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Abstract

This paper reports on the findings of an empirical study that explores the perception of HIV third sector managers in India of their own effectiveness and the contextual factors in which they work. A qualitative methodology with case study design was employed. Semi-structured interviews with 16 Non-Governmental Organisation (NGOs) managers and two focus-group interviews with 16 non-managerial staff were carried out to generate primary data. The paper attempts to contextualise the model 'parameters of managerial effectiveness' (Analoui, 1999, 2002), and its related contextual factors in India. The findings identify managerial and leadership factors and influences that impact the effectiveness of NGO managers. It also confirms that, by and large, the framework is applicable to the NGO managers in India given the different context in which they must operate. These differences provided basis for the construction of a modified behavioural model for managerial behavioural analysis and their human resource development (HRD) needs. It provides a basis for HRD policy formulation for designing and implementing adequate training and development (T&D) for NGO managers in the third sector in India. This unique and first-time study contributes to the present stock of theoretical knowledge and understanding of the effectiveness of the managers in a sensitive untouched area within the third sector and organisations in a developing country.

Key words: Managerial Effectiveness, Non-Governmental Organisations, HIV/AIDS, Third Sector, India

1. Introduction

The importance of managerial effectiveness (ME) in Non-Governmental Organisations (NGOs) is unique and cannot be ignored, nor overemphasised particularly for NGO managers who work in challenging condition and provide support to tabooed HIV individuals in a developing country like India. Moreover, the concept of management and development has and continues to evolve rapidly, and the third sector continues to increasingly play a balancing role between the state and its people, ensuring that fundamental right and governmental schemes are easily accessible. Acting as a bridge, the NGOs role in streamlining these services and increasing public awareness is vital for a healthy functioning society. Moreover, gender specific issues, marginalisation, stigma and discrimination and, the need for societal education and development into HIV/AIDS awareness and prevention, are among some of the specific issues that NGO managers in India are challenged with. Hence, looking at the magnitude of these challenges, investing in the human resource development (HRD) for the improved and continued effectiveness of NGO managers' leadership and their effectiveness is of paramount importance. The present study forms the first-time empirical attempt to explore the parameters of the managerial effectiveness in this neglect field.

1.1 Scope of the Research

The results and findings of this first-time study of managers among HIV/AIDS and community development NGOs in the Maharashtra and Goa States in India are presented in this paper. The study contextualises the research which was carried out in the Ghanaian Public Sector (Analoui, 1999, 2002), and later replicated in Oman (2008), Lebanon (2011) and Palestine (2014). The conceptual framework (Analoui

1999, 2002) has been used as a base for understanding managers' effectiveness among NGOs in India, and therefore, aims to explore the behavioural influences namely the parameters of ME. These parameters include; perception, skills and competencies, organisational criteria, motivation, demands and constraints, choices and opportunities, inter-organisational relationships and dominant managerial philosophy. The study also includes the contextual factors and their influences on the effectiveness of the managers in its analysis. Purposive sampling was employed, as it statistically established a good correspondence between the research question and sampling. The target population consisted of varied level NGO managers from among the NGOs in India. Moreover, the NGOs responses were received from the densely populated states of Maharashtra and Goa, as the researcher was familiar and native to these places, it was therefore, deemed most appropriate and suitable for the capacity of this research. An information sheet and written consent form was sent to 45 HIV and community development NGOs and to the National Aids Control Organisation (NACO) within the Ministry of Health and Family Welfare, and Government of India. Finally, a sample size of 16 NGO managers and 16 non-managerial staff members were deemed adequate and the saturation criterion was successfully met.

1.2 Defining Managerial Effectiveness (ME)

ME is illusive in nature and a concept difficult to quantify (Brodie and Bennet, 1979), difficult to measure (Dunnette, 1971), and fiercely debated among multi-national agencies, however, it is acknowledged by prominent researchers including Mintzberg (1973), Langford (1979), Margerison (1984) and Analoui (2007). According to

Casberg (2017) successful effectiveness and leadership originates from ancient Indian Sanskrit practices and knowledge of the Vedas, and perceived effectiveness of managers constitutes an important element in current contemporary organisations (Bao, 2010). Moreover, managerial leadership and effectiveness is a key component which enables effective operation and delivery of complex initiatives (Analoui, 1999).

According to their role, knowledge and position, managers are responsible in some way for the organisational capacity to perform and attain results. The challenges involved in understanding managerial behaviour is pointed out by Analoui (1997, 2002), who further views the importance of considering managers 'as they are and not just role players as have been suggested by recent writers, but as creators of reality for themselves and others through their meaningful and purposeful behaviours'. Considering the third sector environment, Drucker (2001:12) states that 'non-profit institutions need appropriate measurements in a number of areas specific to their mission'. The presence of sufficient numbers of effective managers whose views determine the choices made towards the achievement of the organisations and even nations goals, success and sustainability, are indeed, determined by effective managers (Analoui, 1997:2). Furthermore, Kreitner (2001:7) and Mullins (2007:461) point out that effectiveness entails the prompt achievement of an objective, whereas efficiency, concerns the resources required to achieve it, thus, the relationship between effectiveness and efficiency is an important one which presents managers with continuous challenges. Managers' self-development is additionally a vital element (Analoui, 1995) and inevitably, effectiveness is associated with their training and development, and skills and competencies count

for only a percentage of the requirements for effectiveness (Analoui et al., 2011). The performance of managers and how effective they are in any given context is ultimately related to many variables from an individual to the organisational dimensions.

The recent focus on ME places overwhelming significance on the role of managers and their performance to attain results. From this perspective ME concerns relate to; self-development, skills, knowledge, abilities, competencies and, capabilities in terms of profitable, quality service and productivity, depending on the context which they perform (Analoui, 1995; 1997; Mullins, 1993). The well-being of the organisation and the effective utilisation of scarce resources is ultimately the product of the managers own effectiveness (Dunnette, 1971). The evolution of ME as a concept has therefore, primarily focused on organisational setting (Mullins, 1993) coupled with social, cultural and political contexts (Jones, 1988; Kiggundo, 1989; Analoui, 1999; Analoui and Karami, 2003), and debated within the boundaries of an open system (Wilcocks, 1992) rather than on the managers themselves. For the survival, development and growth of the organisation, the concept of ME and leadership has caught the attention of theorists, practitioners and researchers. Their attention focuses on the elements of the managers own choices and numerous issues relating to managers performance, in addition to, as Stewart (1982, 1991) and Rees (2008:2017) state, the contributing factors derive from causal and behavioural influences from within their immediate and wider socio-economic, cultural settings and international development. Research of senior managers and officials within the public sector at the Indian Railway Organisation, Analoui (1995) found effectiveness was disproportionately associated with task-related rather than people-related

aspects. The broad categories of managerial skills formed a hierarchy suggesting that the more senior position a manager occupied, the need for more people, self-development and knowledge skills was vital. Srivastava and Sinha (2007) examined the underlying dimensions of ME among private sector organisations in India, and found the construct and elements of individual effectiveness vital. Re-examining the construct of ME perceptions of managers among various contemporary private sector organisations in India, Bamel et al., (2011) found managers to perceive effectiveness as a function of productivity, adaptability, quality and flexibility.

Moreover, perceptions and understanding of what constitutes effectiveness is of paramount investigation (Analoui 1999, 2007), since managers are acknowledged as major contributors towards the well-being, forward-thinking and positive development of organisational change (Analoui and Analoui, 2017), these issues relate to the sources of influences, including the managers' own perceptions, which contribute towards their own managerial behaviour and effectiveness at work.

1.3 NGOs Management and Managerial Effectiveness in India

NGO management is a relatively recent debate; hence, it can be termed as a new phenomenon. It is far more complex than that of the profit-making organisation (Rahman, 2007), it includes challenges which relate to internal and external issues (Bromideh, 2011) and evolving structures and models (Ganesh and Kulkarni, 2012). The difference is that NGOs take the human approach, while other sector organisations prioritise the level of profit as a result in operation of their organisation. Edwards and Hulme (1995) and Hudson (1999) state that the debate to design the management system of NGOs in developing countries like India needs to be distinct

from that of the private and public organisation, and both human resource management (HRM) and human resource development (HRD) are an important function of the NGO as focus is primarily on efficiency, accountability and effectiveness, of which, needs to be incorporated as a task of the manager. The work of Drucker (1988), Brown (1991), Korten (1991), Hudson (1999), and Hailey (2006) has contributed towards improving the management crisis in the NGO sector, which has resulted in trial and error practices, and adapting strategic management approaches. Despite the Simplified model (ICVA, 1987) and the complex Chakra model (AIT NGDO, 1999) which incorporate core elements of ancient Indian Sanskrit ways of life and work; culture and society exist for the Indian NGOs. They are evolving and further challenged as they contend with continuous multi-faceted complexities and factors. According to Rahman (2003), south Asian NGOs encounter the problems of; human resources (HR), financial management, information, networking resource management, development and operations management. Ankodia (2012) found NGOs in the northern state of Rajasthan followed inadequate HR procedures, and Bhogal (2014:17) indicated that the implementation of adequate capacity building, training and development (T&D) and mentoring for the NGOs workforce is vital. To cope with these concerns, NGOs have been heavily dependent on corporate sector management and methods, which for most of the time, has neglected the values of the third sector especially in a developing country like India.

