job Satisfaction Scale has a validity coefficient of 0.743 (Amar Singh, 1971).

The Job Satisfaction Scale contained 30 questions. The scale measured Job Satisfaction in two sub-components – Job intrinsic (referring to factors lying within the job) and Job extrinsic (factors lying outside the job). The job-intrinsic area was further conceptualized as job-concrete (eg. Excursions, working conditions etc.) and job-abstract (eg. Cooperation, democratic functioning etc.) Job-extrinsic area consisted of three components, i.e. psycho-social aspects, financial aspects and community / nation growth aspects.

3.9 Pilot Study

It is necessary to field-test tools developed for data collection. The pre-testing of tools was carried out with personnel of Lucknow Childline Project. The tools were appropriately revised based on the feedback from the pilot.

3.10 Procurement Sources

The Job Satisfaction Scale (JSS) and its Scoring Manual were obtained from National Psychological Corporation, Agra, U.P.

3.11 Interview Method

Prior permission of Childline India Foundation, Mumbai and the city-level organisations was obtained before commencing data collection.
The Interview Schedules were filled on a one-to-one basis with personal contact. The Job Satisfaction Scale (JSS) was self-administered.

3.12 Secondary Sources

The secondary source of information was obtained from reputed institutions located in different cities. A prominent source was the information, documents, study reports and peer-reviewed articles on the Internet. The data and information thus accessed and used is in public domain. Prominent among the institutions visited and consulted were National Institute of Medical Statistics, New Delhi, National Institute of Public Cooperation and Child Development, New Delhi & Lucknow; Documentation Centre on Women and Children, NIPCCD, New Delhi; Indian Institute of Management, Lucknow; MCH Public Library, Hyderabad; Department of Social Work Library, University of Delhi, Delhi, National Institute of Nutrition, Hyderabad, University Library, Karnataka University, Dharwad etc. The cited sources have been appropriately acknowledged.

3.13 Universe

A study of Profile and Job Satisfaction of Childline Project Personnel was conducted in 2003-04. The universe of the study was the personnel of Childline Project operating for two years by 2003-04. Childline projects had expanded steadily since the launch. In 2003-04, the number of cities stood at 53 (Figure 2). This was considered as the universe of the study.
3.14. Sample

The sample drawn for the study was based on Childline Projects spread across the country in 2003-04 which stood at 53 projects. Purposive stratified sampling was done to select six (6) Childline Project cities to constitute ten (10) per cent sample of a universe of 53 Childline cities of India. It was ensured that the selected Childline city was in operation for at least two years prior to inclusion in the study. The sample selection also ensured that the six Childline cities were geographically spread across the country. Thus, six cities – two each from North India – (1) Lucknow and (2) Delhi; South India – (3) Hyderabad and (4) Bengaluru; East – (5) Guwahati and West – (6) Ahmedabad were selected (Table 3.2 & Figure 3.1). The data collection was done in the year 2004-05. All personnel associated with the selected Childline Projects were included as respondents in the study. Interviews were conducted with all Childline personnel available during the visit. Thus, the study covered a total of 145 respondents from 19 organisations located in different cities of India.

Depending on the nature of job, the personnel manning the Childline Projects at the city level were grouped into two categories – ‘Supervisors’ and ‘Direct Service Providers’ (Table 3.3). The personnel in the category of ‘Supervisors’ performed supervisory roles. They are responsible for ensuring case management, record maintenance, documentation, liaison with external agencies / Government Departments and plan Outreach activities along with their
Figure 3: Childline Project Cities Selected for the Study
team. The Direct Service Providers (DSP) personnel directly involved in providing care services to children in distress. They are the first to reach the scene, assess and organize help depending on the case. These personnel counsel parents and children, escort children, be it for medical help to a hospital, to their temporary shelter or to their abode consequent to repatriation. These personnel follow-up cases with various agencies such as Government Departments, professionals, NGOs, CBO etc. They are also directly involved in Outreach services in the community, advocating the importance of child rights and protection to parents and citizens at large. They work on an eight-hourly shift-system. Thus, the sample included two groups - (a) Supervisors and (b) Direct Service Providers (DSPs) respondents.

<table>
<thead>
<tr>
<th>Year / Org. Type</th>
<th>West India</th>
<th>North India</th>
<th>South India</th>
<th>East India</th>
<th>Total Orgs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ahmedabad</td>
<td>Delhi</td>
<td>Lucknow</td>
<td>Hyderabad</td>
<td>Bangalore</td>
</tr>
<tr>
<td><strong>2001</strong></td>
<td>1</td>
<td>1*</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>2001</strong></td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>2001</strong></td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

* One Collaborative Organisation functions as Nodal Organisation on ‘rotation basis’
** Delhi has no Support organisation
*** Childline was in operation prior to introduction of Childline in Bangalore
The duration of the study is 2003-10. The study was carried out in the selected sample cities in which Childline Projects were operational in 2003. The data collection was done in the year 2003-05 from 145 respondents (Table 3.3). The unit of analysis was the individual Childline personnel.

