

CHAPTER – 5

FINDINGS, CONCLUSIONS AND SUGGESTIONS

This chapter deals with the major findings, conclusions and suggestions based on analyzed data. The respondents covered in the study are functionaries working in 29 NGOs of Gujarat and Beneficiaries who have availed the services of these NGOs. At the outset the findings regarding responses of functionaries on various parameters are presented and later the findings regarding beneficiaries views on the way in which services are delivered and the way in which services are perceived are presented.

The general information about NGOs under the study is indicating of the fact that the selected NGOs have got immense historical linkages. The five NGOs of the studies are in operations before fifty years These institutions are : Jyoti Sangh-1934, Bhavnagar Mahila Mandal –1930, Bhimani Khadi Mandal and Gram Udyog Mandir, Gadhada –1948. Two NGOs emerged during 1960's, Six NGOs have been established during 1970's, Eleven NGOs and Two NGOs have been established during 1980's and 1990's. 1991 to 1995 is the period during which Four NGOs have been established

5.1 SOCIO-PERSONAL PROFILE OF THE FUNCTIONARIES

- It is found that 28.28% (82) respondents are in the age group of 26 to 30 years Only 2.41% (7) of the respondents are in the age group of 56 and above 15 to 20 and age group each 43.45% (126) of the respondents are male and 164 (56.55%) of the respondents are female 56 55% (164) of the respondents belong to Joint Family while, 43.45% (126) of the respondents belongs to Nuclear Family.
- 69.31% (201) respondents are married and 21.38% (62) respondents are unmarried.
- 2.76% (8) of the respondents are divorce, 1.03% (3) of the respondents are staying separately, 1.38% (4) of the respondents are widow / widower. Majority of the respondents are married 56.55% (164) are from General Category and 18.97% (55), 12.41% (36), 12.07% (35) are from Schedule Caste, Scheduled Tribes and OBC category respectively. 31 38% respondents are from Scheduled Caste and Scheduled Tribes. 83.0% (241) are Hindu religion. Respondents from Muslim and Christian religion are 8 (2 76%) and 17 (5 86%) respectively

- 37.93% (110) respondents have got education up to HSC. 34.83% (101) respondents have got post graduation and 19.31% (56) of the respondents have been graduates.
- The percentage of respondents from Social Work, Social Sciences, Home science, Administration and Rural studies categories are 25.86 (75), 25.86% (75) 5.86% 17, 0.69% (2), 1.72% (5) respectively.
- Social worker, coordinator and field worker constitute 61.38% of the respondents. Social worker alone constitutes 27.24% (79) of the respondents. 8.97% (26), 7.59% (22) and 5.17% (15) of the respondents have designations as out reach worker, counselor and community organizer respectively.
- 14.83% (43) of the respondents are from Kanuni Sahay Kendra. Women sections include 11.72% (34) respondents. Aids projects have got 6.21% of the respondents. Rural development, self help group have got 7.24% (21), 7.93% (23) of the respondents respectively.
- 28.62% (83) respondents get income in the bracket of 0– 1500 income per month. 32.76% (95) of the respondents get income in the bracket of 1501–3000 per month. It can also be noted that only 7.24% (21) of the respondent's income is more than 7501 per month. Rests of them are in the income bracket of 3001 – 7500 per month.
- 30.34% (88) of the respondents have acquired 0–two years of experience of working in the NGOs, while 58.97% (171) respondents have got experience of 3–15 years of experience. Number of respondents having experience of more than 20 years are 5.17% (15).
- 57.58% (167) of the respondents work with women beneficiaries. While 22.41% (65) and 20.01% (58) of the respondents have expressed the fact that their beneficiaries are youth and dalits respectively.
- 22.07% (64) of Functionary's nature of work is in the area of treatment. Only 2.07% (6) of the respondents have begun to work with beneficiaries with the objective of protection and promotion of the human rights.
- 26.55% (77), and 19.32% (56) of the total respondents have been engaged in the work of Economic, Vocational guidance and Personality development respectively. 7.58% (22) and 9.65% (28) have got work assignments in the area of human rights and health related issues.

5.2.1 Professional Knowledge

- It is found that 47.22% (51) respondents below the age of 25 years and 52.78% (57) above the age of 25 years are in the low category of the professional knowledge. While, 48.90% (89) respondents below the age group of 25 years and 51.10% (93) respondents of above the age of 25 years are in the high category of professional knowledge.
- 61 (56.48%) of respondents having education below HSC and 43.52% (47) of the respondents having education above the HSC are in the category of low level professional knowledge, while 40.66% (74) respondents having education below HSC and 59.34% (108) of the respondents who are above HSC i.e Graduate and Post Graduates and Diploma holders are in the category of high level of professional Knowledge.
- 53.70% (58) respondents have less than two years of experience and 46.30% (50) respondents of more than two years of experience in the low level of category of professional knowledge, while 56.04% (102) having experience of less than two years and 43.96% (80) of respondents having more than two years of experience are in high level of category of professional knowledge.
- 73.15% (79) respondents having income below the Rs.1500 and 26.85% (29) of the respondents having income above the 1500 Rs are in the category of low level of professional knowledge and 53.30% (97) of respondents having income below the Rs.1500 and 46.70% (85) of the respondents having income above Rs 1500 are in high category of professional knowledge.

5.2.2 Knowledge about specific agency

- It is found that 23.57% (33) and 76.43% (107) of respondents below 25 years of age have low and high level of knowledge about specific agency respectively, and 27.33% (41) and 72.67% (109) of respondents of above 25 years of age have low and high level of knowledge about specific agency respectively.
- 16.13% (25) of the respondents having education above HSC have low level of knowledge while 83.87% (130) of the respondents have high level of knowledge regarding specific agency.

- 47.30% (35) of respondents having less than two years of experience and 52.70% (39) having more than two years of experience reveal low level of knowledge while 57.87% (125) respondents of less than two years of experience and 42.30% (91) respondents of more than two years of experience have high level of knowledge about the specific agency
- 78.38% (58) respondents of below Rs.1500 income and 21.62% (16) respondents having more than Rs 1500 income have low level of knowledge about the specific agency. While, 54.63% (118) of below Rs.1500 income and 45.37% (98) above Rs.1500 income of respondents have high level of knowledge about their agency

5.2.3 Knowledge about the clients

- It is found that 43.37% (36) respondents below the age of 25 years and 56.63% (47) of the respondents of above the age of 25 years are in the category of low level of knowledge about the client and 50.24% (104) respondents below the age of 25 years and 49.76% (103) respondents above the age of 25 years are in the category of high knowledge about the clients
- 61.45% (51) of respondents having education below HSC and 38.55% (32) of respondents having education above HSC are in the category of low level of knowledge about the client. Moreover, 40.58% (84) of respondents having education below HSC and 59.42% (123) of respondents having above HSC are in the category of high level of knowledge about the client
- 54.22% (45) of the respondents having less than two years of experience and 45.78% (38) having more than two years of experience have got low level of knowledge about the client, while 55.56% (115) of respondents having less than two years of experience and 44.44% (92) having more than two years of experience have got high level of knowledge about the clients.
- 56.04% (116) of respondents having income up to Rs.1500 and 43.96% (91) respondents having income of more than Rs.1500 per month have high level of knowledge about the clients and 72.29% (60) of the respondents have below income of Rs 1500 27.71% (23) of respondents having more than Rs.1500 income per month have low level of knowledge about the clients.

5.2.4 Skills

- It is found that from the respondents with less than 25 years of age, 20.71% (29) have low level of skills and 79.29% (111) have high level of skills while, from the respondents having more than 25 years of age, 22.67% (34) have low level of skills and 77.33% (116) have high level of skills
- It is found that from the respondents having education below HSC, 29.63% (40) have low level of skills and 70.37% (95) have high level of skills while, from the respondents having education above HSC, 14.84% (23) have low level of skills and 85.16% (132) have high level of skills.
- It is found that 19.38% (31) respondents have low level of skills and 80.63% (129) respondents have high level of skills from the respondents of less than two years of experience while, 24.62% (32) respondents have low level of skills and 75.38% (98) have high level of skills from the respondents of more than two years of experience respectively
- 85.71% (54) of the respondents below the income of Rs 1500 and 14.29% (9) of the respondents above the income of Rs 1500 have low level of skills while, 53.74% (122) from below Rs.1500 income and 46.26% (105) respondents of above Rs. 1500 income per month have high level of skills.