NGO managers face extraordinary challenges at both personal and organisational levels, and work long hours usually with limited resources in uncertain and volatile political and socio-economic circumstances to help the marginalised and

disadvantaged members of society. The complex challenges south NGO managers contend with is evident in the emerging literature and research of which, as Fowler (1997), Hailey (2006) and Padaki (2007) conclude as demanding and distinct from those experienced by managers of the other sectors. It is paramount for NGO managers to be moulded according to their inner convictions, distinct tasks, experiences and contexts. The quality of their managerial leadership is highly personalised and is critically a vital element for effectiveness and viability. While research on NGOs ME is scarce, and particularly non-existent among NGOs from a developing country like India, it is therefore, paramount that managerial development needs are identified and become a priority as the rapidly changing nature and structure of the third sector environment in the country is accelerating at an alarming rate. In-depth understanding of personal and cross-cultural patterns, contexts, and diverse work experiences in parallel with empowerment and transformation of attitudes and behaviour is essential, as the uniqueness and complexity of NGOs ME in India cannot be an isolated process, rather, it ultimately concerns developing an ability to integrate and adapt with new paradigms of management and development for increased NGOs managers effectiveness at work.

2. Conceptual Framework

The concept of ME has been widely investigated and the concept of it continues to attract the attention of scholars, researchers and practitioners. Despite a wealth of documented research concerning the importance of various aspects of ME (Reddin, 1970, Langford, 1979, Wilcocks, 1992, Labbaf, 1996, Analoui, 1999, 2002, Ahmed, 2008, Al-Hajji, 2011, Marouf, 2014), there is no evidence which assesses the need of ME among the NGO sector in developing countries, such as in India. Therefore, this

research is an attempt to explore the concept based primarily on the framework of the Parameters of effectiveness and three contextual factors developed by Analoui (1999, 2002).

Theoretically, this research contextualises Analoui's Model (1999, 2002) which was developed in the Ghanaian public sector and has been further conducted within various other public sector organisations within developing countries. Moreover, it explores the implications of the model as shown in Figure: 1, for managerial development and increased effectiveness among NGO managers within the third sector in the developing country of India.

Figure: 1 Model of Eight Parameters of Managerial Effectiveness

3. Methodology

This qualitative research adopted a holistic, interpretive collective case study approach to explore the socially constructed meanings of 'how' and 'why' NGOs managerial staff make sense of, and structure their experiences (Robson, 1997; Creswell, 1998, 2011), and of their own ME and development at work.

Data was generated using two specifically-designed qualitative instruments in the field. Relevant protocol procedures were designed and followed to carry out a series of self-administered individual semi-structured interviews with 16 managers and two focus-group interviews with a total of 16 non-managerial staff members (See Table 1). A framework with features of thematic coding and conceptual analysis

approaches was used to analyse the data. The framework was guided in the following stages;

1. Transcribe and familiarise with the data
2. Focus the analysis – review the purpose of the evaluation
3. Classify the data – code and record the data
4. Reduce the data – Identify patterns/relationships/findings within and between the themes/categories
5. Content analysis – meaning and interpretations and consider what the categories/patterns mean and refer to the initial research question
6. Integration – to examine and compare the different aspects of the data using tables, charts, figures and direct quotes to convey the findings

Table: 1 NGO Staff and their Organisations

Upon examining the sphere of trustworthiness, accuracy, credibility and transferability of the findings (Robson, 1997), triangulation was used to enable the examination of data to build a coherent justification of the themes, and adding to the validity of the study. Using rich description to convey the findings such as; the respondents' words and descriptions relevant in answering elements of the research question were used. The primary data is supplemented with secondary data comprising of official government reports from the Ministry of Family Health and Welfare, the National Aids Control Organisation (NACO) and available data from the NGOs concerning the history, evolution and development of their organisation were used. Throughout the process the researcher adhered to the University of Bradford's Code of Conduct, Ethics and the NGOs Code of Practices. The NGOs and the

participants were kept informed of the processes involved. Thematic analysis identified data is divided into three main categories and each category yielded to certain sub-categories which are themes, parameters and contexts, and identified the issues.

4. Data Analysis and Results

The demographic data has enriched the qualitative information concerning the participants who took part in the semi-structured interviews. Classification of the data obtained from the consent form revealed that participants provided information which identified their personal characteristics. This includes six themes of participants: (1) Gender, (2) Age, (3) Present job role, (4) Total work experience, (5) Education and professional qualifications, and, (6) Number of people directly supervising/manage. A total of 14 demographic characteristics and questions concerning parameters of effectiveness and contextual factors were included.

Manager's Personal Characteristics

Participant's Gender

NGO Managers gender was primarily male female and had an uneven distribution. Managers were largely made up of female managers at 11 (N = 11, 69%), while the number of male managers was at 5 (N = 5, 31%) (See Table: 2).

Table: 2 NGO Managers Gender Distribution

Participants' Age

Managers' age was varied and had a dominant age group. The managers' age is spread over a wide range from the youngest manager aged at 24 years to the oldest aged at 57 years. It is evident that most of the managers, a total of 11, four Male and seven female managers, are within the 31 – 40 years (N = 6, 38%) and 41- 50 years (N = 5, 31%) age ranges, which collectively represent the largest group in this study at 69% (See Figure 2). Collectively, among all the NGO managers, the age categories between 31 – 40 years and 41- 56 years are the dominant age groups.

Figure: 2 NGO Managers Age Categories Percentage

Participants Job Roles

NGO Managers present job-roles were varied and relevant to Project Manager Positions (See Figure 3). Project Manager Positions constitute the majority at 8 participants, followed by 3 Technical Specialists managers, 2 Project Directorship managers, there is only 1 Line manager, 1 Chief Functionary manager and 1 Office and Site manager.

Figure: 3 Present Job Roles of the NGO Managers

The data shows that in Indian NGOs the present job role of Project Manager is clearly vital and a prominent position, as it is this manager who is ultimately responsible for successful Target Intervention (TI) among the specific target groups, and retaining the NGOs vision, mission and overall objectives.

Participant's Work Experience

There are two linked issues (1) total work experience in the current managerial job role, and, (2) the total work experience at the NGOs as a whole (See Table 3).

Table: 3 NGO Managers (1) Durations Worked in this Current Post and (2) The Total Duration Worked at the NGOs

The number of years the managers have spent in their current managerial post ranged from a minimum of two years through to eleven years. One manager (N = 1, MS2), one Technical Specialist manager (N=1, MS5), and one Line manager/Supervisor (N = 1, MS2) and only one Project manager (N = 1, MS11), have held their job roles for the same duration as their total duration spent at the NGO, indicating that they have joined the NGO with these job roles. Overall, a total of six NGO managers (N = 6, MS16, MS15, MS11, MS5, MS2, MS1), have held the same job role since joining the NGOs.

Participant's Education and Professional Qualifications

Managers with post-graduation and obtaining a master's degree accounts for 50% of the total participants, with eight managers (N=8, 50%). These managers predominantly have a university degree in an academic subject such as: Social Work, Social Science and Commerce. Following this, there are five managers (N = 5, 31%) who account for the next largest group at 31%, who have an MPhil qualification in Social Sciences. There are two managers (N = 2, 13%) who hold PhD Doctorate level degrees and account for 13% of the total, (See Figure 4).

Figure: 4 Education & Professional Qualification of NGO Managers Percentage

It is evident that not only having a basic educational qualification is essential for the NGO manager, but obtained an associated and professional degree in Social Sciences up to PhD Doctorate level gives the manager a strong stance in this sector. Additionally, on-going professional qualifications is an important process for all the managers despite their job role at the NGOs, these consist of attending sporadic, and very short internal training courses provided by the NGOs itself which consists of capacity building initiatives for fieldwork, self-development, people-management and to gain knowledge in order to adopt strategies for Target Intervention (TI) Programme implementation.

