

**A study of good governance practices and organisation climate of NGO's  
with special reference to differently abled schools of Pune Districts**

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## **CERTIFICATE**

This is to certify that the Ph.D. thesis titled “**A study of Good Governance Practices and Organisation Climate of NGO’s With special reference to Differently abled Schools of Pune Districts**” is an original and authentic work of **Mr. Mahesh B Thakur**, Research Scholar, registered at Tilak Maharashtra Vidyapeeth, Pune. The Research work was carried out by the candidate under my guidance and supervision for the award of Ph.D. Degree in Social Work . The review content has been obtained from various sources has been duly acknowledged in the thesis.

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(Ph.D. Research Guide)

**Place:** Pune

**Date:**

## **DECLARATION**

I do hereby declare that the work incorporated in the thesis titled **“A study of Good Governance Practices and Organisation Climate of NGO’s With special reference to Differently abled Schools of Pune Districts”** is an original work done by me and submitted for the degree of Doctor of Philosophy in Social Work. No part of the thesis has been published, formed the basis for the award of any degree or diploma or similar title from any other University or Institution. Such material as has been obtained from various sources has been duly acknowledged in the thesis.

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# **CHAPTER I**

## **INTRODUCTION**

This study is about good governance and organisational climate in organisations working for differently abled children. Accordingly, this chapter is divided into four sections; Section A, discusses the concept of “Good Governance” its characteristics and areas, Section B describes the concept of “Organisational Climate” and its dimensions, Section C portrays non-government organisations working for differently abled children and Section D depicts the scenario of the current status of differently abled children in India.

### **Section A : Good Governance**

“Good Governance” has been a buzzing phenomenon around the world. Almost all organizations, government and corporate are striving for the Good Governance. As the concept of ‘Good Governance’ is multi-dimensional and has different notions and perspectives with each separate organization. The term remains very important when it comes to social administration. As social administration deals with various social issues and public needs of the community in such a situation “Good Governance” has been demanded as a public right now a days.

### **Definitions of Good Governance**

The concept of ‘Good Governance’ has been viewed through many perspectives which include social, economic, administrative, political and welfare too. Munshi (2004) has defined good governance as a participative manner of governing functioning which increases the role of government as responsible, accountable and transparent. Further it indicated that it will promote the rights of individual citizens and the public interest at large. It also pointed out that it will help to improve welfare of society and sustainable development along with social justice. Hirst (2000) has referred that good governance must be considered as an

effective framework for stable and efficient administration. World Bank (1993) had pointed out that in the process of good governance it must include efficiency, effectiveness, economy, accountability, exchange and free flow of information, transparency, along with justice, human rights and liberties. Many national and international agencies had broadly given various indicators to understand the concept of 'Good Governance' that made the concept more inclusive too.

In 1992 report entitled; Governance and Development, the World Bank set out its definition of good governance as "the manner in which power is exercised in the management of a country's economic and social resources for development". The United Nations Development Programme (UNDP) definition of Good Governance is set out in a 1997 UNDP policy document entitled; Governance for Sustainable Human Development. The document states that governance can be seen as the exercise of economic, political and administrative authority to manage a country's affairs at all levels.

### **Characteristics of good governance**

- **Good governance is accountable:** Accountability is the primary requirement for the good governance practices. Without accountability the governance will not be able to achieve the predetermined goals set by any organization.
- **Good governance is transparent:** Good governance must be transparent in its way of functioning and nature
- **Good governance follows the rule of law:** Good governance practices will allow to respect and obey the all statutory obligation set by the government to the concerned organization.
- **Good governance is responsive:** Good governance practices will have arrangements to provide quick response to reach its beneficial. The organisation wish to follow good governance practices has to set example in terms of reaching out to the needs as early as possible.
- **Good governance is equitable and inclusive:** Good governance practices will be more effectively in terms of functioning for the marginalised,

disable, poor and needy one. The good governance practices will have special provision to deal with the marginalized section of the society.

- **Good governance is effective:** Good governance will be more effective, functioning and flexible for social cause. It will have inclusive developmental agenda rather than only economic progress.
- **Good governance is participatory:** Good governance will be more participatory than any other machinery (government, private or non-profitable). The governance will have to consider all the stake holders opinion and concern before making any programme planning, implementation and evaluation.

## Areas of Good Governance

There are the several areas of Good Governance in which the board perform their duties. Some of the important areas of Good Governance are depicted in Figure 1.1

**Figure 1.1**  
**Areas of Good Governance**



Source: wveranww.owsposters.org

## **Section B : Organisational Climate**

### **Concept of Organisational Climate**

The concept of Organisational Climate was formally introduced by the professionals working in the field of Human Relations in the late 1940s. Basically, the Organisational climate reflects a person's perception of the organisation to which he belongs. Bharthvajan (2004) stressed that the organizational climate has been a powerful tools that can impact on the morale, performance and job satisfaction of the employees in any given organization. Further it identifies that it has association with the perceptions, ideas, values, beliefs and the behaviour of its employees.

Schneider, *et al* (2012) had pointed out organizational climate is a meaningful process which took place among the people at work place; it also includes various interrelated experiences. Haritha (2012) had pointed out that organizational climate helps to the organization in the process of being more competitive organization along with human resources, technology, structure and process etc. Campbellet (1970) had mentioned that 'Organisational Climate' is set of attributes that is an outcome the way that organisation deals with its members and its environment.

## Various Dimensions of Organizational Climate

The following Figure depicts the six dimensions of the organisational climate for understanding the organisational condition :

Figure 1.2

The Dimensions of Organisational Climate



Fig. The Dimensions of Organizational Climate

Kofi Annan, Secretary General of the UN, had pointed out the importance of governance in the government. He had stressed that government alone cannot bring the change in the society, but working together with other actors of the civil society it can. (United Nations University, 2002)

In the 21<sup>st</sup> Century, Non-Governmental Organisations (NGOs) have become irresistible global force today (Mishra, 2005), which has been witnessed over the past few decades. NGOs have grown in number, size and stature, making them important across the society influencing governmental interaction. For effective welfare administration, NGOs can be considered as an effective tool to implement as well as formulate developmental policies, which hardly get implemented or compressively developed especially in India.