5.2.5 Professional Attitudes and Values

- It is found that 46.77% (29) respondents of below the age of 25 years and 53.23% (33) respondents of above the age of 25 years, are in the low level of the professional attitudes and values while, 48.68% (111) respondents of below the age group of 25 years and 51.32% (117) respondents of above the age of 25 years are in the high level of professional attitudes and values.
- 70.97% (44) of the respondents of below HSC and 29.03% (18) of respondents above HSC are in the category of low level of professional attitudes and values, while 60.09% (137) of respondents having above HSC education and 39.91% (91) of the respondents who are below the HSC have high level of professional attitudes and values.

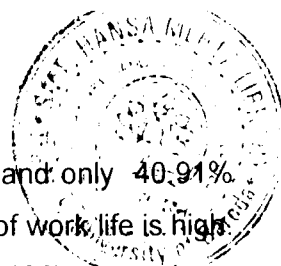
- 48.39% (30) of respondents having experience of two years and 51.61% (32) of respondents having experience of more than two years have low level of professional attitudes and values while, 57.02% (130) of the respondents having less than two years of experience and 42.98% (98) of respondents having more than two years of experience have high level of professional attitudes and values.
- 28.98% (51) & 71.02% (125) of respondents having income of Rs.1500 have low and high level of skills respectively. 9.65% (11) & 103 (90.35%) of respondents from above Rs. 1500 income per month possess low and high level of professional attitudes and values respectively.

5.2.6 Work Values

- It is found that 47.23% (111) respondents of less than 25 years of age and 52.77% (124) respondents of the more than 25 years of age have high level of work values, while 52.73% (29) respondents of less than 25 years of age and 47.27% (26) respondents of more than 25 years of age have low level of work values.
- 74.07% (100) and 25.93% (35) of respondents below the HSC have high and low level of work values respectively while, 12.90% (20) and 87.10% (135) of respondents above HSC have low level of work values.
- 56.60% (133) respondents of less than two years of experience and 43.40% (102) of respondents of more than two years of experience have high level of work values. While, 27 (49.09%) of respondents having less than two years of experience and 50.91% (28) respondents of more than two years of experience have low level of work values.
- 23.64% (13) of respondents having more than Rs.1500 income per month and 76.36% (42) of respondents having less than income of Rs.1500 have low level of work values. While, 43.98% (101) respondents having income of more than Rs.1500 and 57.02% (134) respondents having less than Rs 1500 income have high level of work values.

5.2.7 Quality of Work life

- It is found that 46.34% (114) respondents below the age of 25 years and 53.66% (132) respondents above the age of 25 years felt that their quality of work life is low,



- while only 59.09% (26) of respondents below the age of 25 years and only 40.91% (18) of respondents above the age of 25 years felt that their quality of work life is high.
- 45.12%(111) respondents below the education of HSC and 54.88%(135) respondents above the education of HSC are of view that their quality of work life is low, while only 54.55% (24) of respondents below the HSC and only 45.45% (20) of respondents above the HSC felt that their quality of work life is high.
 - 53.25% (131) respondents having less than two years of experience and 46.75% (115) respondents having more than two years of experience felt that their quality of work life is of low level while, only 65.91% (29) of respondents below the experience of two years and only 34.09% (15) of respondents above the experience of more than two years felt that their quality of work life is high.
 - 58.54%(144) respondents of less than Rs.1500 income and 41.46% (102) of respondents having more than Rs.1500 income have felt that their quality of work life is of low level. While, 72.73% (32) respondents having income of less than Rs.1500 and only 27.27% (12) of respondents having more than Rs.1500 income felt that their quality of work life is of high level.

5.2.8 Physical Conditions and Infrastructure

- Physical conditions and the infrastructure of the NGOs grow with the growing scope, area and activities of the NGOs. Broadly speaking there are four distinct components of infrastructural resources – buildings, equipment, vehicles and power (in the forms of electricity, water and telecommunications). It is difficult to arrive at their relative share/proportion/significance in the totality of infrastructure in relations to NGOs. As far as buildings, equipment, mobile fleet (van, jeeps, three wheelers, motorcycles, moped bicycles, power and telecommunication appliances are concerned, majority of the NGOs have access to these infrastructural resources. However, the proportion and number again have depended upon the activities, area of operations and number of functionaries specially supervisors and workers in the NGOs.
- It is found that 50.00% (52) of the respondents below the age of 25 years and above the age of 25 years i.e. all 104 respondents felt that their satisfaction on physical conditions of the NGOs is of high level, while 47.31% (88) of the respondents below

the age of 25 years & 52.69% (98) respondents above the age of 25 years felt that their satisfaction on physical conditions of the agency is of low level

- 68.15% (92) of the respondents who are below HSC, have low satisfaction and 31.85% (43) of the respondents of above HSC, have high satisfaction on physical conditions of the agency.
- 50.54% (94) respondents having less than two years of experience and 49.46% (92) respondents having more than two years of experience have low satisfaction on physical conditions, while, 63.46% (66) of respondents having less than two years and 36.54% (38) of respondents having more than two years of experience have high satisfaction on physical conditions of the agency.
- 61.93% (109) respondents of less than Rs. 1500 income per month have low satisfaction and 38.07% (67) of them have high satisfaction on physical conditions of the agency while, 32.46% (37) respondents of more than Rs. 1500 income per month have high satisfaction and 67.54% (77) of them have low satisfaction on physical conditions of the agency.

5.2.9 Social Security

- It is found that 51.19% (43) of the respondents below 25 years of age and 48.81% (41) of the respondents above 25 years have high degree of social security while, 47.09% (97) of the respondents below the age of 25 and 52.91% (109) of the respondents above the age of 25 years have low degree of social security
- 74.81% (101) and 25.19% (34) of the respondents who are below HSC have low and high level of social security respectively. While, 67.74% (105) and 32.26% (50) of respondents above HSC have low and high level of social security.
- 53.40% (110) respondents having less than two years of experience and 46.60% (96) respondents having more than two years of experience have low level of social security while, 59.52% (50) of respondents having less than two years and 40.48% (34) of respondents having more than two years of experience felt that they have high level of social security.
- 63.11%(130) respondents having income less than Rs 1500 per month and 36.89%(76) respondents having more than Rs 1500 per month income have low level of social security and 54.76% (46) respondents having less than Rs.1500 per month

income and 45.24% (38) respondents having more than Rs 1500 income have high level of social security

5.2.10 Future Plan

- It is found that 54.17% (52) respondents below the age of 25 years and 45.83% (44) respondents above the age of 25 years have negative orientation about the future plan of the agency, while, 45.36% (88) of the respondents below the age of 25 years and 54.64% (106) of respondents above the age of 25 years have positive orientation about the future plan of the agency
- 43.30% (84) of the respondents having education up to 12th std. and 56.70% (110) of the respondents having education above 12th std. have positive orientation about the future plan of the agency, and 53.13(51) of the respondents having education up to 12th std. and 46.88% (45) of the respondents having education above 12th std. have negative orientation about the future plan of the agency.
- 59.38% respondents having experience of less than two years and 40.63% of the respondents having experience of more than two years have positive orientation about the future plan of the agency. While, 53.09% of the respondents having experience of less than two years and 46.91% of respondents having experience of more than two years have positive orientation about the future plan of the agency.
- 69.79%(67) respondents having income up to the Rs.1500 and 30.21% (29) of the respondent having income of above Rs.1500 have negative orientation about the future plan of the agency. 56.19% (109) of the respondents having income up to Rs.1500 and 43.81% (85) of respondent having income of above Rs.1500 have positive orientation about the future plan of the agency.

5.2.11 Job Involvement

- It is found that 55.00% (44) respondents below the age of 25 years and 45.00% (36) respondents above the age of 25 years have low level of Job involvement in the agency, while, 45.71% (96) of the respondents below the age of 25 years and 54.29% (114) of respondents above the age of 25 years have high level of Job involvement of the agency.
- 44.76% (94) of the respondents having education up to 12th std. and 55.24% (116) of the respondents having education above 12th std have high level of Job involvement

in the agency, and 51.25% (41) of the respondents having education up to 12th std and 48.75% (39) of the respondents having education above 12th std have got low level of Job involvement in the agency.

- 58.75% respondents having experience of less than two years and 41.25% of the respondents having experience of more than two years have felt that their Job involvement in the agency is of low level while, 53.81% of the respondents having experience of less than two years and 46.19% of respondents having experience of more than two years have felt their Job involvement in the agency is of high level
- 65.00%(52) respondents having income up to the Rs.1500 and 35.00%(28) of the respondent having income of above Rs 1500 have low level of Job involvement in the agency. 59.05%(124) of the respondents having income of Rs.1500 and 40.95% (86) of respondent having income of above Rs.1500 have felt that their Job involvement in the agency is of high level.