Number of people Participant's directly supervising/manage

Collectively there is a total of 388 Change Agents (CAs), who are predominantly paid Community Development Workers (CDWs), Volunteers, Doctors and Medical staff who directly report to the NGO managers. Analysis of the data indicates uneven distribution, and the highest number of people working under the command of a single manager falls within the 51–55 range then 46–50 range followed by a combination of 31–35 range 26–30 range, 21–25 range and 16–20 range and finally, the 10–15 range (See Table 4 and Figure 5).

Table: 4 Numbers of Staff Reporting to the NGO Managers

Figure: 5 Number of People Reporting to the NGO Managers

It is important to mention here that NGO managers did not use words and terms such as 'accountable for' or 'responsible for', to describe their level of control, in fact, they often referred to their Supervisory and managerial commands with 'work under us' or 'I have staff working under me', of which, clearly suggests the existence of classical thinking and traditional approaches and practices within the working environment of the NGOs.

Manager's Parameters of Effectiveness and Contextual Factors

Two major behavioural influences are identified; these are eight parameters of effectiveness and three contextual influences identified by Analoui, 1999, 2002. It is the combined and inter-linked relationship of these influences that determine the behaviour of the managers/leaders among the sample NGOs in India.

Managers' Perception and Awareness

Managers identified issues related to their own effectiveness (See Table: 5). NGO managers explained that the first parameter to their effectiveness relates to their own perception and awareness. They placed importance on the ability to 'manage people' and 'communicate well' at various levels. Being able to 'motivate' themselves and others, apply 'strategic' approaches, be 'innovative' and overall, being an excellent 'multi-tasker' was paramount.

Table: 5 Managerial Perception in relation to NGO Managers own effectiveness

Overall, NGO managers perceived that they are generally effective with the exception of reaching targets; however, some managers disagree and think that their current level of managerial effectiveness is unsatisfactory. Managers are aware of unique qualities associated to be an effective NGO manager, and further perceive the elements associated to their own managerial effectiveness. These perceptions represent the characteristics and qualities of an NGO manager of which, is referred to as 'ideal'. Indications were made by some managers to implement measures that would help increase and improve their effectiveness at work, as a Manager quoted;

'Actually the issue is that at the moment there are some Managers who are still learning, and learning on the job, & they are not one-hundred percent yet..., there is not the same learning or training here as there is in the corporate sector..., so if we NGO Managers get this kind or development training that is near or like this, then I am sure that we can improve ourselves and implement the programmes and projects better, and become more effective NGO Managers'.

Managers' Skills and Competencies

Three issues are identified (See Table: 6). Data reveals that the knowledge, skills and attributes which NGO managers perceive vital focus primarily on people-related, interpersonal and analytical skills. The mentioned skills and competencies are inter-related and vary according to the level of managerial responsibility.

Table: 6 Managerial Skills in relation to NGO Managers own effectiveness

Having a 'humanistic approach', being a 'good organiser', 'planner' and 'leadership' competencies indicate that informational skills and task-related skills, are not as important as the former mentioned skills. Analysis further indicates aspects relevant to managers' perception of their own training and development (T&D). Classification of the data reveals that NGO managers identify and describe important information which relates to human resource management (HRM) and human resource development (HRD) strategies, and policy implications for NGO managerial staffs' effectiveness as a Manager quoted;

'Yes of course they do, whatever the training I get from the NGO it does help me to plan, prepare and implement the projects, & this has helped me to be effective for sure. But it needs to be improved..., I feel the training is out of date or needs to be better somehow, if this happened, then I am sure it will definitely increase my effectiveness in my job here'

Managers are aware of various training and development (T&D) available to them at the NGOs. Consequently, other than receiving the in-house 'fresher training' upon joining the NGO, data reveals that managers receive sporadic training opportunities to develop their managerial skills as a whole. Moreover, managers express the vital 'need' to receive more adequate and frequent, specific and specialised T&D throughout the year. Almost all the NGO managers stressed the current T&D available to them primarily consists of adapting to traditional styles and methods.

Expressing it as either a 'mixture of old and new styles', a 'go-with-the flow' or 'basic style' approaches to training. Consequently, their learning consists of; workshops, group-discussions and coaching. In desperation, some managers even expressed that they sometimes have to learn from a manager who has just been 'newly trained', and thus, termed it as 'non-existent approaches' to their T&D.

Managers' Organisational Criteria

Two issues are identified (See Table: 7). Almost all the managers agreed that in some way or the other, the NGOs policies and criteria certainly play a vital role and impact towards their increased effectiveness at work. Criteria such as 'setting indicators' and 'meetings' and expectations are pre-determined, and set by the NGOs management itself without managers involvement.

Table: 7 Organisational Criteria in relation to NGO Managers own effectiveness

The most widely used criteria include; applying a 'humanistic approach to the work', the adoption of 'staff equality across all sites', and the 'implementation of faith and harmony into the work'. A 'gender policy for equality and non-discrimination' are also among the most vital aspects of the NGO policies and criteria, as Managers quoted:

'We are religious based and we implement as much as possible the faith element into all our work here at the NGO. We are also very humanistic and use this approach too., it is very important that these two things are there, and they are in harmony together in favour of the programmes, projects, camps and to reach out to the target groups and things....'

'..because of the good policies, ethos and working relationships, like the General Policy we have it takes every single person working at the NGO as equal..., so there is no discrimination there, and that's very important where we work and especially in India it's even more vital because of the many social and gender specific aspects going on. So yes, I would say that my effectiveness is better in one aspect because of these kind of policies in place at the NGO'.

Managers perceive that the policies and criteria do 'support and provide guidance in reaching the NGOs overall objectives and goals'. Criteria such as; 'having a clear plan and outline', 'communication', the ability to 'motivate themselves and others', and adhering to 'NGOs rules and regulations' are considered equally important. Moreover, considering the nature of their work, managers are expected to attain beyond targets, and are encouraged to be innovative and noticeable at local, national and international levels as much as possible. Although NGO managers are aware of their expectations, they are largely responsible and expected to plan, self-motivate and achieve targets according to the NGOs policies and criteria.

Managers' Motivation

Three issues are identified (See Table: 8). The qualitative data revealed in order of priority that motivation factors relate primarily to hygiene factors and intrinsic reasons.

Table: 8 NGO Managers Motivation in relation to their own effectiveness

'Job satisfaction' is perceived as the main motivational priority for increased effectiveness. Considering the nature of NGO managers work, the ability to associate a 'religion or faith into their work', the 'empowerment of high-risk group members', 'women empowerment' and a sense of 'purpose, and inner-satisfaction' are vital. Along with humanitarianism and community service, NGO managers identify 'remuneration' and 'training and self-development' (T&D) factors' among their perceived top motivation priority motivators. 'Appreciation and recognition from superiors' for work well-done, 'own motives and goals' through to extrinsic reasons of 'leadership power' and NGO prestige and awareness' are also relevant factors for their own increased effectiveness at work.

Interestingly, further analysis revealed issues relating to inadequate salary, benefits and bonuses, funding and, the lack of T&D constitutes as the main factors for their ineffectiveness at work. These and other factors are inter-linked challenges associated to issues relating to the NGOs rewards system, financial resources, and T&D which managers have to continually contends with. Adversely, these also contribute towards NGO managers' ineffectiveness at work.

Managers' Demands and Constraints

Three issues are identified (See Table 9). Analysis of the data clearly shows that the existence of major demand and constraint factors which have a negative impact on NGO managers' effectiveness at work exist. These are various inter-linked demands

and constraints placed upon the NGO managers, of which, almost all relate to the internal elements of the NGO organisation itself.

Table: 9 NGO Managers Degree of Demands and Constraints in relation to their own effectiveness

Interestingly, some external factors linked to social attitudes towards the NGOs work and their target groups, coupled with cultural traits, norms and values continue to prevail, and ultimately impact the managers effectiveness at work, as a Manger quoted;

'Well there is always some problems or issues related to society factors which have been challenging sometimes. Like it has been difficult to educate the rural population, I mean the village people in the remote rural areas sometimes because of travel and distances, location is sometimes difficult to reach, their mentalities are restricted and they usually have a fixed mind-set for various issues. Unfortunately, a wide variety of discrimination exists and is still a very big problem here in modern India'.

Managers perceive that the current degree of demands and constraints are further heightened by the mandatory 'meeting attendances' at grassroots level through to managerial levels, and, with limited and 'T&D', they struggle to meet the targets and expectations.

Managers' Choices and Opportunities

Three issues are identified (See Table: 10). The analysis revealed factors relating to various internal and HRD opportunities. Factors such as the opportunity to obtain 'freedom of choice' to 'plan and prepare schedules of work', 'power and authority' to 'use the available resources in favour of the projects without having to get prior permissions', are perceived as vital elements.