## **Section C : Non-Government Organisations**

Non-Governmental Organisation (NGO) and 'Governance' may have different meaning and represent distinct realities but are nevertheless closely linked. This was not always the case, for NGO as a notion existed well before governance. Over the past decade, however, NGOs have taken worldwide strategic importance, and these new inputs are due to interests and investments that the initiators of 'Good Governance' have dedicated to NGO (Nanda, 2010). The NGO community has a particular strength in bringing global environmental governance. The creativity, flexibility, entrepreneurial nature and capacity for vision and long term thinking often set NGOs apart from governmental bodies. A revitalised global environmental governance regime would thus benefit from greater participation of NGOs in global policy process (Goel, 2004). It is generally assumed that as the NGOs work with the "grass-roots" they are better than other agencies in reaching isolated people in remote communities, and at addressing the problem of the 'poorest of the poor' (Mishra, 2005).

### **Definitions of NGOs**

According to the UN (1945) 'all kinds of confidential organisations that are autonomous from government control can be renowned as NGOs. NGOs cannot seek to moderate a nation's government in the outline of an opposing political party. NGOs also need to be non-criminal and non-profit'.

Willet (1996) defines NGO as 'an independent voluntary association of people acting together on a continuous basis for some common purpose other than achieving government office, making money or illegal activities'.

World Bank (1990) defines NGO as 'an organization or group of people working independent of any external control with specific objectives and aims to fulfill tasks that are oriented to bring about desirable change in a given community or area or situation'.

## Strength of NGOs: A Strategy for Good Governance

Following Table indicates various dimensions of the strength among the NGOs and government organizations. The Table highlights the strengths of NGOs as well as government sectors working in the welfare sector.

<b>Strength of the NGOs: for Good Governance</b>	<b>Rational</b>
<b>Mobilization</b>	The strength of NGOs lies in its mobilization. NGOs mobilize public support and voluntary contribution of aid, they often have strong links with community groups in developing countries, and they often work in areas where intra governmental aid is not possible. NGOs can influence the public through outreach programmes.
<b>Time efficiency</b>	NGOs were considered to waste less time in bureaucratic formalities, to be less tied down by procedure, and to be more efficient.
<b>Innovators in social change</b>	NGOs have done good work. They have played the role of innovators and harbingers of social change. To what extent they would be able to play the innovative role would depend upon the emerging pattern of relationship between them and the government.
<b>NGOs as an alternative to the governance</b>	It should be accepted that, in some cases, the emergency of delivery system as alternative to government is appropriate, especially when the government is corrupt or fail to act on crucial matters. NGOs often do better than government in



	certain basic matters such as distribution of emergency aid.
<b>NGO means: Speed, flexibility and innovation</b>	The greatest advantage that NGOs have over other developmental agencies is their flexibility, speed of operation and ability to respond quickly to changing circumstances.
<b>Better understanding towards the community and its need.</b>	Voluntary organisation (VO), on the other hand, do enjoy certain advantages over the government organization/departments, in such a way that the VOs which have their roots in the targeted community, have greater and better knowledge of the needs of the community.
<b>Public interest</b>	NGOs are similar to government agencies to an extent, that they both are mandate to serve the public interest in lieu of private profit. Unlike the government, the NGOs are not binded with the same procedure and responsibilities. They use their freedom to create new approaches in solving problems, in initiating new ideas and to challenge old ideas and structures, which do not seem to promote equitable and productive society.
<b>Universal acceptance</b>	The non-government activities and their roles in the sphere of human development are now widely recognized and accepted in most part of the universe (Mishra, 2005).
<b>Significant player in developmental policy</b>	NGOs have become significant players in development policy over the last two decades.

<b>Intellectual competition to the Government agencies</b>	NGOs have often much better analytical, technical skills and capacity to respond more quickly and effectively than government officials.
<b>NGOs as a representation of voiceless</b>	NGOs can help vocalise the interests of an individual, group or community which are not well represented in policy making.
<b>NGOs as a service provider</b>	NGOs can deliver technical and non- technical help to the communities and the government in operational activities.
<b>NGOs as a monitoring and assessment agency</b>	NGOs can monitor and assess the existing government projects for understanding its outcome and to modify intervention strategies.

### **Some Facts about NGOs in India**

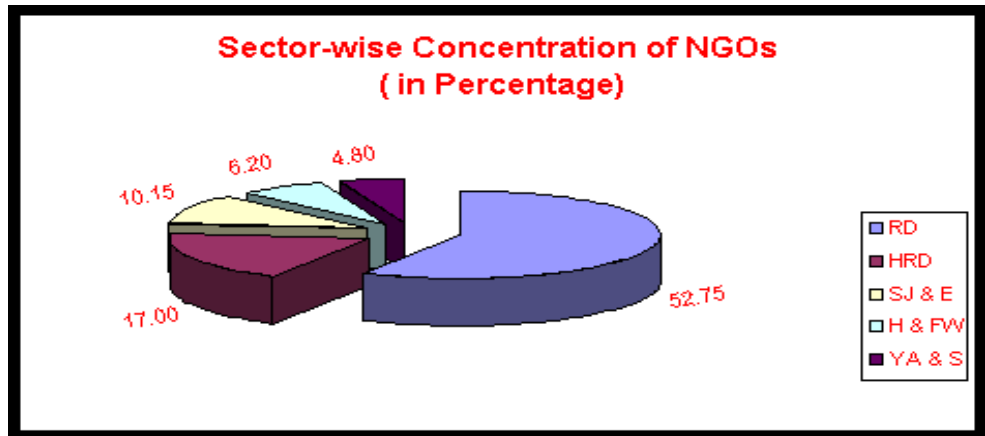
About 25per cent NGOs that are working in the southern states out of which 10.4per cent are in Andhra Pradesh, 4.15per cent are in Karnataka, 2.84 per cent are in Kerala and 7.85per cent are in Tamil Nadu. About 36per cent NGOs are working in the demographically weak States including newly formed States – 15.84per cent in U.P., 4.5per cent in M.P., 9.33per cent in Bihar, 2.9per cent in Rajasthan, 1.7per cent in Jharkhand, 1.3per cent in Uttaranchal and 0.35per cent in Chhattisgarh. About 30per cent NGOs are working in other major States – West Bengal (9.73per cent), Orissa (6.78per cent), Maharashtra (4.95per cent), Delhi (4.08per cent), Gujarat (2.59per cent), Haryana (1.5per cent) and Punjab (0.36per cent). 7.35per cent NGOs are working in North Eastern States – Assam (2.1per cent), Manipur (2.9per cent), Maghalaya (0.18per cent), Mizoram (0.28per cent), Nagaland (0.47per cent), Arunachal Pradesh (0.2per cent) and Tripura (0.37per cent). (<http://populationcommission.nic.in/ngo.htm>) The numbers of internationally operating NGOs are estimated around 40,000.