5.2. 12 Communication Level

- It is found that 48.33%(29) respondents below the age of 25 years and 51.67% (31) respondents above the age of 25 years have low level of Communication in the agency, while, 48.26% (111) of the respondents below the age of 25 years and 51.74%(119) of respondents above the age of 25 years have high level of Communication in the agency.
- 41.74%(96) of the respondents having education up to 12th std. and 58.26%(134) of the respondents having education above 12th std have high level of Communication in the agency, while 65.00% (39) of the respondents having education up to 12th std. and 35.00% (21) of the respondents having education above 12th std. have low level of Communication in the agency.
- 60.00% respondents having experience of less than two years and 40.00% of the respondents having experience of more than two years have felt that their Communication in the agency is of low level while, 53.91% of the respondents having experience of less than two years and 46.09% of respondents having experience of more than two years have felt their Communication in the agency is of high level.
- 69.33% (41) respondents having income up to the Rs.1500 and 31.67% (19) of the respondent having income of above Rs.1500 have low Communication level of the

agency 58.70% (135) of the respondents and 41 30% (95) of respondent having income less than Rs 1500 per month have felt that their involvement in the Communication of the agency is of high level of the agency.

5.2.13 Involvement in Development Processes

- It is found that 70 13% (54) respondents below the age of 25 years and 29.87% (23) respondents above the age of 25 years have low level of involvement in the development process of the agency, while, 61 50%(131) of the respondents below the age of 25 years and 38.50% (82) of respondents above the age of 25 years have high level of involvement in the development process of the agency.
- 59 15%(126) of the respondents having education up to 12th std. and 40.85% (87) of the respondents having education above 12th std have got high level of involvement in the development process in the agency, and 28.57% (22) of the respondents having education up to 12th std. and 71 43% (55) of the respondents having education above 12th std. have got low level of involvement in the development process in the agency.
- 50.65% respondents having experience of less than two years and 49 35% of the respondents having experience of more than two years have felt that their involvement in the development process in the agency is of low level while, 60.56% of the respondents having experience of less than two years and 39 44% of respondents having experience of more than two years have felt their involvement in the development process of the agency is of high level
- 44.16%(34) respondents having income up to the Rs.1500 and 55.84%(43) of the respondent having income of above Rs.1500 have low level of involvement in the Development process of the agency 43.19% (92) of the respondents having income of Rs.1500 and 56.81% (121) of respondent having income of Rs.1500 have felt that their involvement in the development process of the agency is of high level.

5.2.14 Organizational Climate

- It is found that 63.25% of the respondents below the age of 25 years and 36.75% above the age of 25 years felt that they have high level of understanding of Organizational climate.
- 58.55%(137) of the respondents having education up to 12th std. and 41 45% (97) of the respondents having education above 12th std have got high level of understanding

of the organizational climate of the agency, and 73.21%(41) of the respondents having education up to 12th std. and 26.79% (15) of the respondents having education above 12th std. have got low level of understanding of the organizational climate of the agency.

- 66.07% respondents having experience of less than two years and 33.93% of the respondents having experience of more than two years have low level of the understanding regarding organizational climate in the agency while, 55.98% of the respondents having experience of less than two years and 44.02% of respondents having experience of more than two years have high level of understanding regarding organizational climate of the agency
- 55.36%(31) respondents having income up to the Rs 1500 and 44.64%(25) of the respondent having income of above Rs 1500 have low level of understanding of organizational climate of the agency while 40.60%(95) of the respondents having income below Rs.1500 and 59.40%(139) of respondent having income Rs.1500 have high level of understanding of organizational climate of the agency.

5.3 JOB SATISFACTION

5.3.1 Creativity

- It is found that 79.46%(147) of the respondents below the age of 25 years have low degree of creativity, while only 20.54% (38) of the respondents of the same age group have high degree of creativity.
- It is found that respondents who are below HSC Education, 80.34%(143) of them have low level of creativity and 19.66% (35) of them have high level of creativity, while respondents who are above HSC education, 87.50% (98) of them have low level of creativity and only 12.50% (14) respondents have high level of creativity.
- 56.43%(136) respondents having less than two years of experience and 43.57%(105) respondents having more than two years of experience have low level of creativity while, 65.31% (32) of respondents having less than two years and 34.69% (17) of respondents having more than two years of experience have high level of creativity
- 63.49% (153) respondents having income of less than Rs 1500 and 36.51% (88) respondents having more than Rs 1500 income per month have low level of creativity

and 69.39% (34) respondents having less than Rs 1500 income per month and 30.61% (15) respondents having more than Rs 1500 income per month have high level of creativity

5.3.2 Opportunity for Growth and Development

- It is found that 76.47%(52) of the respondents below the age of 25 years and 23.53% (16) of the respondents above the age of 25 years have high level of opportunity for growth and development in the agency while, 59.91%(133) of the respondents below the age of 25 years and 40.09% (89) of the respondents above the age of 25 years have low level of opportunity for growth and development in the agency
- 57.21%(127) respondents having education up to 12th Std have low level of opportunity for growth and development in the organization while, 42.09%(95) of the respondents having education above 12th std have low level of opportunity for growth and development.
- 57.66%(128) respondents having less than two years of experience and 42.34%(94) respondents having more than two years of experience have low level of opportunity for growth and development while, 40 (58.82%) of respondents having less than two years and 41.18% (28) of respondents having more than two years of experience have high level of opportunity for growth and development
- 63.96%(142) respondents having income of less than Rs 1500 and 36.04%(80) respondents having more than Rs 1500 income per month have low level of opportunity for growth and development

5.3.3 Decision Making Power

- It is found that 65.71% (46) of the respondents below the age of 25 years and 34.29% (24) of the respondents above the age of 25 years have high degree of decision making power in the agency while, 63.18%(139) of the respondents below the age of 25 years and 36.82% (81) of the respondents above the age of 25 years have low degree of decision making power in the agency.
- It is found that the 58.18%(128) respondents who are below the 12th Std education and 41.82%(92) respondents who are above the 12th Std. education have low degree of decision making power and 58.57%(20) respondents of above 12th Std. education

and 71.43%(50) respondents below the 12 std. education have high degree of decision making power in the agency.

- 55.91%(123) respondents having less than two years of experience and 44.09%(97) respondents having more than two years of experience have low degree of decision making power while, 64.29%(45) of respondents having less than two years and 35.71%(25) of respondents having more than two years of experience have high degree of decision making power.
- 65.00%(143) respondents having income of less than Rs 1500 and 35.00%(77) respondents having more than Rs. 1500 income per month have low degree of decision making power and 77.14%(54) respondents having less than Rs. 1500 income per month and 22.86%(16) respondents having more than Rs. 1500 income per month have high degree of decision making power.

5.3.4 Job Security

- It is found that 66.67%(58) respondents below the age of 25 years and 33.33%(29) of the respondents above the age of 25 years have high level of Job security while, 62.56% (127) of the respondents below the age of 25 years and 37.44%(76) respondents above the age of 25 years have low level of Job security.
- 60.59% (123) respondents who are below the 12th Std. and 39.41% (80) respondents who are above the HSC have low level of Job security and 63.22% (55) respondents of above 12th Std. and 36.78% (32) respondents below the 12 std. have high level of Job security in the agency.
- 55.67% (113) respondents having less than two years of experience and 44.33%(90) respondents having more than two years of experience have low level of Job security while, 63.22% (55) of respondents having less than two years and 36.78%(32) respondents having more than two years of experience have high level of Job security.
- 63.05% (128) respondents having income of less than Rs 1500 and 36.95%(75) respondents having more than Rs. 1500 income per month have low level of Job security and 66.67% (58) respondents having less than Rs. 1500 income per month and 33.33% (29) respondents having more than Rs. 1500 income have high level of Job security.

5.3.5 Remuneration

- It is found 63.10%(106) respondents of below 25yrs of age and 36 90%(62) of above 25yrs of age have low level of Job satisfaction, while only 65 57%(80) respondents of below 25yrs of age and 34.43%(42) of above 25yrs of age have high level of job satisfaction
- 42 26%(71) respondents of above HSC education and 57 74%(97) respondents of below HSC education have low level of job satisfaction while 67.21%(82) respondents of below HSC education and 32 79%(40) respondents of above HSC education have high level of job satisfaction in relation to remuneration
- 59 52%(100) of respondents having less than two years of experience and 40 48%(68) respondents having more than two years of experience have low level of job satisfaction while, 6.56%(69) of respondents having less than two years of experience and 43 44%(53) of having more than two years of experience respondents have high level of job satisfaction in relation to remuneration.