Table: 10 NGO Managers Choices and Opportunities in relation to their own effectiveness

Advocacy among stakeholders further indicated an ideal opportunity for managers to network better and build contacts at various levels, as a Manager quoted;

'I would like to be able to make the choice or make the decision to spend as I want (within limitations) for the programme. I have to manage all the programme with all the financial supports and human resource, but without the prior information or permission from the Trustees I can't handle it, or we cannot proceed. I hope that the whole and sole responsibility should be given to the particular Manager in charge to handle the job and the financial and budgetary control, it will be much easier'

Majority of the NGO managers consider T&D to be the most vital factor which enhances their effectiveness at work, however, the limited quality and quantity of it provided by the NGOs, is thus, perceived inadequate in meeting their needs. Managers expressed that there is hardly any opportunities to train or develop which will allow them time away from the workplace for lengthy periods of time. Other than

undertaking the introductory 'fresher's training' at the NGOs upon commencement of their employment, there is hardly any sign to employ better local or external T&D opportunities. The opportunities to attend regular internal, on-the-job training workshops and professional development to meet their managerial needs such as; acquiring adequate administrative and financial budgeting skills, is perceived to contribute towards their own increased effectiveness at work, however, the importance of accessory and inspirational training cannot be ignored as managers believe that they require more relevant opportunities for their progression, as a Manager quoted;

'If there is a Manager who has been working for five or six years, then there should be some NGO criteria that develops that Manager in terms of higher post, higher salary, better incentives and bonus. Some kind of motivation parameters should be there to allow this kind of development for the Managers I think, & this is a benefit for our increased managerial effectiveness'

The perceived choices and opportunities relate to demands and constraints and the absence of adequate NGO manager appraisals, indicate the presence of non-existent choices and opportunities. The notion that managers often have to somehow 'manage and learn on the job', and 'get on with the job' often encourage managers to consider alternative choices and opportunities for themselves. The exploration of these choices and opportunities indirectly shows the presence of some person-cultures (Analoui, 1999:382) amongst the NGO managers.

Managers' Inter-Organisational Relationship

Three issues are identified (See Table: 11). Interestingly, managers expressed explicit concerns and placed important emphasis that their effectiveness is affected and primarily determined by inter-departmental factors more than inter-organisational relationships.

Table: 11 NGO Managers Inter-Organisational Relationship in relation to their own effectiveness

Despite the nature, size and number of people working at the NGOs, a vital factor is that all the managers perceive the importance and need for establishing a healthy communication-link and relationship between themselves and various sectional, departmental and field-site managers at the NGOs is vital for their own increased effectiveness. The need to intensifying these connections should not be overstated, as a Manager quoted;

'See, when we need to develop a Project and if our communications is not good, then its only our own bad luck., so if we develop the communication to be stronger between all the departments at the NGO then its better and positive for us..., It becomes an advantage for us that a manager in the field becomes more successful in our works'

Evidently, managers indicated that factors such as 'rivalry', 'competition among staff', and a sense of 'superiority' from certain members in various departments and sections exists; which hinder, pose delays and challenges for their own effectiveness

at work. It is however, seen that having a 'common goal' among all the NGO staff does help to eliminate, or at least reduce this factor, as a Manager quoted;

'Well there is a good relationship, but..., there is also some rivalry going on or some competitions going on sometimes within the staffs of the departments. It does take time sometimes to get the jobs done, like getting some paper-works done and completed from one department and another department can take a long time for approval sometimes, but in the end, because we are all working towards the same goal for the NGO, it eventually gets done... but yes, there are some challenges here, so it needs to be improved and develop more better I think'

Managers' Dominant Managerial Philosophy

Two issues are identified (See Table: 12). Data analysis has identified the existence of specific dominant managerial philosophy and practices at the NGOs in India. Although a mixture of traditional and modern approaches attempts to exist and work in harmony, such as; humanistic, democratic, participatory and strategic approaches, managers expressed that the humanistic approach primarily dominates their working method and styles.

Table: 12 NGO Managers Dominant Managerial Philosophy in relation to their own effectiveness

It is evident that features and traits associated to the classic, authoritarian and traditional schools of management do exist. Evidently, the implementation of the

human approach and to adapt according to the situation is a deep-rooted tradition considering the humanistic nature of work carried out at the NGOs as a Manager quoted;

'To be honest with you, it depends on the situation. It is important that I have to recognise and manage depending on the target group or programmes I am doing. So because of this, I have to think about many different or various styles and practices. The humanistic approach is there, because we work with the people from the different societies here in India, rural, urban people, and sometimes remote areas so for sure we have a humanistic nature and approach here, and then we also have participatory approach because we have to use this and adjust for the situations and this also helps when working in the teams and workers and volunteers at the camps, fieldworks and back at the NGO office too'.

Personal Context

Three issues are identified (See Table: 13). Analysis of the data revealed that the first contextual factor relates to the Managers themselves. Personality factors such as having a sense of 'responsibility' and 'devotion' toward 'the NGOs nature of work', a 'positive attitude' with 'inner-motivation' are prominent personal motivating factors.

Table: 13 Personal Context in relation to NGO Managers own effectiveness

Along with numerous work-related competencies, Managers also incorporate their own 'humanistic approaches' and ways of life into their work which is identified as a major factor towards their overall improved effectiveness. Moreover, it is important to acquire an 'inner interest', 'desire' and have a responsibility themselves to create a

'link or connection' and 'understanding with the work and nature of the environment' as a Manager quoted;

'It's about my own growth and development of my personality I think that makes me an effective manager, and it's also very important for this kind of work that I do. Secondly, it's also about my presence of mind is also very important. For me to be able to make decisions, assess situations, to be able to handle things properly. How to implement things for the work, that's why my presence of mind is very important. Thirdly, it's that for the Manager, the Monitoring and evaluation knowledge is also very important too. These few things are very important for me as a Manager to be effective in my job. Communication skills, eye contact skills and all these kind of things are important for me'

Interestingly, further exploration revealed in order of importance, a number of personal, work-related and other interlinked attributes, qualities and factors which contribute towards the NGO managers own effectiveness at work. They perceive their work as vitally challenging and demanding, thus, personal commitments, lots of determination coupled with hard work and experience are contributing factors towards NGO managers increased effectiveness.

Organisational Context

Three issues are identified (See Table: 14). The second contextual factor relates to the organisation of NGOs. Analysis of the data revealed that the NGOs internal factors which ultimately have an impact on the limited or increase effectiveness of

NGOs managers at work, and are linked to personal factors which the managers bring to the workplace.

Table: 14 Organisational (Internal) Context in relation to NGO Managers own effectiveness

Overwhelmingly, 'policies and criteria', 'adopting a humanistic approach', 'equality among the staff' and the importance for 'gender policy for equality', 'non-discrimination', 'women empowerment policies' and a 'good general Policy' are vital contributing factors and criteria for the NGO managers' own increased effectiveness. Interestingly, being attached in some way to other prominent NGOs at state and even at international levels which have celebrities or even prominent private sector organisations attached to them, is a unique opportunity for managers' development, and one which boosts their motivation for increased effectiveness as a Manager quoted:

“the NGOs name also helps in motivating me and improves my approach for effectiveness, and if the NGOs name is good in the market, then this further enhances my resume factors and things. So, this then ultimately benefits me for the future too. What I mean is that the NGOs name & reputation is important these days for myself and for my development”

Wider Factors

Four issues are identified (See Table: 15). Data analysis revealed that wider factors such as a deep-rooted and complex culture and socio-economic factors have

significant influence on the NGO managers' effectiveness at work. Constraints which are created by excessive socio-economic laws and regulations primarily limit the NGO managers' choices.

Table: 15 External Context in relation to NGO Managers own effectiveness

Not surprisingly, various factors linked to government and politics, funding issues, globalisation and modernisation influences, and the NGOs reputation at local, state, national and international levels overwhelmingly pose challenges for NGO managers. Moreover, traditional traits associated to Indian society such as; deep-rooted 'culture', 'traditions', 'norm and values', 'attitudes towards the target groups', high levels of 'stigma and discrimination', 'gender issues', 'taboos' and 'caste system issues' are ranked as the highest in order of importance for NGO managers' ineffectiveness at work. Almost all the managers stress that generally all Indians want to keep hold of their deep-rooted traditions and cultural traits as they rapidly adopt modernisation in the country, of which, subsequently creates further problems as a Manager quoted;

'..Our Sanskriti (deep-rooted culture), Shikshandha (education) had risen a lot, and then our upbringing also plays a big part in it. Our Brahman (ways of life), has grown more and has changed many things for us. Well the society factors do affect my work here..., I said before about the gender, women empowerment, discrimination issues that exist in the community really do have an impact on my work. Castes create a problem when I am implementing a project or camp work when we are getting the rural people together for educating them for awareness, sometimes they do not want to sit with people from lower castes or they want

women to be excluded. They say women should be at the home only..., they blame and discriminate the women for many things'

The rapid growth of other emerging NGOs in India poses competitive threats, causing pressure on managers to get projects and targets completed with the available resources at hand. Moreover, managers express that being under such pressures, they should not be target-driven, and perceive that supportive staff must be appreciated too, so they ultimately support the managers, as a Manager quoted;

'..., I think that the work should not be target driven, the work should be done in alternative ways too so that we get some Mariyada (Dignity) in doing the work. There should be some policies introduced for this too. Something different, new to motivate and drive the NGOs work with new ideas. The work should not be target driven so that once it is reached we stop..., we should be motivated to carry on, progress and achieve more and receive work satisfaction this way too'.