- Globalisation during the 20<sup>th</sup> Century gave rise to the importance of NGOs.
- The failure of governance in third world countries is another reason, which encourages NGOs to fill in the vacuum.

**Sectorwise Concentrations of NGOs**

**Figure 1.3.**

**Sectorwise Concentrations of NGOs in India**



Source: Planning Commission of India  
 (<http://populationcommission.nic.in/ngo.htm>)

As per data available with the Planning Commission, there are 12265 NGOs in the country of which 91per cent are involved in Social sector activities- 52.75per cent in Rural Development (RD), 17per cent in Human Resource Development (HRD), 10.15per cent in Social Justice and Empowerment , 6.2per cent in Health and Family Welfare , and 4.8per cent in Youth Affairs and Sports .

**Non-Government Organisations working for Differently Abled Children in Pune District**

The following table is the distribution of the School for Differently Abled and its Financial status :

Total School of Pune Dist	Hearing Impaired	Visually Impaired	Physically Challenged	Mentally Challenged	Total	Workshop	Total
<b>Grant In Aid</b>	<b>19</b>	<b>5</b>	<b>6</b>	<b>15</b>	<b>45</b>	<b>6</b>	<b>51</b>
<b>Non Grant Aid</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>23</b>	<b>31</b>	<b>0</b>	<b>31</b>
<b>Total</b>	<b>20</b>	<b>7</b>	<b>11</b>	<b>38</b>	<b>76</b>	<b>6</b>	<b>82</b>

82 Special Schools in Pune District out of which 6 are Workshop ,51 Special Schools are Grant In Aid by Social welfare Dept.31 special schools are Non Grant In Aid.

**Taluka Wise Distribution of the Grant In Aid and Non Grant In Aid Special School**

	Grant in Aid	Visually impair		Physically Challenge		Mentally Challenge		Hearing impair		Total
Sr.no	Type of Facility	Resi	Non-Resi	Resi	Non-Resi	Resi	Non-Resi	Resi	Non-Resi	
1	Haveli	6	0	2	2	1	10	7	8	36
2	Shirur	0	0	0	0	1	0	2	0	3
3	Junner	0	0	1	0	0	0	1	0	2
4	Maval	0	0	1	0	0	1	0	0	2
5	Muslhi	0	0	1	0	1	0	0	0	2
6	Ambagaon	0	0	0	0	0	0	1	0	1
7	Baramati	0	0	0	0	0	1	0	0	1
8	Bhor	0	0	0	0	0	0	1	0	1
9	Indapur	0	0	0	0	0	0	1	0	1
10	Khed	1	0	0	0	0	0	0	0	1
11	Purandar	0	0	0	0	0	1	0	0	1
12	Dound	0	0	0	0	0	0	0	0	0
13	Velha	0	0	0	0	0	0	0	0	0
		7	0	5	2	3	13	13	8	51
	Non Grant in Aid	Visually impair		Physically Challenge		Mentally Challenge		Hearing impair		Total
Sr. No	Type of Facility	Resi	Non-Resi	Resi	Non-Resi	Resi	Non-Resi	Resi	Non-Resi	
1	Hvali	2	0	0	1	7	9	1	0	20
2	Baramati	0	0	0	0	1	0	2	0	3
3	Indapur	0	0	0	0	1	0	0	0	1
4	Junner	0	0	1	0	0	0	0	0	1
5	Muslhi	0	0	0	0	1	1	0	0	2
6	Ambagaon	0	0	0	0	1	0	0	0	1
7	Dound	0	0	0	0	1	0	0	0	1
8	Khed	0	0	0	0	1	0	0	0	1
9	Maval	0	0	0	0	0	1	0	0	1
10	Shirur	0	0	0	0	0	0	0	0	0
11	Velha	0	0	0	0	0	0	0	0	0
12	Bhor	0	0	0	0	0	0	0	0	0
13	Purandar	0	0	0	0	0	0	0	0	0
		2	0	1	1	13	11	3	0	31

## **Strengths, Weaknesses, Opportunities and Threats (SWOT)**

Following Table indicates Strength, Weakness, Opportunities and Threats (SWOT) analysis among the NGOs and Government Organizations. The Table highlights the overall SWOT analysis of NGOs as well as Government sectors working in the welfare sectors.

<b>Sr. No</b>	<b>Government Organisations (GOs)</b>	<b>Non-Government Organisations (NGOs)</b>
1	Bureaucratic procedure oriented and precedence based approach	Community preference based and priority oriented
2	High administration calibre	Low skills and administrative calibre
3	'Top-Down' system	'Bottom-Up' system
4	Discipline, rigidity and control	Flexibility and freedom
5	Accountability to power	Motivated by mass support
6	Basically service provider	Issue raiser or awareness builders,
7	Support from superior administration	Support from community

## **Issues involved in NGOs and its Governance**

NGOs have also played an active role in India to impart education to children with special needs (CWSN). Indian NGOs are working for the issue of specific disability like cerebral palsy, mental, physical, loco motor, autism, speech, hearing, visual and multiple disability by providing capacity building services (Mubarak Singh and Anupama Sethi 2012). Capacity building is an ongoing problem faced by Non-Profit Organisations (NPOs) for a number of reasons, mostly rely on external funding (government funds, grants from charitable foundations, direct donations) to maintain their operation and change in

these sources of revenue may influence the reliability or predictability with which the organization can hire and retain staff, sustain facilities, or create programmes. In addition unreliable funding, long hours and low pay can lead to employee burnout and high turnover rates. There are number of problem confronting the NGOs.