5.3.6 Working Condition

- It is found that 68.70%(79) of the respondents below the age of 25 years and 31.30% (36) of the respondents above the age of 25 years have high level of job satisfaction while, 60.57%(106) of the respondents below the age of 25 years and 39.43%(69) of the respondents above the age of 25 years have low level of job satisfaction in terms of working conditions of the agency.
- 64.57%(113) respondents from below the HSC education and 35.43%(62) respondents from above the HSC have low level of job satisfaction in relation to working condition and 56.52%(65) respondents of above HSC and 43.48%(50) respondents below the HSC education have high level of job satisfaction in relation to working condition of the agency.
- 52.57%(92) respondents having less than two years of experience and 47.43%83) respondents having more than two years of experience have low level of Job satisfaction in relation to working condition of the agency while, 66.09%(76) of respondents having less than two years and 33 91%(39) of respondents having more than two years of experience have high level of Job satisfaction in relation to working condition of the agency.

5.3.7 Interpersonal Relationship

- It is found that 62.27%(137) respondents of below the age of 25 years and 37.73% (83) of above the age of 25 years have low level of Job satisfaction. While only 68.57%(48) respondents of below the age of 25 years and 31.43%(22) of above the age of 25 years have high level of job satisfaction in relation to the interpersonal relationship
- 61.36% (135) respondents of below the HSC education and 38.64%(85) respondents of above the HSC education have low level of job satisfaction while 61.43%(43) of below the HSC education of respondents and 38.57%(27) of above the HSC education have high level of job satisfaction in relation to interpersonal relationship
- 55.00%(121) of respondents of A group (less than two years of experience) and 45.00%(99) respondents are of B group (more than two years of experience) revealed that their job satisfaction in relation to Interpersonal relationship is of low level while, 68.57%(48) of respondents of A group (less than two years of experience) and 31.43%(22) of B group (more than two years of experience) of respondents have revealed that their job satisfaction in relation to interpersonal relationship is of high level.
- As far as respondents of A group (less than Rs 1500 per month income) are concerned, 75.00%(147) have got low level of job satisfaction and 25.00%(49) of them have got high level of job satisfaction in relation to interpersonal relationship, While, the respondents of B group (more than Rs 1500 per month income) are concerned, 77.66%(73) of them have low level of job satisfaction and 22.34%(21) have high level of job satisfaction in relation to interpersonal relationship.

5.3.8 Favourable Working Condition

- It is found that 66.22%(49) of the respondents below the age of 25 years, and 33.78%(25) of the respondents above the age of 25 years have high level of Job satisfaction in relation to favourable working condition while, 62.96%(136) of the respondents below the age of 25 years and 37.04%(80) of the respondents above the age of 25 years have low level of Job satisfaction in relation to favourable working condition.

- 60.59%(123) respondents who are below the 12th Std and 40.29%(87) respondents who are above the 12th Std have low level of Job satisfaction in relation to favourable working conditions and 66.22%(49) respondents of above 12thStd Education and 38.78%(25) respondents below the 12 std have high level of Job satisfaction in relation to favourable working conditions in the agency
- 60.19 (130) respondents having less than two years of experience and 39.81% (86) respondents having more than two years of experience have low level of Job satisfaction in relation to favourable working conditions of the agency while, 51.35% (38) of respondents having less than two years and 36 (48.65%) of respondents having more than two years of experience have high level of Job satisfaction in relation to favourable working condition of the agency.
- 64.81%(140) respondents having income of less than Rs 1500 and 35.19% (76) respondents having more than Rs 1500 income per month have low level of Job satisfaction in relation to favourable working condition in the agency and 63.51%(47) respondents having less than Rs. 1500 income per month and 36.49%(27) respondents having more than Rs. 1500 income per month have high level of Job satisfaction in relation to favourable working condition in the agency.

5.3.9 Recognition to work

- It is found that 64.79%(46) of the respondents below the age of 25 years and 35.21%(25) of the respondents above the age of 25 years have high level of Job satisfaction in relation to recognition to work in the agency while, 63.47% (139) of the respondents below the age of 25 years and 36.53%(80) of the respondents above the age of 25 years have low level of job satisfaction in relation to recognition to work in the agency.
- 63.47%(139) respondents who are below the 12th Std. and 36.53%(80) respondents who are above the 12th Std. have low level of Job satisfaction in relation to recognition to work and 54.93%(39) respondents of above 12th Std. and 45.07%(32) respondents below the 12 std. have high level of Job satisfaction in relation to recognition to work in the agency.
- 55.71%(122) respondents having less than two years of experience and 44.29%(97) respondents having more than two years of experience have low level of Job

satisfaction in relation to recognition to work in the agency while, 64.79%(46) of respondents having less than two years and 35.21%(25) of respondents having more than two years of experience have high level of Job satisfaction in relation to recognition to work in the agency.

- 68.95% (151) respondents having income of less than Rs 1500 and 31.05%(68) respondents having more than Rs. 1500 income per month have low level of job satisfaction in relation to recognition to work in the agency and 38.03%(27) respondents having less than Rs 1500 income per month and 61.97%(44) respondents having more than Rs 1500 income per month have high level of Job satisfaction in relation to recognition to work in the agency.

5.3.10 Discrimination of Power

- It is found that 57.58%(26) of the respondents below the age of 25 years and 42.22%(19) of the respondents above the age of 25 years have high level of Job satisfaction in relation to discrimination of power while, 64.90%(159) of the respondents below the age of 25 years and 35.10%(86) of the respondents above the age of 25 years have low level of Job satisfaction in relation to discrimination of power
- 59.18%(145) respondents who are below the 12th Std. and 40.82%(100) respondents who are above the 12th Std have low level of Job satisfaction in relation to discrimination of Power and 73.33%(33) respondents of below 12th Std., and 26.67%(12) respondents above the 12 std. education have high level of Job satisfaction in relation to discrimination of Power in the agency.
- 56.73%(139) of respondents of A group (<two years of experience) and 43.27%(106) respondents are of B group (>two years of experience) have low level of discrimination of power in relations to job satisfaction while, 64.44%(29) of respondents of A group (<two years of experience) and 35.56%(16) of B group (>two years of experience) of respondents have high level of discrimination power in relations to job satisfaction in the agency.
- 89.01%(162) respondents of A group (<Rs1500 per month) have low level of job satisfaction and 10.99%(20) of them have high level of job satisfaction in relation to discrimination of power in the agency while, 76.85%(83) respondents of B group

(>Rs1500 per month) have high level of job satisfaction and 55.56%(25) of them have low level of satisfaction in relation to discrimination of power in the agency.

5.3.11 Work as a whole

- It is found that 62.77%(59) of the respondents below the age of 25 years and 37.23%(35) of the respondents above the age of 25 years have high level of Job satisfaction in relation to work as a whole while, 64.29%(126) of the respondents below the age of 25 years and 35.71%(70) of the respondents above the age of 25 years have low level of job satisfaction in relation to work as a whole
- 60.20%(118) respondents who are below the 12th Std and 39.80%(78) respondents who are above the 12th Std. have low level of Job satisfaction in relation to “work as a whole” while, 63.83%(60) respondents of above 12th Std. and 36.17%(34) respondents below the 12th std have high level of Job satisfaction in relation to “work as a whole” in the agency.
- 59.18%(116) of respondents of A group (<two years of experience) and 40.82%(80) respondents are of B group (>two years of experience) have low level of job satisfaction in relation to work as a whole while, 55.32%(52) of respondents of A group(<two years of experience) and 44.68%(42) of B group(>two years of experience) of respondents have high level of job satisfaction in relation to work as whole
- 34.18%(67) of B group (>Rs1500 per month) respondents and 65.82%(129) of respondents A group (<Rs1500 per month) have low level of job satisfaction in relation to work as a whole and 64.89%(61) of A group (<Rs1500 per month) and 35.11%(33) of B group (>Rs1500 per month) respondents have high level of job satisfaction in relation to work as a whole in the agency

5.3.12 Organization as a whole

- It is found that 67.69%(44) of the respondents below the age of 25 years and 32.31%(21) of the respondents above the age of 25 years have high level of Job satisfaction in relation to organization as a whole while, 62.67%(141) of the respondents below the age of 25 years and 37.33%(84) of the respondents above the age of 25 years have low level of Job satisfaction in relation to organization as a whole.

- 60.00%(135) of the respondents who are below the 12th Std and 40.00%(90) of the respondents who are above the 12th Std have low level of Job satisfaction in relation to “organization as a whole” while, 66.15%(43) of the respondents of above 12th Std and 33.85%(22) of the respondents below the 12 std. have high level of Job satisfaction in relation to “organization as a whole”
- 57.33%(129) of respondents of A group (<two years of experience) and 42.67%(96) respondents are of B group (>two years of experience) have low level of job satisfaction in relation to organization as a whole while, 60.00%(39) of respondents of A (<two years of experience) group and 40.00%(26) of B group (>two years of experience) of respondents have high level of job satisfaction in relation to organization as whole.
- 56.44%(127) of B group (>Rs1500 per month) respondents and 43.56%(98) of respondents A group (<Rs1500 per month) have low level of job satisfaction in relation to organization as a whole and 72.31%(47) of A group (<Rs1500 per month) and 27.69%(18) of B group (>Rs1500 per month) respondents are of opinion that they have high level of job satisfaction in relation to organization as a whole.