5 Discussion

Whilst all the parameters of effectiveness and contextual factors of the Model (Analoui, 1999, 2002) as shown in Figure: 1, made sense to all the NGO managers in India, major findings of this research revealed a myriad of unique and highly complex factors, rather than one single factor.

Analysis of the data (See Table: 16) revealed that there are characteristics which share similarities and unique differences with the original model (Analoui, 1999, 2002). In relation to parameter one, NGO managers show similarity and understanding of perception and awareness of their own effectiveness as a manager and others at work exist. The findings support the Model that people-related, interpersonal and analytical skills are vital for managers increased effectiveness and that managers require more development; thus, the importance of inter-linked skills and competencies are based on the individual NGO managers' unique responsibilities. Organisational criteria share similar awareness factors of the managers' expectations, and their effectiveness is measures with set-indicators and is target driven. Consequently, an apparent difference is that NGO managers in India are not encouraged to publish their work whereas in the Ghanaian Public Sector organisation (Analoui, 1999), managers were expected to publish at international levels. Motivation factors associated to remuneration also shows a shared similarity, however, a difference is that external influences linked to the NGOs reputation within society are major factors compared to that in Ghana. Similar demands and constraints relate primarily to the internal aspects of the organisations, and a difference is that among the NGOs in India, inadequate development needs and social attitudes and traits further adds to these challenges. Although choices and opportunities are present in Ghana (Analoui, 1999), they are literally non-existent among NGO managers in India. This seemed to frustrate the managers in India. Moreover, managers agree with the model that a two-way relationship between them the NGOs and other associated organisations must exist however, this relationship focuses primarily on intra-organisational aspects of the NGOs. Dominant managerial philosophies in Ghana and the NGOs in India have shared

similarities that follow traditional styles, approaches and practices. Consequently, a significant difference is that NGO managers must incorporate human-related and some contemporary approaches into their work which considers the unique nature of their work and to adapt according to the situation at work.

In relation to the contextual factors, a similarity shared with the Model (Analoui, 1999, 2002) is the personal attributes of NGO managers, that they are aware of their responsibility towards self and professional development. In contrast, it is not associated to any hierarchy structures at work, although, it is linked to the demands and uniqueness of their work and environment. Considering the organisational context, the NGOs cultural forces such as intra-organisational relationships reflect the criteria for effectiveness. A distinct difference is that limited management and managerial leadership expertise exist, and interest for external exposure is perceived as an 'ideal' opportunity by NGO managers own personal and career development. Various multi-faceted wider external cultural constraints and forces created by excessive deep-rooted cultural values, norms and traditions specific to India exist, which affect and influence NGO managers' effectiveness at work. Consequently, these are beyond the control of the managers who has to contend with the consequences and decision-making processes at work as the NGOs management expertise is limited.

Table: 16 Summaries of Characteristics: Similarities and Differences with the Model

5.1 Revisiting the Model

The Model (Analoui, 1999, 2002) has been contextualised in other contexts such as in, Oman (Ahmed, 2008) and Lebanon (Al-Hajji, 2011), and are highly applicable to the individual contexts and environments. Similarly, in the case of this unique research, the sources are the same, however, the nature of parameters and contextual characteristics are different and consider the uniqueness of the context of this study. All the parameters of effectiveness and contextual factors of the Model (Analoui, 1999, 2002) as shown in Figure: 1, do apply to NGO and are suitable for this context. Moreover, based on the findings the research framework model (Analoui, 1999, 2002) has therefore, been adapted and modified to fit this specific and unique context, which facilitates the feasibility of the research for NGOs managers' effectiveness in India. The hierarchy of relevance of the parameters of effectiveness, and the degree of importance of the contextual factors are the same, however, apply differently to this context in comparison to the order in the original Model.

Figure: 6 reveals the level of importance of each parameter in three different groups, and the degree of importance for each individual contextual factor specific for the context of NGO managerial effectiveness in India. The parameters of effectiveness (Analoui, 1999, 2002) are also applied to this context in three separate groups and in order of hierarchal importance. There are five parameters which are more important and these are; in group 1: inter-organisational relationships (parameter 7) and organisational criteria (parameter 3) which both share equal importance, and in group 2: perception (parameter 1), skills (parameter 2) and dominant managerial

philosophy (parameter 8). These are followed by the remaining three parameters as their importance is perceived lower compared to those mentioned. These are in order of their importance in group 3: demands and constraints (parameter 5), motivation (parameter 4), and choices and opportunities (parameter 6).

The assertion of the three contextual factor; (1) personal, (2) Internal and (3) wider influences have identified specific and unique degrees of differences which affect the NGO managers effectiveness at work in India. First and foremost, the degree of importance of the external and wider influences (contextual factor 3) are crucial and are the main decisive factor which has a direct impact on the characteristics and traits of the other contexts, and hence, influences all the parameters of effectiveness as a whole. This is followed by the personal attributes (contextual factor 1) and internal organisational environment (contextual factor 2).

Figure: 6 Hierarchy of the importance of the influence of contextual factors on clusters of Parameters

5.2 Implications

Historically, NGO Managers have been deemed as distinct in nature compared to managers of other sectors (Hailey, 2006). Current approaches need to be adapted and restructured according to the realities of their work, roles and responsibilities, which correspond and reflect with the changing demands influenced by the environmental factors. Theoretically, this research is unique and a first-time attempt which focuses on ME among NGO managers in India. Moreover, it contributes to the

field of enquiry in terms of contextualising the Model (Analoui, 1999, 2002) which demonstrates that the context must be seen and examined from three environmental factors which include personal, organisational and external influencing factors.

Practically, the eight parameters of managerial effectiveness and the three contextual factors need to be considered as a fundamental part of the process to improve the NGOs HRD. The NGOs management must consider the strategic importance of internal and external T&D expertise for their managers and leaders. Providing an appropriate environment and support them further with active participation by designing and implementing an adequate appraisal system as to acquaint the unique nature of their work and environment with modern management concepts, theories, functions and techniques. Additionally, it presents policy guidelines for government divisions, consultants and institutions such as; the National Aids Control Organisation (NACO), Maharashtra State Aids Control Society (MSACS) and District AIDS Prevention and Control Unit (DAPCU) and, the Goa State AIDS Control Organisation (GSACO), with a more realistic approach and profile for understanding the challenges NGO managerial staff contend with. Comprehensive policies need to exist which are specific to NGO managers and designed realistically and implemented professionally through appropriate capacity building and development initiatives, which incorporate and reflect the mentioned parameters.

6. Conclusion

This research explored a vital aspect of ME of NGO managers among the Maharashtra and Goa States in the developing country in India. A qualitative research design was employed to answer the research question. In light of the research findings and evaluation, suggestions for further research are three-fold which include; firstly, this research sample focused on four case-studies located in Maharashtra and Goa States in India, in order to reduce this limitation, the research can be replicated to include a wider sample size encompassing the whole of Maharashtra State as much as possible; then increase and widen the sample size and scope of the study to include NGOs from other neighbouring and connecting States. It will be more valuable to assess and moreover, to explore the notion of how NGO managers perceive their own managerial effectiveness at wider State and connecting State-levels.

Secondly, it is emphasised that the data regarding the NGOs performance as a result of the management sensitivity perspectives, and the lack of performance appraisal among the NGOs was not available. Therefore, an exploratory case study research consisting of Indian NGOs performance specifically with variables such as; mission statement, human resources (HR) and human resource development (HRD) capabilities would be valuable, and moreover, equally applied as a comparative study at international level involving Indian NGOs and NGOs from other developing and developed countries. Such comparative studies will raise highly valuable awareness among the managers, intervention bodies and organisations, and further yield significant results among NGO organisations and the third sector environment.

Thus, more collaboration of case-studies and research should be encouraged which facilitates and contributes towards this unique body of emerging knowledge.