It has been found that many NGOs in India go out of existence permanently for want of financial support. A few of them are forced to give up some activities half way through, and substitute some others for which funds are available, irrespective of whether agencies have the competence to undertake them. There is growing need for non-profit and non-governmental organisations (NGOs) throughout the world to be more effective and productive. Voluntary development organisations are facing the greatest challenge in retaining and inviting highly committed youth in the sector in India. The concept of capacity building in non-profit organisations is similar to the concept of organizational development, organizational effectiveness and organizational performance management. Capacity building efforts can include a broad range of approaches, eg- granting development funds, providing training and development sessions, providing coaching, supporting collaboration with other nonprofit organisations etc.

Greater attention is being paid to the management of NGOs, which is often claimed to be participatory in character. In addition, the concept of participatory management has become more significant for NGOs, particularly those involved in development. However, considerable debate surrounds this complex and poorly understood concept. Society, government and international bodies should develop mechanism to allow NGOs to play their partnership role responsibility and effectively in the process of environmentally sound and sustainable development.

The government and NGOs need to build lasting partnership. The flexibility in approach that the NGOs processes, their innovation, outreach all could add up to the government efforts in serving the masses. The NGOs need to

acknowledge the fact that to build confidence and mutual trust, it is necessary to engage in constructive dialogue in a non threatening way. It is high time, the government and the NGOs search for answers to issues of better linkages between them (Mishra, 2005). The increasing partnership between the government and voluntary sector, for the achievement of social objectives and welfare of the masses, is a two way process. Several barriers have to be removed to strengthen GOs-NGOs collaboration. Common misconceptions that government and NGOs hold against each other have to be removed. NGOs see government as keen to restrict freedom of NGO, through authorisation control, insensitive to civil society concern and oppose to transparency and accountability. The government views NGOs as more vocal and less active opposed to any move to ensure transparency and accountability, donor driven, obsessed with spectral issues, over critical of government policies and behind to micro challenges of development.

Lack of knowledge regarding skills and capacities of NGOs prevent meaningful engagement between government and NGOs in collaborative initiative. Through continuous interaction with NGOs facilitates better appreciation of NGO skills and capacities, without concrete step to prepare stronger database on resources, skills and capacities of NGOs, optimal use of capacities and resources cannot be possible (Nanda, 2010).

There is urgent need for the strategic partnership between Government Organisations (GOs) and Non-Government Organisations (NGOs) for Good Governance in the field children with disability. The Government Organisations (GOs) has to initiate and utilize the Good Governance practices of the NGOs working in its territory for planning, evaluation and coordinating the activities which has been developed for the education, rehabilitation and empowerment of the children with disability. For Good Governance NGOs can be considered as an effective tool to implement as well as develop developmental welfare policies, which hardly get implemented or compressively developed especially in India. Considering the strength areas of the NGOs as an emerged sector, GOs will benefit eventually. The need for the hour is to start dialogue form both sides for



how the Good Governance practices can be enhanced which must be based on trust, confidence and mutual respect which will take the Good Governance long lasting in the future too.

### **Section D: Differently Abled Persons in India**

Persons and children with disabilities are most marginalized and suffer from social deviance, stigma, social exclusion and oppression. As it is estimated that 600 million persons are living with disabilities all over the world, while in India about 70 million persons with disabilities are leading their lives. Persons with disabilities comprise between four per cent to eight per cent of Indian population (around 40-90 million) 21.91 million (2.13 per cent of total population of India) persons with disabilities, while the 2002 National Sample Survey (NSS) estimate of the persons with disabilities is 1.8per cent of the population, which would come to around 1.8 million. National Sample Survey (NSS) also estimated that 8.4per cent of rural households and 6.1per cent urban households had a member with disability. The prevalence of the disability is increasing as globalisation, liberalisation and modern life style have promoted accidents rate causing impairment and disabilities. (Singh, 2001).

The extent and magnitude of disability in India, has driven some better facts about our traditional approach to Disability Management and the urgent need for an alternative and more appropriate approach. (Prasad, 2008). In India 75per cent of persons with disabilities live in rural areas out of which only 34per cent are employed. Many disabled people have demonstrated the capacity to excel in professional courses, but their employment percentage in comparison is still as dismal as 0.4 per cent. There is an urgent need to assimilate them in the work force to enable them to live a life with dignity and contribute to the Gross National Product (GNP). Disability needs to be taken as an issue of social and economic development. There is no denying that Central and State Government have achieved various landmarks by doing laudable work by implementing various policies and acts (Singh and Sethi, 2012).