5.4 CODE OF CONDUCT

- It is found that 69.29%(88) respondents of A category (below the age of 25 years) and 30.71%(39) of B category (above the age of 25 years) have low level of code of conduct while, only 59.51%(97) respondents of A category (below the age of 25 years) and 40.49%(66) of B category (above the age of 25 years) have high level of code of conduct
- 66.93%(85) respondents who are below the 12th Std. and 33.07%(42) respondents who are above the 12th Std. have low level of code of conduct while 42.94%(70) respondents of above 12th Std. and 57.06%(93) respondents below the 12 std. have high level of code of conduct
- 51.79%(87) and 48.21%(81) of the respondents of A group (< two years of experience) have got high and low level of code of conduct respectively while, 37.70%(46) and 62.30%(76) respondents of B group (> two years of experience) have low and high level of code of conduct in the agency.

- 40.16%(51) of B group (>Rs1500 per month) respondents and 59.84%(76) respondents of A group (<Rs1500 per month) have low level of code of conduct and 73.01%(119) of A group and 26.99%(44) of B group respondents have high level of code of conduct

Section – II (Beneficiaries)

An analysis of the data collected from the beneficiaries provides us major findings on following lines Age, Sex, Type of Family, Marital Status and Castes of the respondents.

5.5 SOCIO-PERSONAL PROFILE OF THE RESPONDENTS (BENEFICIARIES)

- It is found that 22.93%(133) respondents are in the age group of 25-30 years. Only 3.97%(23) respondents are from 50 & above age group. Out of total beneficiaries, 265 i.e. 45.68% are males beneficiaries and 315 i.e. 54.32% are females beneficiaries of the NGOs. It is found that 69.48%(403) respondents belong to joint family. Only 177 respondents i.e. 30.52% are of nuclear family. Most of the respondents are married. They constitute 73.10%(424) of the respondents. 21.90%(127) of the respondents reveal their marital status as unmarried. 1.90%(11) of the respondents declared their marital status 'separated'. Only 6.103%(6) respondents are widow / widower. It is found that 51.90%(301) of the respondents are of General Category. SC/ ST constitutes 18.79% and 9.83% respectively of the total respondents. 13.10%(76) respondents are from OBC category. It is found that 85.69%(497) of the respondents are of Hindu religion. Muslim constitutes 6.72%(39) respondents and 3.44%(20) of the respondents are Christian.
- It is found that most of the respondents i.e. 25.69%(149) have got education between 1-7. And 23.97%(139) of the respondents are illiterate. It is found that 25 (4.31%) respondents are post graduate and 7.93%(46) of the respondents are Graduates.
- It is found that 35.00% (203) respondents are in the income bracket of 1000-3000 per month. Only 2.40% (14) have got income more than Rs 6000 income per month.
- It is found that 29.31%(170) of the respondents' 'contact person' in the NGOs is Social worker. Other prominent contact persons are coordinator, counselor / advisor whose percentage are 10.09% and 9.3% respectively. Managers and field workers are also contact persons for 6.55%(38) and 5.86%(34) of the respondents respectively.

5.6 The part of the study of beneficiaries covers following aspects : Physical Layout, Competence, Responsiveness, Reliability, Credibility, Communications, Access, Security, Understanding the client in relation to functionaries of the NGO.

5.6.1 Physical Layout

- It is found that 53.27%(277) respondents of A category (< 30 years) and 46.73%(243) of B category (> 30 years) are of view that they have low level of opinion regarding physical layout of the agency. While only 61.67% (37) respondents of A category (< 30 years) and 38.33% (23) of B category (> 30 years) are of view that they have high level of satisfaction regarding Physical Layout of the agency.
- 50.96%(265) respondents from the below the 7th Std category and 49.04%(255) respondents from the above 7th Std category have low level of satisfaction regarding Physical Layout of the agency and 28.33% (17) respondents of below 7th Std and 71.67%(43) respondents above 7th std. have high level of satisfaction regarding Physical Layout of the agency.
- 46.15%(240) of B group (> Rs. 1000 per month) respondents and 53.85%(280) of respondents A group (< Rs. 1000 per month) are of satisfaction that they have low level of satisfaction regarding Physical Layout and 46.67%(28) of A group (< Rs. 1000 per month) and 53.33%(32) of B group (> Rs. 1000 per month) respondents have high level of satisfaction regarding Physical Layout of the agency.

5.6.2 Reliability

- It is found that 58.73%(37) of the respondents of below the age of 30 years and 41.27%(26) of the respondents of above the age of 30 years have high level of reliability, while, 53.97%(279) the respondents of below the age of 30 years and 46.03%(238) the respondents of above the age of 30 years have low level of reliability for the functionaries in the agency.
- The respondents who are below 7th Std, 90.85%(258) of them have low level of reliability for the functionaries of the agency and 9.15%(26) of them have high level of reliability for the functionaries of the agency. As far as respondents who are above 7th Std education, they revealed that 87.50%(259) have low level of reliability for the

functionaries of the agency and only 12.50%(37) respondents have high level of reliability for the functionaries of the agency.

5.6.3 Responsiveness

- It is found that 52.82%(272) respondents of A category (< 30 years of age) and 47.18%(243) of B category (> 30 years of age) are of view that the responsiveness of the functionaries of the agency is of low level, while only 67.69%(44) respondents of A category (< 30 years of age) and 32.31%(21) of B category (> 30 years of age) of respondents are of view that the responsiveness of the functionaries of the agency is of high level
- 49.51%(255) respondents of B group (> 7th std) and 50.49%(260) of A group (< 7th std) of respondents have low level of responsiveness of the functionaries of the agency while 36.92%(24) of A group (< 7th std) respondents and 63.08%(41) of B (> 7th std) have high level of responsiveness of the functionaries of the agency

5.6.4 Competences

- It is found that 52.43%(259) respondents of A category (< 30 years of age) and 47.57%(235) of B category (> 30 years of age) are of view that the competence of the functionaries of the agency is of low level, while only 66.28%(57) respondents of A category (< 30 years of age) and 33.72%(29) of B category (> 30 years of age) are of view that the competence of the functionaries of the agency is of high level.
- 49.39%(244) respondents of B group (> 7th std.) and 50.61%(250) of A group (< 7th std) of respondents have opined for having low level of competence of the Functionaries of the agency while only 39.53%(34) of A group (< 7th std) respondents and 60.47%(52) of B (> 7th std.) have believed that the functionaries have high level of competence.
- 53.44%(264) respondents having income of less than Rs. 1000 income per month. and 46.56%(230) respondents having more than Rs. 1000 income per month revealed that functionaries have low level of competence and 47.67%(41) respondents having less than Rs. 1000 income per month and 52.33%(45) respondents having more than Rs. 1000 income per month revealed that the functionaries have high level of competence.

5.6.5 Courtesy

- It is found that 89.62%(285) of the respondents below the age of 30 years felt that functionaries have low degree of courtesy in the agency while only 10.38%(33) of the respondents of the same age group felt that functionaries have high degree of courtesy. As far as the respondents above 30 years of age group are concerned, 93.89%(246) of the respondents felt that functionaries have low level of courtesy and only 6.11%(16) respondents felt that the functionaries have high level of courtesy in the agency.
- 49.34%(262) respondents of B group (> 7th std.) and 50.66%(269) of A group (< 7th std.) of respondents have opined for having low degree of courtesy by functionaries in the agency while only 30.61%(15) of A group (< 7th std.) respondents and 69.39%(34) of B (> 7th std.) have believed that the functionaries have high degree of courtesy in the agency
- 53.48%(284) respondents having income of less than Rs. 1000 per month and 46.52%(247) respondents having more than Rs. 1000 income per month revealed that functionaries have low degree of courtesy and 42.86%(21) respondents having less than Rs. 1000 income per month and 57.14%(28) respondents having more than Rs. 1000 income per month revealed that the functionaries have high degree of courtesy..