Thirdly, since the study focused on certain categories of managers and their perception of their own ME at work, it would be interesting to extend future studies to include the NGOs managers from the top-management structure to include; directors, advisors and trustees, and, the clients and members from the high-risk groups of which, will reveal any consistencies and new original findings and results. Finally, to include the views and opinions of the service users, clients and members from the high-risk groups and other emerging groups, will be valuable to reveal any inconsistencies and new original findings relating to NGO ME in developed and developing countries.

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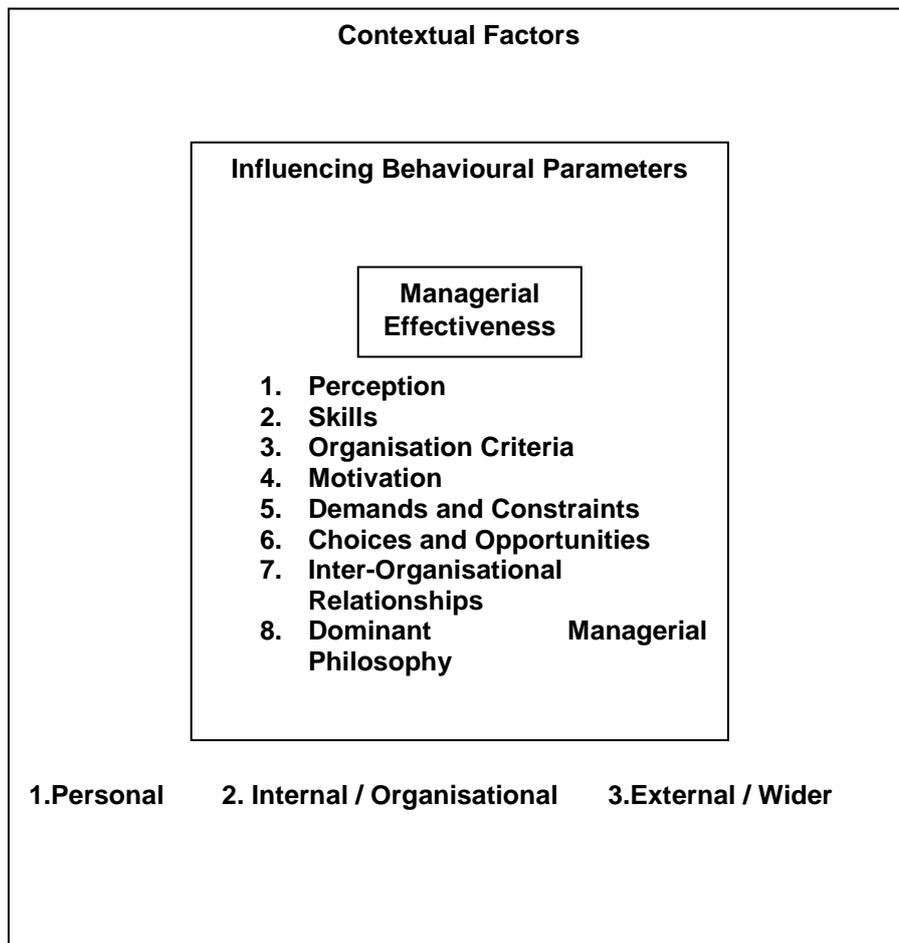
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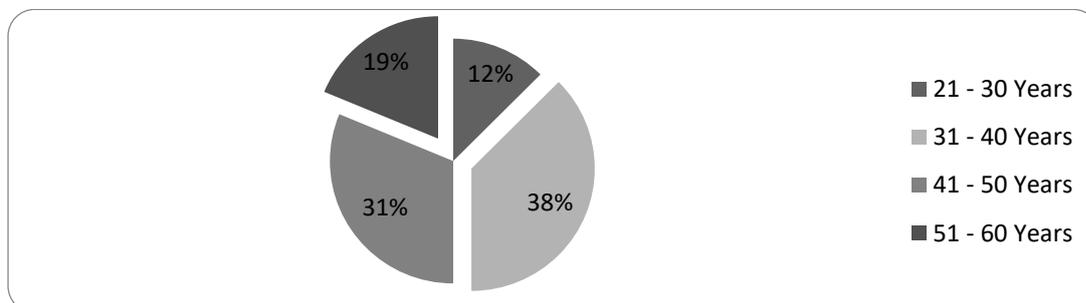
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Figure: 1 Model of Eight Parameters of Managerial Effectiveness



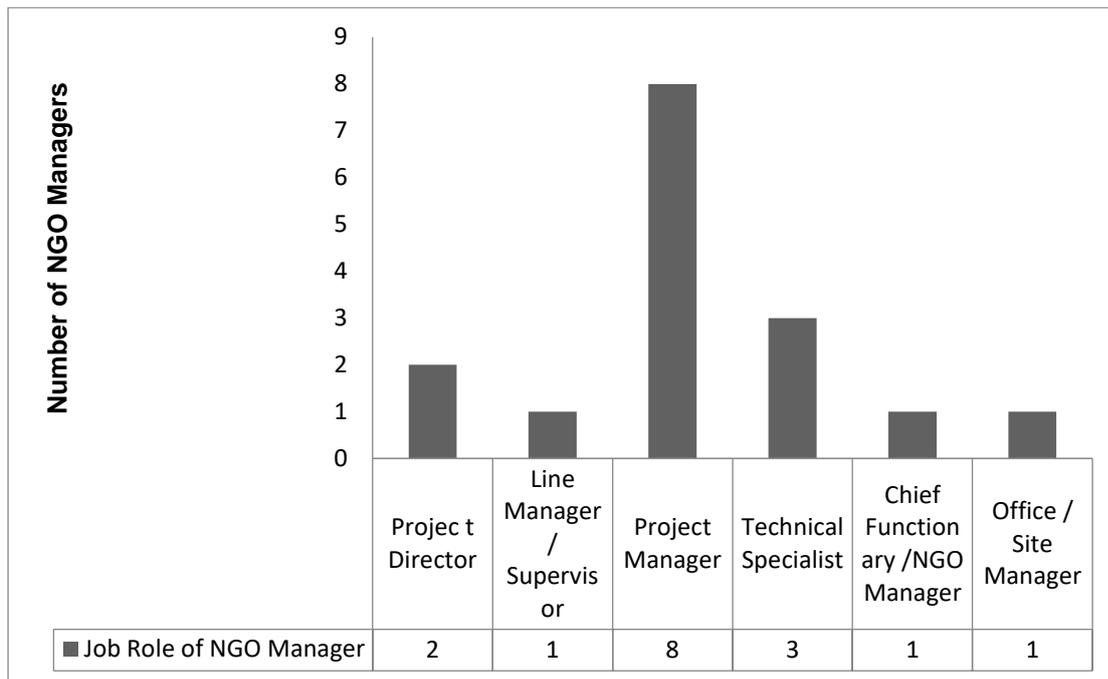
Source: Adapted Analoui (1999, 2002)