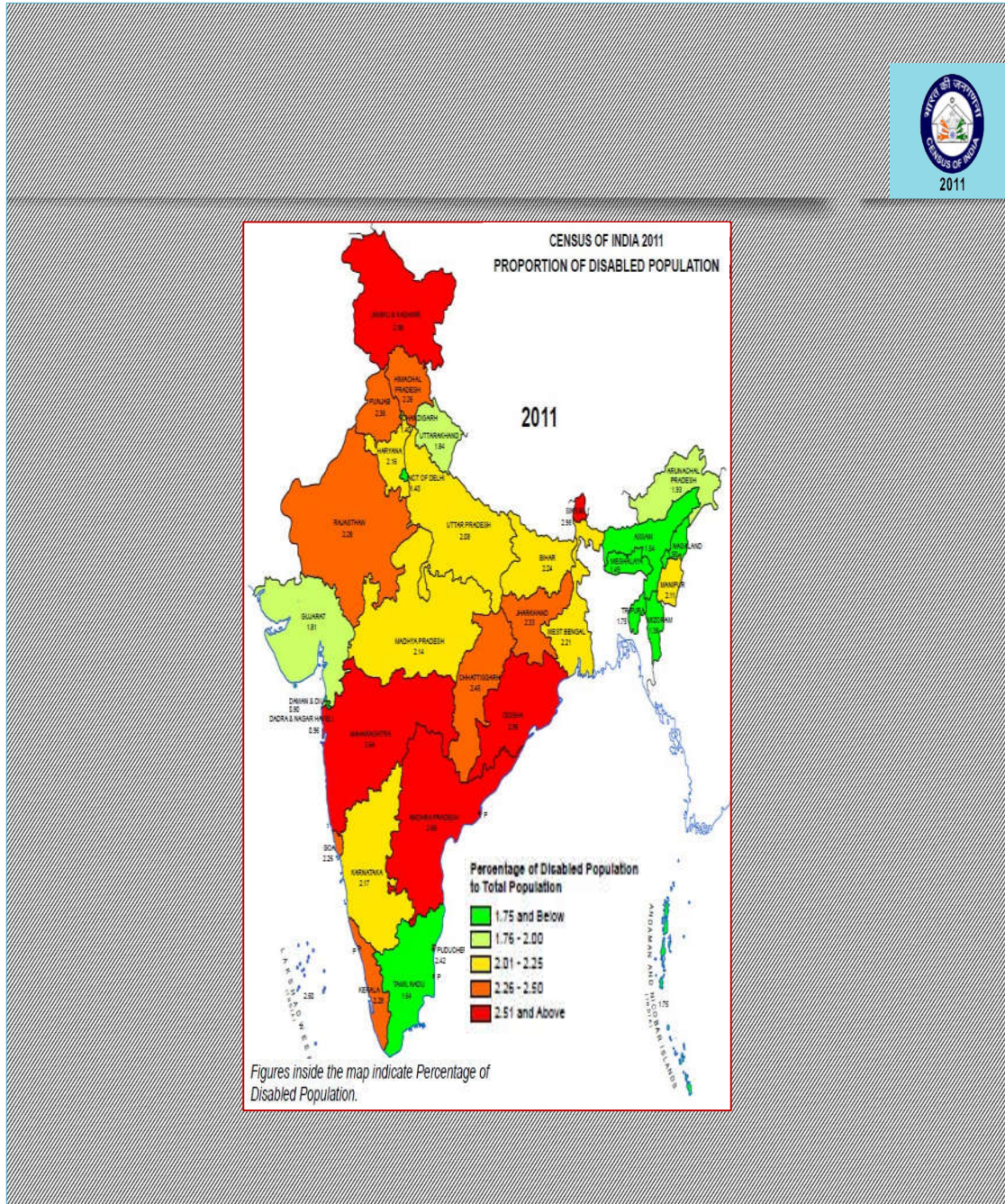
## **1.11 Some Facts about Differently Abled in India**

The Disability Division in the Ministry of Social Justice & Empowerment facilitates empowerment of the persons with disabilities, who as per Census 2001 are 2.19 crore and are 2.13 percent of the total population of the Country. These include persons with visual, hearing, speech, locomotors and mental disabilities. Before the establishment of separate department for the disables, the policies related to Person with Disability education vocational training and rehabilitation was taken care by Social welfare department of Maharashtra state. Now the entire implementation of the programme for disables is done through Zilha Parishad under the guidance of person with Disability commission.

According to the 58th round of the National Sample Survey (NSS) of 2002, there were 208 lakh persons with disabilities in 2002 (Report No. 485 at S.No. 88). The NSSO Survey indicates that seventy five per cent of persons with disabilities live in rural areas, 49 per cent of disabled population is literate and only 34 per cent are employed. According to the report submitted, by the census commissioner in 2013, there are many highlighted differences between 2001 and 2011 census. The same are defined below.

## Proportion of Disabled Population India and States/UT's: 2011

The following map of the country shows the statewise population of differently abled



The Maharashtra has 2.51 ( per cent) differently abled population of total population.

There were some definitional changes that were observed in the year 2001 and 2011

Type Of Disability	Change in Definition	
	Census 2001	Census 2011
In Seeing	One eyed person were treated as disabled in 2001 census.	In 2011 Census one eyed person are not treated as disabled.
	At census 2001 no enumerators were not asked to apply for any kind of test for ascertain blurred vision.	At census 2011, a special simple test was applied for the enumerators to assess the blurred vision.
In Hearing	Person using hearing aid were not treated as disables in 2001 census.	While in 2011 census person using hearing aid were considered to be disabled.
	In census 2001, person having hearing disability in one ear, although the other ear was functioning normally, was considered as a disable.	While in 2011 census with one defected ear was considered to be normal
In Speech	In 2001 census. It was not clearly defined as to who will be considered as a speech Disable.	While in 2011, The term for Speech disables were clearly defined as “persons who speak in single words and are not able to speak in sentences”.
In Movement	The definition was not clear in 2001 census.	Specific mention of the following was made in the definition for Census 2011: <ol style="list-style-type: none"> <li>1. Paralytic persons</li> <li>2. Those who crawl</li> <li>3. Those who are able to walk with the help of aid</li> <li>4. Have acute and permanent problems of joints/muscles</li> <li>5. Have stiffness or tightness in movement or have loose, involuntary movements or tremors of</li> </ol>

		<p>the body or have fragile bones</p> <p>6. Have difficulty balancing and coordinating body movement</p> <p>7. Have loss of sensation in body due to paralysis, Leprosy etc.</p> <p>8. Have deformity of body like hunch back or are dwarf</p>
Mental Retardation	In 2001 census Mental Retardation was covered under the mental disability.	While in 2011 census Mental Retardation was Introduced In new category.
Mental Illness	In 2001 census Mental Illness was covered under the Mental disability.	While in 2011 census Mental Illness was introduced in new category.
Any Other	Apart from the above mentioned category there were no provisions or other kinds of disability.	New category introduced at Census 2011 to ensure complete coverage. This option enabled respondents to report those disabilities which are not listed in the question. In such cases, where informant was not sure about the type of disability this option of reporting disability as 'Any Other' was available to her/him.
Multiple Disability	No Provision	New category introduced at Census 2011. The question has been designed to record as many as three types of disabilities from which the individual was reported to be suffering.