5.6.6 Credibility

- It is found that 53.35%(279) respondents of A category (< 30 years of age) and 46.65%(244) of B category (> 30 years of age) are of view that the credibility of the functionaries of the agency is of low level, while only 66.67%(38) respondents of A category (< 30 years of age) and 33.33%(19) of B category (> 30 years of age) are of view that the credibility of the functionaries of the agency is of high level.
- 48.18%(252) respondents of B group (> 7th std.) and 51.82%(271) of A group (< 7th std.) of respondents felt that the functionaries have low level of credibility in the agency while 45.61%(26) of A group (< 7th std.) respondents and only 54.39%(31) of B group (> 7th std.) have felt that the functionaries have high level of credibility in the agency

- 53.15%(278) respondents having income of less than Rs 1000 income per month and 46.85%(245) respondents having more than Rs 1000 income per month revealed that functionaries have low degree of credibility and 49 12%(28) respondents having less than Rs 1000 income per month and 50 88%(29) respondents having more than Rs. 1000 income per month revealed that the functionaries have high degree credibility.

5.6.7 Security Aspects

- It is found that 52 29%(263) respondents of A category (< 30 years of age) and 47.71%(240) of B category (> 30 years of age) are of view that the security aspect with the functionaries is of the low level, while only 66.23%(51) respondents of A category (< 30 years of age) and 33 77%(26) of B category (> 30 years of age) are of view that the security aspects with the functionaries of the agency is of high level.
- 49.30%(248) respondents of B group (> 7th std) and 50 70%(255) of A group (< 7th std.) of respondents felt that the security aspects with the functionaries is of low level in the agency while 29 (37.66%) of A group (< 7th std) respondents and only 62.34%(48) of B group (> 7th std.) have felt that their security aspects with the functionaries has been of high level
- 54.08%(272) respondents having income of less than Rs. 1000 income per month and 45.92%(231) respondents having more than Rs. 1000 income per month revealed that their security aspects with functionaries have been of low level and 45.45%(35) respondents having less than Rs. 1000 income per month and 54.55%(42) respondents having more than Rs. 1000 income per month revealed that their security aspects with the functionaries have been of high level.

5.6.8 Access

- It is found that 78.85%(82) of the respondents of the below the age of 30 years and 8 94%(22) of the respondents of the above the age of 30 years are of the opinion that they have high level of Access to the functionaries of the agency while, 52.94%(252) of the respondents below the age of 30 years and 47.06%(224) of the respondents above the age of 30 years are of opinion that they have low level of Access for the functionaries in the agency.

- 50.63%(241) of the respondents of A category (< 7th std.) and 49.37%(235) of the respondents of B category (> 7th std.) have low level of Access to the functionaries in the agency, and 40.38%(42) of A category (< 7th std.) and 59.62%(62) of B category (> 7th std.) of the respondents have high level of Access to the functionaries in the agency. It is found that from the A category (< 7th std.) of the respondents 85.16%(241) have low level of Access to the functionaries in the agency and 14.84%(42) have high level of Access to the functionaries in the agency. As far as respondents of B category (> 7th std.) are 79.12%(235) have low level of Access to the functionaries in the agency.
- 82.89%(252) of the respondents (< Rs. 1000 income per month) their Access to the functionaries is of low level in the agency while only 17.11%(52) of the respondents of the same income group felt that they have high level of Access to the functionaries in the agency.

5.6.9 Communication

- It is found that 52.35%(267) respondents of A category (< 30 years of age) and 47.65%(243) of B category (> 30 years of age) are of view that communication with the functionaries is of low level, while only 68.57%(48) respondents of A category (< 30 years of age) and 31.43%(22) of B category (> 30 years of age) are of view that the communication with the functionaries is of high level.
- 50.20%(256) respondents having education up to 7th Std and 49.80%(254) of the respondents having education above 7th std. have low level of communication with the functionaries in the agency. As far as respondents having education up to 7th Std are concerned, 42.86%(30) of them and 57.14%(40) of respondents having education above 7th std have high level of communication with the functionaries in the agency.

5.6.10 Understanding about the clients

- It is found that 52.25%(267) respondents of A category (< 30 years of age) and 47.75%(244) of B category (> 30 years of age) are of view that the functionaries understanding about clients is of low level, while only 69.57%(48) respondents of A category (< 30 years of age) and 30.43%(21) of B category (> 30 years of age) are of view that the functionaries' understanding about clients is of high level.

Considering the Chi square value being significant, there is a strong association between i). Experience of the respondents and Physical conditions of the NGOs.

Majority of the respondents i.e. 64.14% (186) have got low level of satisfaction on physical conditions of the agency.

5.7.9 Social Security

- Considering the Chi Square value being not significant, there is no association between: i) Age and Social Security ii) Education and Social Security iii). Experience and Social Security iv). Income and Social Security.

Majority of the respondents i.e. 71.03% (206) have got low satisfaction on the social security aspect in the agency

5.7.10 Future Plan

- Considering the Chi Square value being not significant, there is no association between: i). Age and Future plan ii) Education and Future plan iii). Experience and Future plan iv) Income and Future plan.

Majority of the respondents have positive view (High) regarding future plan of the agency.

5.7.11 Job Involvement

- Considering the Chi Square value being not significant, there is no association between: i) Age and Job Involvement ii). Education and Job involvement iii). Experience and Job involvement iv) Income and Job involvement.

Majority of the respondents i.e. 72.41% (210) have high level of job involvement in the agency.

5.7.12 Communication Level

- Considering the Chi Square value being not significant, there is no association between: i) Age and Communication Level ii) Experience and Communication pattern iii) Income and Communication pattern.

Considering the Chi square value being significant, there is a strong association between: i). Education and Communication Level.

Majority of the respondents i.e. 79.31%(230) have high level of Communication in the agency.

5.7.13 Involvement in Development Processes

- Considering the Chi Square value being not significant, there is no association between: i). Age and Development ii). Experience and Development ii). Income and Involvement in Development process

Considering the Chi square value being significant, there is a strong association between i). Education and Development

Majority of the respondents i.e 73.45% (213) have high level of involvement in the development process of the agency

5.7.14 Organizational Climate

- Considering the Chi Square value being not significant, there is no association between: i). Age and Organizational Climate ii). Education and Organizational Climate iii) Experience and Organizational Climate iv). Income and Organizational Climate.

Majority of the respondents i.e. 80.69% (234) have high level of understanding about organizational climate

5.8. JOB SATISFACTION

5.8.1 Creativity

- Considering the Chi Square value being not significant, there is no association between: i). Education and Creativity ii). Experience and creativity iii). Income and Creativity

Considering the Chi square value being significant, there is a strong association between: i) Age and Creativity.

Majority of the respondents i.e 83.10% (241) have low level of creativity in relation to income.

5.8..2 Opportunity for Growth and Development

- Considering the Chi Square value being not significant, there is no association between: i). Experience and Opportunity for Growth and development ii). Income and Opportunity for growth and development.

Considering the Chi square value being significant, there is a strong association between: I). Age and Opportunity for growth and development ii). Education and Opportunity for growth and development.

Majority of the respondents i.e 76.55% (222) have low level of opportunity for growth and development in relation to income in the Agency

5.8.3 Decision Making Power

- Considering the Chi Square value being not significant, there is no association between. i). Age and Decision making power ii) Education and decision making power iii) Experience and decision making power iv). Income and decision making power.

Majority of the respondents i.e 75.86%(220) respondents have got low level of decision-making power in the agency.

5.8.4 Job Security

- Considering the Chi Square value being not significant, there is no association between: i). Age and Job security ii) Education and Job security iii). Experience and Job security iv). Income and Job security.

Majority of the respondents i.e. 30.00% (203) respondents have got low level of Job security.

5.8.5 Remuneration

- Considering the Chi Square value being not significant, there is no association between: i). Age and Remuneration ii) Education and Remuneration iii). Experience and Remuneration.

Majority of the respondents 57.93% (168) are of opinion that their job satisfaction in relation to remuneration is of high in the agency.

5.8.6 Working Condition

- Considering the Chi Square value being not significant, there is no association between: i). Age and Working condition ii). Education and Working condition.

Considering the Chi square value being significant, there is a strong association between: i) Experience and Working condition.

Majority of the respondents i.e.60.34%(175) felt that they have of low level of job satisfaction in relation to working condition of the agency.

5.8.7 Interpersonal Relationship

- Considering the Chi Square value being not significant, there is no association between. i). Age and Interpersonal Relationship ii). Education and Interpersonal

relationship iii) Experience and Interpersonal relationship iv). Income and Interpersonal relationship

Majority of the respondents 75.86%(220) have high level of job satisfaction and only 24.14% (70) of them have low level of job satisfaction in relation to interpersonal relationship in the agency

5.8..8 Favourable Working Condition

- Considering the Chi Square value being not significant, there is no association between: i). Age and Favourable working condition ii) Education and Favourable working condition iii) Experience and Favourable working conditions iv) Income and Favourable working conditions

Majority of the respondents i.e. 74.48% (216) have low level of Job satisfaction in relation to favourable working condition from their agency.