Figure: 2 NGO Managers Age Categories Percentage



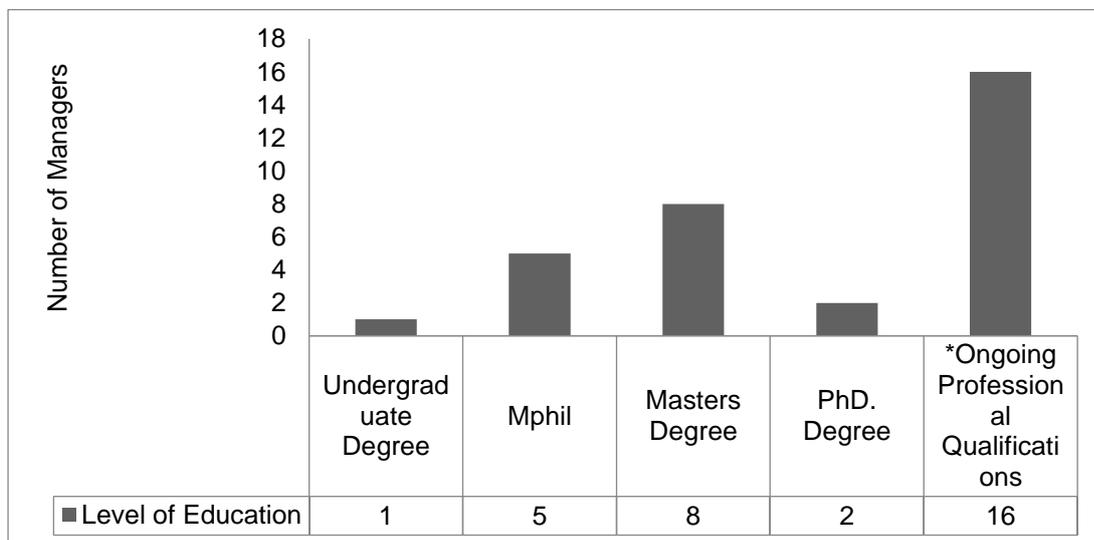
Source: Data analysis

Figure: 3 Present Job Roles of the NGO Managers



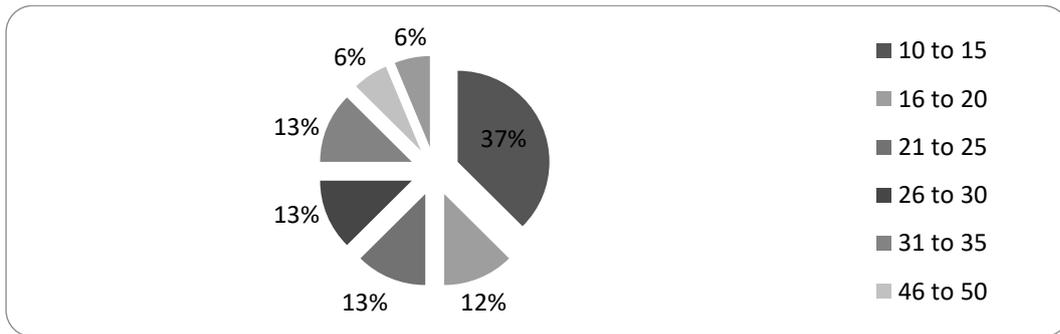
Source: Data analysis

Figure: 4 Education & Professional Qualification of NGO Managers Percentage



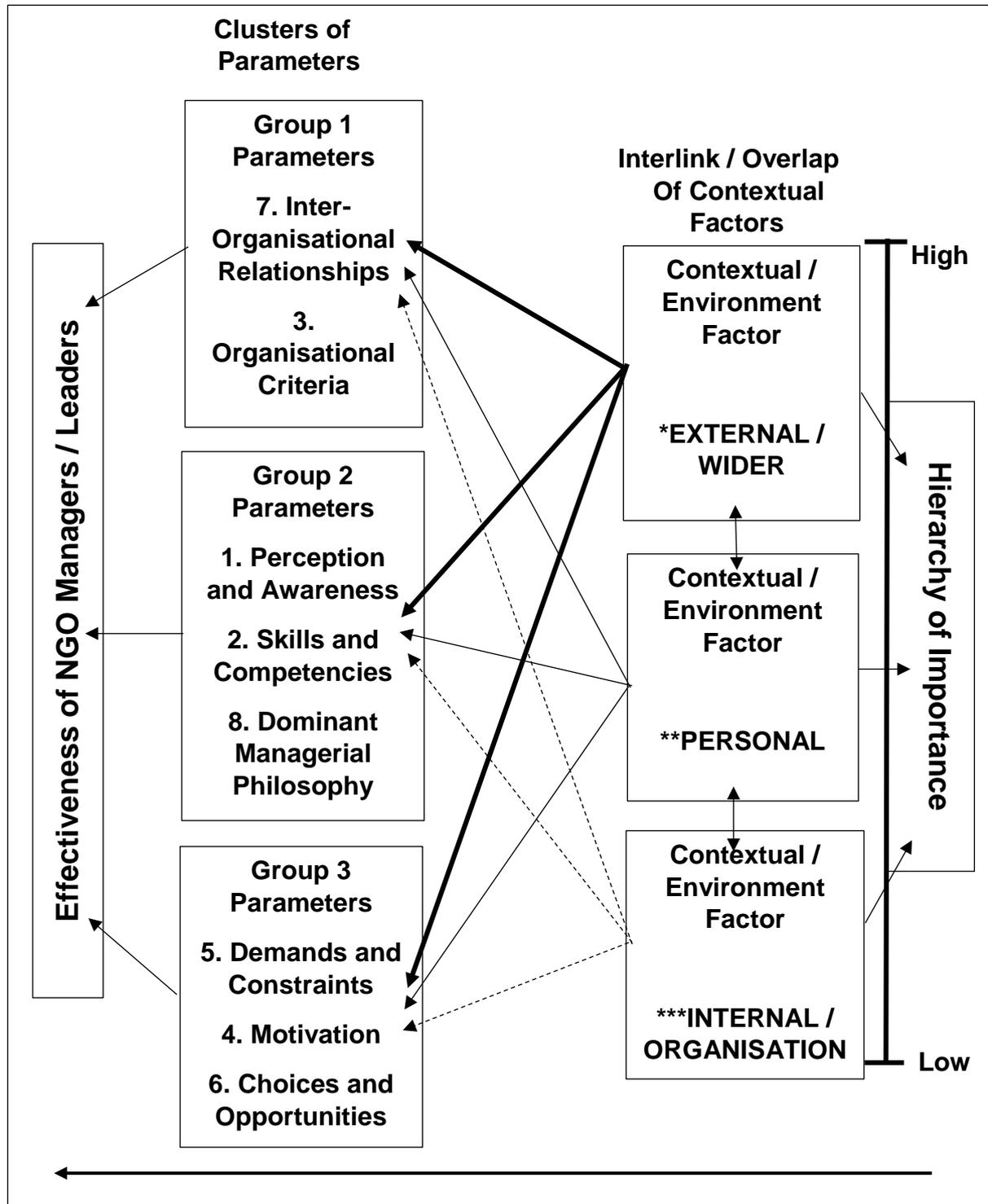
Source: Data analysis

Figure: 5 Number of People Reporting to the NGO Managers



Source: Data analysis

Figure: 6 Hierarchy of importance of the influence of contextual factors on clusters of Parameters



Source: Data analysis and findings

Table: 1 NGO Staff and their Organisations

NGO Code:	Managers	Non-Managerial Staff
NGO A	2	8
NGO B	4	
NGO C	7	8
NGO D	3	
Total	16	16

Source: Data analysis

Table: 2 NGO Managers Gender Distribution

NGO Code:	Gender – Male	Gender - Female	Total Staff
NGO A	0	2	2
NGO B	1	3	4
NGO C	3	4	7
NGO D	1	2	3
Total	5	11	16

Source: Data analysis

Table: 3 NGO Managers (1) Durations Worked in this Current Post and (2) The Total Duration Worked at the NGOs

NGO Manager Staff Code:	(1) Duration in this Current Post (Years)	Current Job Role and Position	(2) Total Duration Worked at this NGO (Years)	Gap between Current Post & Total Duration at the NGO (Years)
MS1	8	Project Director	8	0
MS2	5	Line Manager / Supervisor	5	0
MS3	2	Technical specialist & Manager	5	3
MS4	8	Project Director	15	7
MS5	4	Technical Specialist & Manager	4	0
MS6	11	Project Manager	32	21
MS7	5	Project Manager	10	5
MS8	7	Project Manager	14	7
MS9	8	Project Manager	12	4
MS10	10	Project Manager	15	5
MS11	2	Project Manager	2	0
MS12	4	Project Manager	8	4
MS13	5	Project Manager	6	1
MS14	4	Technical Specialist & Manager	5	1
MS15	3	Office / Site Manager	3	0
MS16	10	Chief Functionary	10	0

Source: Data analysis

Table: 4 Numbers of Staff Reporting to the NGO Managers

NGO Manager Code:	Description Nature of Staff and Their Job Role	Total Number of People Working Under the Command of the Managers
MS1	CAs: Change Agents (CDWs): Community Development Workers Paid staff, Volunteers	34
MS2	CAs: Volunteers, helpers, Community Development Workers (CDWs)	20
MS3	CAs: Volunteers	10
MS4	CAs: Paid Staff and Volunteer	50
MS5	CAs: Paid Staff and Community Development Workers (CDWs)	14
MS6	CAs: Community Development Workers (CDWs), Medical staff, Doctor, Counsellor	55
MS7	CAs: Community Development Workers (CDWs), Volunteers, Medical Camp staff , Peer educators	23
MS8	CAs: Community Development Workers (CDWs), Medical staff &their team	34
MS9	CAs: Community development Workers (CDWs), Educators, Medical staff & their team	25
MS10	CAs: Community Development Workers (CDWs), & various other staff	30
MS11	CAs: Community development Workers (CDWs), Peer educators, Volunteers, Medical team members	10
MS12	CAs: Community Development Workers (CDWs), Volunteers, Medical team	12
MS13	CAs: Community Development Workers (CDWs), Volunteers, Peer educators, Medical team	15
MS14	CAs: Paid Staff, Volunteers and Community Development Workers (CDWs)	20
MS15	CAs: Office and field Administrative staff	6
MS16	CAs: Paid staff & Volunteers	30
Total		388

Source: Data analysis

Table: 5 Managerial Perception in relation to NGO Managers own effectiveness

Sub-Theme	Issue
Managerial Perception	Characteristics, traits and qualities
	Work schedule
	Various influencing factors
Total:	3