**Percentage of disabled to total Population**

**India 2011 census**

<b>Residence</b>	<b>Persons</b>	<b>Male</b>	<b>Female</b>
Total	2.21	2.41	2.01
Rural	2.24	2.43	2.03
Urban	2.17	2.34	1.98

**Proportion for Disabled Population by social groups**

**India 2011**

<b>Social Group</b>	<b>Persons</b>	<b>Males</b>	<b>Females</b>
Total	2.21	2.41	2.01
Scheduled Castes	2.45	2.68	2.20
Scheduled Tribes	2.05	2.18	1.92
Other than SC/ST	2.18	2.37	1.98

After 2011 Census it was seen that, percentage of person with disability population had increased in both rural as well as urban area. Proportion of disabled population is higher in rural area, where as decadal increase in the population is significant in urban areas.

According to 2011 census it was seen that out of total Population of 26810557 for person with disability in India, total 2963392 (11.053 percent Population belong to Maharashtra State.

## Genderwise Disabled Population by Type of Disability

India 2011

Type Of Disability	Persons	Males	Females
Total	26,810,557	14,986,202	11,824,355
In Seeing	5,032,463	2,638,516	2,393,947
In Hearing	5,071,007	2,677,544	2,393,463
In Speech	1,998,535	1,122,896	875,639
In Movement	5,436,604	3,370,374	2,066,230
Mental Retardation	1,505,624	870,708	634,916
Mental Illness	722,826	415,732	307,094
Any Other	4,927,011	2,727,828	2,199,183
Multiple Disability	2,116,487	1,162,604	953,883

### Changing Terminology of Disability

The term Children with Disabilities (CWDs) is subjective, situational and contextual. The classification of this term has undergone various changes, the term such as disabled, physically handicapped, physically handicapped, differently abled person are used for (Person with disabilities) PWDs. (Basavraja 2007).

The definition of disability has now shifted throughout the World from a medical problem to social disability. There are following definitions which define disability through varies lenses.

Sr. No	Definition by	Defined Disability as
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1.	Persons with Disabilities Act 1995(PWD-Equal opportunities, Protection of Rights and Full Participation) India	Person suffering from not less than forty per cent of any disability as certified by a medical authority will be considered as a person with disability.
2	The National Sample Survey Organization (NSSO), India	Any restriction or lack of abilities to perform an activity in the manner or within the range considered normal for human being.
3	United Nations: Standard rules on the Equalization of Opportunities for Persons with Disabilities, 1994	'Disability' summarizes a great number of different functional limitations occurring in any population in any country of the world.
4	World Health Organization (WHO): International Classification of Impairments, Disabilities and Handicaps (ICIDH) in 1980.	The ICIDH provides a conceptual framework for disability with three parts: <b>Impairment:</b> "Any loss or abnormality of psychological, physiological, or anatomical structure or function". <b>Disability:</b> "Restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being". <b>Handicapped:</b> "Disadvantage for a given individual, resulting from an impairment or disability that limits or prevents the fulfillment of a role that is normal (depending on age, sex and social and cultural factors) for that individual".



5	The Convention on the Rights of Persons with Disabilities (2006)	Persons with disabilities include those who have long term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
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### **National Policy, Programmes and Legislations for the Differently Abled Children**

Followings are the national policies, programmes and legislation that have changed the lives of the children with special abilities and paved the way for improving the overall quality of lives of the children with special ability.

#### **Constitutional Safeguards**

The Constitution of India clearly mentioned in its Preamble that everyone has the right to equality of status and opportunity. It also ensures that education as a fundamental right of all children in the age group of 6 to 4 years.

#### **Kothari Commission (1964–66)**

The Kothari Commission has the step towards addressed various issues of regular and normal schooling pattern. It has specifically stressed that the children with physical and other disability should get more appropriate facilities in its school.

#### **National Policy on Education (NPE) , 1986**

The policy has stated that “The objective should be to integrate the physically and mentally handicapped with the general community as equal partners, to prepare them for normal growth and to enable them to face life with courage and confidence. The following measures will be taken in this regard:

- Wherever it is feasible, the education of children with motor handicaps and other mild handicaps will be common with that of others;
- Special schools with hostels will be provided, as far as possible at district headquarters, for the severely handicapped children;
- Adequate arrangements will be made to give vocational training to the disabled;
- Teachers' training programmes will be reoriented, in particular for teachers of primary classes, to deal with the special difficulties of the handicapped children and
- Voluntary effort for the education of the disabled will be encouraged in every possible manner”.

### **Integrated Education of Disabled Children (IEDC)**

The Government of India has come forward to provide integrated educational facilities in the given regular school pattern. The government has launched various scheme of Integrated Education of Disabled Children. Later on the scheme was transferred to the then Department of Education of the Ministry of Human Resource Development.

### **Rehabilitation Council of India Act (RCI–1992)**

The RCI Act, 1992 has provided much more holistic way to address disability issues. It has provided framework which include training, certification of the professionals and providing guidelines to address various issues of the children living with disability.

### **Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995**

This is the one of the most important landmark Act taken place in the area of disability. It provides equal opportunity for the children with disability to participate in all given social activities.

## **National Trust Act,1999**

National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disability. This Act seeks to protect and promote the rights of persons who, within the disability sector, have been even more marginalized than others. Though the National Trust Act of 1999 does not directly deal with the education of children with special needs, one of its thrust areas is to promote programmes, which foster inclusion and independence by creating barrier free environment, developing functional skills of the disabled and promoting self-help groups.