3.15 Inclusive Criteria

A representative sample was selected in terms of the four regions of the country. The Childline Projects in operation for at least two years in 2003-04 were selected. All the personnel of the Childline Project were included in the study.

<table>
<thead>
<tr>
<th>Table 3.3 Designation Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
</tr>
<tr>
<td>Supervisors</td>
</tr>
<tr>
<td>City Coordinator</td>
</tr>
<tr>
<td>Centre Coordinator</td>
</tr>
<tr>
<td>Coordinator</td>
</tr>
<tr>
<td>Direct Service Providers (DSPs)</td>
</tr>
<tr>
<td>Para-professional</td>
</tr>
<tr>
<td>Team Members</td>
</tr>
<tr>
<td>Volunteers</td>
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<td></td>
</tr>
</tbody>
</table>

3.16 Exclusion Criteria

The Childline Projects which were in operation for less than two years at the time of commencement of the study (2003-04) were excluded.
3.17 Data Analysis

Various statistical methods were used to compute the data. These methods include descriptive analysis, correlation coefficient and ‘t’-Test. Each method was used to analyse relationships between different variables.

Descriptive analysis was carried as it aided in describing a set of factors which enabled easy understanding and interpretation (Sekaran, 2000; Zikmund, 2000). This analysis provided information on frequency distribution, central tendency, and the dispersion. Profile data collected on demographic variables was processed and reported in percentages.

The Independent Variables considered for the study included age, sex, education, marital status, work experience. The sample was also analyzed in a dichotomous way by combining the sample of respondents into two groups based on their job responsibilities – namely, Direct Service Providers (DSPs), which included Para Professionals, Team Members and Volunteers and the other group, termed as Supervisors included City Coordinators, Centre Coordinators and Coordinators.

Job satisfaction is considered a combination of factors on the job such as pay, working environment, relationships, incentives, recognition etc. The off-the-job factors include social status, importance received in peer groups and family due to the job, life style etc. Job satisfaction is a
dynamic subject with many facets operating at the same time. Hence, job satisfaction was considered as Dependent Variable.

Analysis of Job Satisfaction Scale scores was done based on the average and means of raw scores with the help of Independent Sample "t"-Test. The "Independent samples" 't'-test was used because two separate sets of independent and identically distributed samples were obtained, one from each of the two populations being compared (Wikipedia, 2011).

The correlation coefficient is a number that summarizes the direction and degree (closeness) of linear relations between two variables. The correlation coefficient is also known as the Pearson Product-Moment Correlation Coefficient. The sample value is called \( r \), and the population value is called \( r \) (rho). The correlation coefficient can take values between -1 through 0 to +1. The sign (+ or -) of the correlation affects its interpretation. It is known that when the correlation is positive \( (r > 0) \), as the value of one variable increases, so does the other (http://luna.cas.usf.edu,2011). Pearson Product-Moment Correlation Coefficient was used to analyze the relationship between the six independent variables with job satisfaction as dependent variables. The statistical analysis was done in SPSS version 15.0 Evaluation and Microsoft Excel 2010.
Descriptive analysis, frequency, percentages were also employed. Wherever appropriate, the data has been represented graphically using Quattro Pro X5 (trial version) and Microsoft Excel 2010. Graphics were also handled in an Open-Source software called 'The Gimp'.

3.18 Limitations of Study

Like other empirical studies, this study is not without its limitations. The sample consisted of six Childline Project cities out of 53 Projects operating at the time of selection of sample. This may limit the scope of generalizing the results to some extent.

Lastly, more factors, variables and different aspects of the working environment, job performance, motivation and substantial study of stress and burn-out among the Childline Personnel could not be reported in the present study, due to limitations of time and resources. The policies of Childline NGOs / Organisations and their impact on implementation of Childline Project can unravel perspectives for policy planners and administrators of the Childline Project enabling them to a more informed project-review. This aspect has not been addressed.

The chapter discussed the methodology of the study. It indicated that the 53 Childline Project cities operating in 2003-04 served as the universe. The unit of the study was the respondents in the six selected Childline Projects. The sample selection and coverage of respondents was also explained. Direct one-to-one interviews were held to elicit responses. A
total of 145 respondents in two categories of Direct Service Providers (DSPs) and Supervisors were included as respondents in the study. Primary and secondary sources of data was collected. The Job Satisfaction Scale developed by Amar Singh & T.R. Sharma (1990) was used. Statistical analysis using SPSS 15.0 Evaluation was used for data analysis. The following chapter will cover findings and discussion.