5.8..9 Recognition to work

- Considering the Chi Square value being not significant, there is no association between: i). Age and Recognition to work ii). Education and Recognition to work iii) Experience and Recognition to work iv). Income and Recognition to work

Majority of the respondents i.e. 75.51% (219) respondents have low level of Job satisfaction in relation to recognition to work in the agency.

5.8..10 Discrimination of Power

- Considering the Chi Square value being not significant, there is no association between: i). Age and Discrimination of Power ii). Education and Discrimination of Power iii). Experience and Discrimination of Power

Considering the Chi square value being significant, there is a strong association between: i). Income and Discrimination of Power.

Majority of the respondents i.e. 84.48%(245) have low level of Job satisfaction in relation to discrimination of power from their agency

5.8.11 Work as a whole

- Considering the Chi Square value being not significant, there is no association between: i). Age and "Work as a whole" ii). Education and "Work as a whole" iii). Experience and "Work as a whole iv). Income and "Work as a whole.

Majority of the respondents 67.59% (196) have got low level of job satisfaction in relation to “work as a whole” in their agency

5.8.12 Organisation as a whole

- Considering the Chi Square value being not significant, there is no association between: i). Education and “Organization as a whole” ii). Experience and “Organization as a whole” iii). Income and “Organization as a whole”

Considering the Chi square value being significant, there is a strong association between: i). Age and Organization as a whole

Majority of the respondents i.e. 77.58% (225) have low level of Job satisfaction in relation to organization as a whole

5.9 CODE OF CONDUCT

- Considering the Chi Square value being not significant, there is no association between: i). Age and Code of Conduct ii). Education and Code of Conduct iii). Experience and Code of Conduct iv). Income and Code of Conduct.

Majority of the respondents i.e. 56.20%(163) are of opinion that their code of conduct is of high level and 43.80%(127) of the respondents are of opinion that their code of conduct is of low level.

5.10 SECTION – II (BENEFICIARIES)

5.10.1 Socio-Personal Profile-I and II of the respondents (Beneficiaries)

- Majority of the respondents i.e. 57.24% (332) are in the age group of 20-35 years. Majority of the respondents i.e. 54.32% (315) are females beneficiaries of the NGOs. Majority of the respondents i.e. 69.48% (403) belong to joint family and most of them 73.10% (424) are married. 51.90% (301) of the respondents are of General Category. SC/ ST constitutes 18.79% and 9.83% respectively of the total respondents 13.10%(76) are from OBC category. Majority of the respondents are Hindu. A very few percentage of respondents are graduate and post graduate Majority of them have primary education. As far as income of the respondents are concerned it can be concluded that Majority of the respondents 53.45% (310) are in the income bracket of 0-1000 per month.

- The contact person of the beneficiary in the NGOs is very important. It can be concluded that 29.31% (170) of the respondents 'contact person' in the NGOs is Social worker. Other prominent contact persons are coordinator, counselor / advisor. It can also be concluded that the majority of the beneficiaries avail services from Kanuni Sahay Kendra, Health Clinic, and Women Counseling center of the NGOs.

5.10.2 Following are the conclusions on factors that significantly influence the perception of the services of the NGO

5.10.2.1 Physical Layout

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Physical Layout of the NGOs ii). Education of the respondents and Physical Layout of the NGOs iii). Income of the respondents and Physical Layout of the NGOs.
Majority of the respondents i.e. 89.65% (520) are of view that their satisfaction regarding Physical Layout is of low level

5.10.2.2 Reliability

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Reliability of the functionaries of the NGOs ii) Education of the respondents and Reliability of the functionaries of the NGOs
Majority of the respondents i.e. 89.14% (517) have low level of Reliability for the functionaries in the agency.

5.10.2.3 Responsiveness

- Considering the Chi Square value being not significant, there is no association between: i). Age and Responsiveness ii). Education of the respondents and Responsiveness of the functionaries of the NGOs.
Majority of the respondents i.e. 88.79% (515) are of opinion that their Responsiveness of the functionaries is of low in the agency.

5.10.2.4 Competences

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Competences of the functionaries of the NGOs ii) Education of the respondents and Competences of the functionaries of the

NGOs iii). Income of the respondents and competence of the functionaries of the NGOs.

Majority of the respondents i.e 85.17% (494) are of opinion that the Competence of the functionaries of the agency is of low level in the agency.

5.10.2.5 Courtesy

- Considering the Chi Square value being not significant, there is no association between: I). Age of the respondents and Courtesy of the functionaries ii) Education of the respondents and Courtesy of the functionaries of the NGOs iii). Income of the respondents and courtesy of the functionaries of the NGOs.

Majority 91.55%(531) of the respondents felt that the functionaries have low degree of courtesy in the agency.

5.10.2.6 Credibility

- Considering the Chi Square value being not significant, there is no association between: I). Age of the respondents and Credibility of the functionaries of the NGOs ii). Education of the respondents and Credibility of the functionaries of the NGOs iii). Income of the respondents and Credibility of the functionaries of the NGOs

Majority of the respondents i.e. 90.17% (523) are of opinion that the credibility of the functionaries is of low in the agency

5.10.2.7 Security Aspects

- Considering the Chi Square value being not significant, there is no association between: I). Age of the respondents and Security aspect with the functionaries of the NGOs ii). Income of the respondents and Security aspects with the functionaries of the NGOs.

Considering the Chi square value being significant, there is a strong association between: I). Education of the respondents and Security aspects with the functionaries of the NGOs.

Majority of the respondents i.e. 86.72%(503) are of opinion that the security aspects with the functionaries is of low in the agency.

5.10.2.8 Access

- Considering the Chi Square value being not significant, there is no association between: I). Age of the respondents Access to the functionaries of the NGOs ii)

Education of the respondents and Access to the functionaries of the NGOs iii)
Income of the respondents and Access to the functionaries of the NGOs.

Majority of the respondents i.e 82.07%(476) have low level of Access to the functionaries in the agency.

5.102.9 Communication

- Considering the Chi Square value being not significant, there is no association between: i). Age of the respondents and Communication with the functionaries of the NGOs ii). Education of the respondents and Communication with the functionaries of the NGOs.

Majority of the respondents i.e 87.93% (510) are of opinion that Communication with the functionaries is of low in the agency

5.10.2.10 Understanding about the clients

- Considering the Chi Square value being not significant, there is no association between: i). Education of the respondents and functionaries Understanding about the Clients of the NGOs ii). Income of the respondents and functionaries Understanding about the clients of the NGOs.

Considering the Chi square value being significant, there is a strong association between: i). Age of the respondents and functionaries Understanding about the Clients of the NGOs.

Majority of the respondents i.e 88.10% (511) are of opinion that the functionaries' understanding about clients is of low in the agency.

SUGGESTIONS

These suggestions are based on the experiences of the researcher during the data collection and on the conclusions drawn from the findings. The findings and conclusions presented so far make it amply clear that the functionaries of NGO's need a set of suggestions, which can strengthen their resources, relationships and output for themselves as well as for the NGO's.

The present study has implications, both for practicing professionals and social work clienteles especially in the field of NGOs. Since it provides insight into dynamics of NGOs at functionary level, the various processes that happen and impact of the overall performance of NGOs. For the NGOs it becomes very important to know what is accepted and what is not in their organisation. The focus in the present study assumes a great relevance in the overall functioning of the NGOs.

5.11.1 Suggestions for NGOs

- A proper understanding about importance of the functionaries will help the NGOs to prepare in advance for strategic decisions and change to be initiated to make NGOs more viable.
- The study provides an approach, which can be practiced by professional for understanding human groups of the NGOs and thereby make strategic decision or undertake suitable interventions.

Functionaries need to be refreshed with latest development / practical aspects. Role enrichment is essential for the continuous growth and learning of the functionaries.

- It is suggested to design and deliver intensive training to functionaries for updating their knowledge, skills and attitude from time to time considering their age, education and experiences.
- Women functionaries should be provided the special attention in terms of working conditions safety and security measures in the NGO. Gender framework and perspective should be focused in the overall management of the NGOs.
- People in the organisation are designated to deliver definite services. Designing a designation in an organisation should reflect the organizational culture and image and should provide appropriate promotional ladder.