## **Project for Integrated Education for the Disabled (PIED)**

In 1987, to fulfill the provisions for disabled children in the NPE (1986), the government launched the Project for Integrated Education for the Disabled (PIED). It was a joint venture of MHRD and UNICEF. It states ‘wherever feasible, the education of children with motor handicaps and other mild handicaps will be in common with that of others’.

## **District Primary Education Programme (DPEP)**

The success of PIED led to the inclusion of the component of Integrated Education of the Disabled (IED) in DPEP, a scheme launched in 1994 by the Government of India for the development of elementary education. At present, IED in DPEP is going on in 242 districts of 18 states. In these states, approximately 6.21 lakh children with special needs have been enrolled in regular schools with adequate support services.

## **World Commitment on Education as a Right**

The right of every child to education is proclaimed in the Universal Declaration of Human Rights (1948) and was strongly reaffirmed by the World Declaration on Education for All (1990). The philosophy agreed upon at the Jomtien World Declaration included the following statements:

- Every person – child, youth and adult – shall be able to benefit from educational opportunities designed to meet their basic learning needs.
- The learning needs of the disabled demand special attention. Steps need to be taken to provide equal access to education to every category of disabled persons as an integral part of the education system.

The UN Standard Rules on the Equalisation of Opportunities for Persons with Disabilities (1993) was an important resolution for improving the educational conditions of persons with disabilities. This had major implications for the Indian situation in the form of three legislative acts – the RCI Act (1992), PWD Act (1995) and National Trust Act (1999). The Salamanca Statement and Framework for Action on Disability Education (1994) emerged as a result of deliberations held by more than 300 participants representing 92 governments including India and 25 international organisations in June 1994. For furthering the objectives of education for all, it considered the fundamental policy shifts required to promote inclusive education. It emphasizes that schools should accommodate all children regardless of their physical, intellectual, social, emotional, linguistic or other conditions. The statement affirms, those with special educational needs must have access to regular schools which should accommodate them within a child centred pedagogy capable of meeting these needs.

### **The Sarva Shiksha Abhiyan (SSA)**

SSA has been operational since 2000-01 in partnership with state governments to achieve the goal of Universalisation of Elementary Education. This adopts a ZERO rejection policy and uses an approach of converging various existing schemes and programmes. It covers the following components under education for children with disability – Early detection and identification, Functional and formal assessment, Education placement, Aids and appliances, Support services, Teacher training, Resource support, Individual Educational Plan (IEP), Parental training and community mobilization, Planning and management, Strengthening of special schools, Removal of architectural barriers, Research, Monitoring and evaluation.

## **The RTE Act, 2009**

After a continual demand of making the education a fundamental right from all corners, the government made the 86th Amendment of the Constitution of India (2002). The 86th Amendment introduced new Article 21A, making the right to education of children from 6 to 14 years of age a fundamental right. Article 51A (K) was added to Part IV-A of the Constitution as a fundamental duty of parents to provide opportunities for education to their children aged between 6 and 14. The Right of Children to Free and Compulsory Education Act, 2009, commonly known as RTE Act, 2009 was finally passed by the parliament on the 26th August, 2009 (notified on February 16, 2010 to come into effect from April 1, 2010). This act puts the responsibility of ensuring enrolment, attendance and completion on the government. The RTE Act tries to safeguard the rights of the children belonging to the disadvantaged groups and the weaker sections, protect them from any kind of discrimination and ensure their completion of elementary education. As per Amendment in the RTE Act (2010), children with disabilities have been included in the definition of child belonging to disadvantaged group in the Section 2(d) of the RTE Act. The landmark step mentioned in this Act that Section 12(1/C) mandates for private unaided and specified category schools to admit at least 25 per cent of its entry level class from children belonging to weaker and disadvantaged groups. Some of the important milestones in the field of disability are shown in the next diagram.

## **National Handicapped and Finance Development Corporation (NHFD)**

The Corporation has been providing loans on concessional terms for undertaking self-employment and business and entrepreneurship ventures by the person with disabilities. The same can facilitate the future concern of the children with special abilities regarding the issues pertaining to the employment and self-employment.

## Important Milestones for Education of Children with Special Abilities

Following diagram explains the overall growth of various policies, legislations and programmes in the field of disability. These all have helped to the children with special abilities eventually

Figure 1.4

Diagram of showing Milestones for Children Education

**2009:** *The Right of Children to Free and Compulsory Education Act*



**2006:** *National Policy for person with disability*



**2005:** *Comprehensive Action Plan for Inclusion in Education of Children*



**2000:** *The Sarva Shiksha Abhiyan*



**1999:** *National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disability.*



**1997:** *Inclusion of IED in DPEP*



**1995:** *Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act*



**1994:** *Salamanca statement and Framework for action*



**1994:** *Formulation of Centrally Sponsored Scheme-IEDC*



**1880s:** *Establishment of Special School in India*

(Diagram Source: Julka (2007). Meeting Special Needs in Schools, NCERT)

## **1.18 Relevance of Social Work in the field of Differently Able**

Social work as a discipline concern for the people in distress/difficulties which becomes the reason for making them non productive, useless, neglected and separated beings of society, social work has been so designed as to include experiences of human situations as well as remedies to overcome the various difficulties of the people encountered with frustration and neglect. (Singh 2001).

Community organisation as a specialized method in social work process distinct from other methods of social work (Shaikh 2005). As per the definition given by Mc Neil “ Community Organization is the process by which people of the communities as individual citizens or as representative of the groups joins together to determine social welfare needs, plan ways of meeting them and mobilize these necessary resources”

Social worker in community organization should have good technical skills and be abled to get along well with people. Much of community organization is done to change systems, and many times the systems resist change. The resistance usually comes in the front of anger or hostility from people who are going to be affected by the change. The community organizer needs to be abled to systematically apply a relevant body of knowledge which is guided by social work values. Rubin and Rubin have defined four key roles in community organization which can be widely used in the field of disability and specially while working with the NGOs working in the same field.