Source: Data analysis

Table: 6 Managerial Skills in relation to NGO Managers own effectiveness

Sub-Theme	Issue
Managerial Skills	People related competencies
	Leadership Skills acquisition
	Various Training and Development (T&D) factors
Total:	3

Source: Data analysis

Table: 7 Organisational Criteria in relation to NGO Managers own effectiveness

Sub-Theme	Issue
Organisational Criteria	Relevance of policies and criteria
	Strengths and weaknesses
Total:	2

Source: Data analysis

Table: 8 NGO Managers Motivation in relation to their own effectiveness

Sub-Theme	Issue
Motivation	Specific leadership qualities and factors
	Rewards factors
	Hygiene factors and intrinsic reasons
Total:	3

Source: Data analysis

Table: 9 NGO Managers Degree of Demands and Constraints in relation to their own effectiveness

Sub-Theme	Issue
Demands and Constraints	Major factors
	Expectations from superiors
	Various inter-related factors
Total:	3

Source: Data analysis

Table: 10 NGO Managers Choices and Opportunities in relation to their own effectiveness

Sub-Theme	Issue
Choices and Opportunities	Authority and limitations
	Advocacy factors
	HRD and incentives
Total:	3

Source: Data analysis

Table: 11 NGO Managers Inter-Organisational Relationship in relation to their own effectiveness

Sub-Theme	Issue
Nature of Inter-Organisational Relationship	Inter-Departmental factors
	NGOs overall performance for effectiveness
	Competitiveness / competitive nature
Total:	3

Source: Data analysis

Table: 12 NGO Managers Dominant Managerial Philosophy in relation to their own effectiveness

Sub-Theme	Issue
Dominant Managerial Philosophy	Multi-faceted school of thoughts and approaches
	Update and modernise Management practices
Total:	2

Source: Data analysis

Table: 13 Personal Context in relation to NGO Managers own effectiveness

Sub-Theme	Issue
Personal	Unique individual traits and attributes
	Intelligence factors
	Increase self-awareness, personality and abilities
Total:	3

Source: Data analysis

Table: 14 Organisational (Internal) Context in relation to NGO Managers own effectiveness

Sub-Theme	Issue
Organisational / Internal	Various factors for limited / increased effectiveness
	Inter-related contextual factors
	NGOs unique nature
Total:	3

Source: Data analysis

Table: 15 External Context in relation to NGO Managers own effectiveness

Sub-Theme	Issue
External	Numerous social and economic factors
	Globalisation influences
	NGOs reputation and competitors
	Job and career insecurities
Total:	4

Source: Data analysis

Table: 16 Summaries of Characteristics: Similarities and Differences with the Model (Analoui, 1999, 2002)

Characteristics of the Model (1999,2002)	Similarities	Differences
Awareness (Parameter 1)	<ul style="list-style-type: none"> • Aware of their own and others ME • Have unique, personal qualities and traits • Multi-faceted individual • Deals with people at work • Describe characteristics of an 'ideal' manager • Indicative of the functional Manager 	<ul style="list-style-type: none"> • There is no hierarchy of job posts among NGO managers • To perform tasks with little supervision • Incorporates inclusiveness and diversity • Collaboration of leadership traits, styles and approaches
Skills (Parameter 2)	<ul style="list-style-type: none"> • Awareness of specific inter-linked skills/competencies/T&D relevant for their jobs and ME • Consistency the way managers perceive themselves and others • Knowledge and abilities are essential for their ME • People-related, interpersonal and analytical skills are vital for managers increased effectiveness • Managers require more management development than management training 	<ul style="list-style-type: none"> • No relationship between hierarchy of job roles and awareness of required skills • The importance of inter-linked skills are based on the individual NGO managers responsibilities • Minimal traditional NGO management techniques exist • T&D is non-existent • Managers suggest actions, solutions and need for specific T&D relevant to their work • Management and development needs to be adapted according to the managers/NGOs situation and uniqueness
Organisational Criteria (Parameter 3)	<ul style="list-style-type: none"> • Particular ways of working and standards • Awareness of expectations • Expected to: plan, self-motivate and achieve targets • Set indicators and various targets are set to measure ME 	<ul style="list-style-type: none"> • Holistic and humanistic nature of working environment • Specific policies exist to match the nature of NGOs work • Policies exist in benefit of the NGOs gains • Managers identify and are aware of the core values of the NGOs • Not encouraged to publish their work, but to use it to get

	<ul style="list-style-type: none"> • Organisational expectations are to exceed the ability to 'get on with it' and 'get the job done' • Managers views and opinions of their own ME is influenced by the dominant value system 	<p>'noticed' at various platforms</p> <ul style="list-style-type: none"> • Some factors contribute towards managers ineffectiveness
Motivation (Parameter 4)	<ul style="list-style-type: none"> • Remuneration is an important motivator • Demotivators/ineffectiveness exist and relate to salaries and incentives • Some motivators were the problem areas, main sources of discontent and frustration 	<ul style="list-style-type: none"> • Intrinsic, extrinsic and hygiene factors are the main motivation influences for ME • Most important motivators are Inter-linked hygiene factors associated to: job satisfaction, remuneration, inadequate T&D, interpersonal relationships and appreciation from superiors • Extrinsic factors are linked to the NGOs name and prestige within society and various platforms • Motivation factors are inter-linked and are either: motivators, demotivators, contribute towards ineffectiveness
Demands & Constraints (Parameter 5)	<ul style="list-style-type: none"> • Inter-linked/inter-related demands and constraints relate to internal aspects of the organisation • Most important D&Cs are: time management, shortage of resources and appropriate staff, expectations, lack of appreciation • Lack of motivation related to remuneration/basic salaries and rewards and financial/funding constraints 	<ul style="list-style-type: none"> • D&Cs are heightened with factors related to managers T&D needs and external social/society attitudes and traits
Choices & Opportunities (Parameter 6)	<ul style="list-style-type: none"> • Choices and Opportunities relate to internal and HR/HRD aspects 	<ul style="list-style-type: none"> • No choices, but are expected to obtain targets with little/ non-existent opportunities

	<ul style="list-style-type: none"> • Choices and opportunities relate to demands and constraints • T&D most important factor for ME • Disappointment in levels of current T&D opportunities available, contributes towards ineffectiveness • Managers have no confidence in the effectiveness of the Choices and Opportunities • Not able to meet the needs and demands of the managers • Presence of 'role culture' and 'person culture' • Mentioned factors are solutions rather than opportunities 	<ul style="list-style-type: none"> • Presence of 'person culture' as managers have to think of alternatives • Non-existent Choices and Opportunities
Inter-Organisational Relationships (Parameter 7)	<ul style="list-style-type: none"> • Awareness of inter-organisational relationships • ME is affected by the overall performance of the organisation • 2-way relationships exist 	<ul style="list-style-type: none"> • Focus is mainly on intra-organisational relationships • 2-way relationship between managers and internal aspects of the NGOs, and no other/external organisations • Identify the need to intensify and strengthen inter-organisation relationships
Dominant Managerial Philosophy (Parameter 8)	<ul style="list-style-type: none"> • Presence of Dominant Managerial Philosophy exist • Traditional management or correct administration adherence is varied 	<ul style="list-style-type: none"> • Specific Dominant Managerial Philosophy consists of: human-related and some strategic approaches which are predominantly influenced by a mixture of 'politically correct administration' and traditional approaches • Multi-faceted features of the work influence the use of these approaches

		<ul style="list-style-type: none"> External and society influences cause fluctuation in work practices
Contextual Factors		
Personal	<ul style="list-style-type: none"> Self-development and professional skills are relevant factors 	<ul style="list-style-type: none"> Personal/Inner-satisfaction, motivations to serve the community, various task-related/work-related competencies are vital Not relevant to hierarchy of jobs Inter-linked factors
Internal	<ul style="list-style-type: none"> Organisational structure and cultural forces Mission statement Employee relationships 	<ul style="list-style-type: none"> Inter-linked factors relate to the parameters and contexts. Ineffectiveness factors relate to inclusiveness in decision making processes, and out-dated culture, policies and managerial practices. NGOs name and prestige contributes towards personal and self-development. Termed as an 'ideal' opportunity Suggestions made for improved work ethics for increased motivation Limited management expertise within the NGOs which directly influences NGO managers effectiveness
Contextual	<ul style="list-style-type: none"> Culture factors Senior management made an informed choice and acted upon external influences strategically Stakeholders interests Situational factors 	<ul style="list-style-type: none"> Cultural characteristics and factors are specific to India External factors and changes are major influences upon managers effectiveness Beyond the managers control. Limited management expertise within the NGOs

Source: Data analysis