- Work assignments of the functionaries should have rotation and innovations in the NGO.
- Efforts need to be made to impart professional knowledge from the very beginning of the induction of the functionary functionaries who do not have professional qualification should be imparted professional knowledge through various training package. A special component of professional knowledge about special agency and clients should be included in the training package.
- Professional Skills of the functionaries constitute core areas where organizational interventions are essential Skills in helping people need to be updated from time to time Multi-skilling has been inevitable and need to be introduced in the overall functioning of the NGOs. Functionaries should be provided with job rotation so that they can enhance their skill related to different fields, so as to make them multi-skilled.
- Clients' specific skills (over and above agencies specific skills) need to be imparted to the functionaries of the NGOs
- It is the attitude and value practiced by the people of the organisation decides the effectiveness of the delivery of the services. Organisational image, commitment and culture are largely influenced by attitude and the value of the people of the organisation. Considering age experience and educational level of the functionaries, value and attitudinal components in day-to-day functioning of the NGO's should be reflected. The fresh functionaries are willing to experiments and take initiative. This attributes is on declining scale in more experienced functionaries because of their routine, monotonous functions. This attitude should be changed with the help of functional / behavioural training inputs.
- NGO's and functionaries both should periodically assess their perception of values that exist and their compatibility with the objective and mission of the NGO.
- There are two perspectives to address quality of work life as suggested by Wayne F Cascio (1993). One perspective equates QWL with a set of objectives organizational conditions and practices (e.g., promotion-from-within policies, democratic supervision, employee involvement, and safe working conditions). The other perspective equates QWL with employees' perceptions that they are safe, relatively well satisfied, and able to grow and develop as human beings. This way relates QWL to the degree to which

the full range of human needs is met. Policy, Practice and programmes of the NGO's should be in favour of improving, enhancing and building quality of work life of the functionaries. Various interventions and techniques need to be used, which can help to improve quality of work life in the NGOs. For enhancing quality of work life one of the significant suggestion is redesigning work environment.

- It is suggested that the following strategies should be implemented for effective outcome from the functionaries. To improve the work flow, reduce the repetitive physical procedures, allow people to personalize the work area with picture plan, use pleasing colours in the office, rearrange, adjust or replace equipment parts and work spaces, place team members close together for easy interaction, provide adjustable furniture, to fit varying body physiques and particular work activities.
- It is suggested to introduce Alternative and flexible work Arrangements. This can be done through scheduling of flex timework arrangement, job sharing, by removing work-family conflict. Job sharing refers to a situation where two people divide the responsibility for a regular, full time job.
- Compressed Workweeks should be arranged for enhancing quality of work life. Participative intervention for enhancing QWL need to be encouraged. Direct participation of functionaries in problem-solving, in decisions-making, particularly in areas related to their work, is considered necessary condition for providing greater autonomy and opportunity for self-development.
- Various approaches and strategies are suggested to improve the quality of work life such as quality circles, teamwork, autonomous group working, flex timing, self-management and direct participative intervention.
- The physical locations and conditions of the NGO's are of prime significance for the functionaries as well for beneficiaries. The location, transport facilities, geographical area, infrastructures, the uses of modern appliances etc are very crucial in delivering services. The facilities, appliances and other amenities should be positively changed and updated considering the dynamic needs in the changing society. The revolution of information technology needs to be brought in the overall practice of the NGO's leading them to understand varied human dimensions with greater ease, speed and confidence.

- Social security provided by the NGO's make functionary secured about the future NGO's should put efforts to enhance level of satisfaction of social security of the functionaries. Newer initiatives in the field of Insurance for their life and property should be provided to the functionaries of the NGOs
- Participation increases performance. An effort need to be made to mobilize participation of the functionaries in the vision building, implementation and future plan of the NGOs.
- It is suggested to enhance the level of job involvement of the functionaries from policy formation stage to implementations and evaluation stage of the NGOs The job/task assigned to the employees should be interesting, and not of repetitive nature, which calls for creativity on the part of the functionaries and which ensures their greater involvement
- Communication and Access to information determines the effectiveness of the people in today's time. NGO's needs to improvise the role of these techniques by encouraging newer experiments, promotion of working with cross-functional, educative and informative workshops, functional and behavioural training etc. Functionaries of the NGO's need to give and take feedback from their stakeholders on regular basis which can help, improvise their performance level.
- Orientation to create organisational climate should be done regularly to sensitise functionaries from top level to the bottom level towards the work that they do and their responsibility in the organisation.
- NGO's should work for increasing the motivational level of their functionaries allowing creativity and empowering them to take initiatives in order to find out better ways of performing their respective tasks.
- The job/task assigned to the functionaries should be such that provides opportunities to use the human potentials to the optimum extent and to develop the human capacities.
- Decentralisation and empowerment should take place from apex authorities of NGO which will lead to getting faster result and speed up the decision making process. The traditional system of performance review should be re-looked by management as well as functionaries of the NGOs.

- NGO's should improve their participatory decision making processes to match theory and practice, this will enable functionaries in disseminating this methodology amongst its service user or beneficiaries.
- Functionaries should be made aware about the benefits of working in teams, groups and their importance in overall functioning of the NGOs.
- The management of NGOs should take due care to strike the balance between the demands for work life and the family life for enhancing the level of job satisfaction.
- In order to make NGOs work culture learning, creative and proactive the staff needs to take constant and conscious initiatives in action and reflection
- NGO need to consciously and periodically examine their human resources on the various factors cited in the study.
- NGOs need to plan and implement various refresher courses to update the functionaries with the contemporary times and future reality
- NGOs need to work on mobilizing resources to raise their level of infrastructure at optimum level to deliver effective services.
- The beneficiary need to be more participative involved and more expecting in terms of quality and satisfaction from the services deliver by the NGOs.
- A culture of learning is required to be consciously promoted in the NGO's. The functionaries of the NGO's will greatly benefit through building and upgrading their knowledge on development and empowerment and other related issues on regular basis through the means of reading presentations analysis and simulations
- The study provides a solid ground to further work on varied dimensions of NGOs and to increase the empirical understanding about the third sector i.e. NGO in India
- The study is limited in its size. Further, studies can be done on impact assessment, OD interventions and renewal strategies for the NGOs. There is a need to study the financial dimensions and their performance involved in the management of NGOs.
- The study has established some relationships amongst significant variables impacting functionaries as well as beneficiaries. Further, studies can be done on establishing relationship amongst the variable that are studied and their impact on performance and outcome.

- It is suggested that the NGOs should get social Accountability 8000 certification (SA 8000) which is accredited by Social Accountability International (SAI) developed in 1997. SAI 8000 is based on 12 International Labour Organisation (ILO) conventions, the United Nation's Universal Declaration of Human Rights, and the UN Convention on the Rights of the Child.
- It is also suggested to strengthen a strong networking amongst NGOs working in the fields for greater effectiveness in terms of their performance.

5.12 ACTION PLAN

With the development of social and behavioural sciences, functionaries working in the NGO's should be updated with the latest development in the field. The opportunities for the growth and development have always been considered as concurrent lifetime learning. It is found that functionaries of the NGO's should be given re-orientations on HR perspectives, problems, needs and expectations of the field. This can be done by imparting training at the level of management of NGO, at the level of functionaries and at the level of beneficiaries. The prime focus of these training should be in the areas of organisational effectiveness through job enrichment of the functionaries leading to greater quality of work life and higher job satisfaction resulting in to greater service satisfaction of the beneficiaries. Here an action plan is designed titled as training programme for NGO functionaries.

Training programme for NGO Functionaries

Objectives

- ❖ To enrich functionaries' knowledge, skills, attitude and work values for working with authorities, colleagues, clients and volunteers of the agencies.
- ❖ To provide latest information's on contribution of social and behavioural sciences in relations to NGO's.
- ❖ To help them develop ways of understanding the problem perspective and solutions of the beneficiaries clients.
- ❖ To examine factors, which would act as, obstacles in achieving ones own goal and NGO's goal.

- ❖ To sharpen their skills, techniques and methods of dealing with beneficiary, clients, with human touch.
- ❖ To introduce human resource management techniques for smooth effective functioning of the NGO's.

Training Faculties : internal and external. (Behavioural Scientists, Social work educator, Social work practicenor, HR educator.

Sessions and content :

Phase – I : Listing of the expectations, Sharing of the objectives of the training, Changing concepts of the field in dealing with human resource, Identification of needs of the clients

Phase – II : Importance of socio-economic and family backgrounds Importance of changing the organisation culture in modern context, Laboratory work for self.

Phase – III : Assessment and Measurement of existing skill and competency and value addition through collaborative efforts.

Phase – IV : Evaluation of current practices in the NGO's and discussion for bridging the gap between ideal / desired and present practices

Phase – V : Developing a follow up strategies.

Methodology : Lectures, Case studies, Discussion, Seminar Guided, Focused group discussion, Skill labs and other qualitative techniques.

Duration of Training – 5 days no. of participants 25

These types of training courses can bring the desired results if it is viewed in the light of past influence, contemporary circumstances and future hopes