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## **CHAPTER II**

### **REVIEW OF LITERATURE**

In this Chapter comprehensive attempt has been made to understand various dimensions of issues, challenges and current status of the children with different abilities in the country. The chapter has tried to understand various issues and challenges pertaining NGOs and its governance involved in the education of the children with different abilities. Greater attention has been paid on the review of literature which revealed issues involved in the governance of the NGOs working in the field of education of the children with different abilities. The review of literature has been classified and categorised under following themes:

- 1. Emergence and Importance of NGOs in Indian Context**
- 2. Role, Issues and importance of NGOs in India (Special reference to differently able Children)**
- 3. Importance of Good Governance and Organisation Climate in NGOs**
- 4. Issues and challenges in Good Governance and Organisational Climate**
- 5. Innovative approaches of the NGOs in Good Governance and Changing Organisation Climate**

#### **2.1. Emergence and Importance of NGOs in Indian Context**

It is estimated that till the 1960s over 80per cent of the NGOs/VOs in India were either in relief (satisfying the immediate needs of the people) or in institutionalized programmes such as Schools and hospitals (Fernandes, 1986). The article further highlighted that Gandhian thought was prominent enough during the same phase. Further it stated that most Gandhi organisation were responded to the call of Mahatma Gandhi which clearly mentioned that the Congress party should dissolve itself and all the workers related to the congress

should go to the rural areas and work for the economic improvement of the poor. The call from Mahatma Gandhi inspired many of its worker and they got involved in various programmes and in the implementations of projects initiated by the Five Year Plans initiated by the Central Government. These workers focused mainly on productivity oriented technology and on functional literacy-oriented extension work. In other words, they did not question the system but sought to better implement the schemes connived by it. The article indicates historical development of the NGOs and its changing trends too.

Tondon (1986) indicated: Recognition of the work done by the NGOs/VOs has been duly acknowledged and recognised since last several decades. The review clearly indicated the NGOs/VOs have been successful in the process of making themselves as an independent, autonomous and vibrant Sector which can work on Social issues along with welfare and developmental aspects. Further it indicated the view of the Government towards the NGOs activity and its larger role into the society. The review indicated the historical acceptance of the NGOs especially in the Indian context.

According to Gupta (2013): Voluntary (VOs) have played a vital role in shaping and implementation of participatory democracy. The review has highlighted that in a current scenario the main role of NGOs is “gap-filling”. The author has suggested that the growing encouragement by the government NGOs are trying to fill in the gap of implementing various programme with variety of innovative approaches which are serving as models for better governance in the area of public enforcement system. The author has stated clearly that NGOs must continue doing what they already do best in order to become a useful laboratory for government. The author has highlighted that mainstreaming of various successful innovations by the NGOs will eventually help to the good governance. Further the article suggested that incorporating NGOs as policy partners and advisors, NGOs can become acknowledged innovators in the public interest. The author has considered that NGOs has the potential to adopt new innovative approaches in terms of delivering Good Governance and hence it must be

considered as more powerful actors in the process of democracy and Good Governance. The article has highlighted the overall strength of the NGOs as a powerful tool in terms of maintaining Good Governance.

Ghaus-Pasha (2004) is of the opinion: hat for over two decades now, the process of globalisation has been influencing the socioeconomic environment in countries. While globalization provides new opportunities for economic development to countries through trade liberalization, foreign direct investment, capital flows, information exchange and technological transfer, it has meant increased deprivation for those nations which have been unable to adjust to the new requirements of global society. Further it highlighted the economic, social inequality exist the world wide. The article clearly mentioned that the world is unable to resolve basic needs of the human being. The paper also highlighted the importance of Millennium Development Goals (MDGs) and its contribution to make the world more equal. The author specifically indicated the greater role of civil society s (CSOs) in a current scenario. The article has analyzed the role of NGOs, CSOs in the process of development and welfare aspects. The review is important and significant enough as it indicated the role and importance of the NGOs/CSOs in tackling the local developmental and welfare issues along with the same it indicated the role of NGOs/CSOs in the international commitment such as Millennium Development Goals (MDGs).

**Smith and Lumba (2008) were of the view:** Non Governmental s (NGOs) are playing important role in developmental and welfare issues worldwide. The article has observed the greater acceptance of the NGOs and its credibility. Further authors have stated that the supports given to NGO's by donors are evidence that The NGOs are more effective than state-owned s in implementing and sustaining developmental and welfare programmes. It further stated that NGOs are considered to be vehicles for “democratisation” and so become the preferred channel for service provision. The authors have clearly indicated the huge role and positive outlook of the world about the role and credibility of NGOs

as a sector. The authors have also mentioned the level of greater and effective functioning of the NGOs than the state owned agencies. The review is important and significant as it indicated the effective role of the NGOs, its positive look and greater and effective functioning of the NGOs than the state owned agencies

**Literacy Watch Bulletin (2000)** has highlighted the role of NGOs in educational development in the field of disability. The bulletin has highlighted that before the deeply rooted democracy around the world, NGOs were not allowed to be registered and operate independently. Further it highlighted that as democracy started rooted deeply around the globe, NGOs have started playing an effective role in various aspects and need of human life. The NGOs around the world have contributed in the field of health, family planning, environment and non-formal education. The role of NGOs in the field of rural areas and disability sector also been highlighted. The review is important and significant as it indicated the overall growth of NGOs around the globe along with the 'Democracy'. The article also highlighted the greater acceptance of the NGOs along with the 'Democracy' around the world.

## **2.2. Role, Issues and importance of NGOs in India : Special reference to differently able Children**

**Singh and Sethi (2012):** The main purpose of the study was to define the role of NGOs in promotion of education of disabled in Jammu District. The authors have stated that although various schemes have been initiated by the state government and various NGOs are working for the benefit of the disabled, yet they are not fully benefitted from these schemes. So, while continuing with existing schemes and involvement of NGO in the field of disabilities, efforts should be made to identify technically competent NGOs and enable them to assume a larger role in the education process of children with disabilities along with the help of government agencies in a significant manner. The author has highlighted the need for the Good Governance in the process of NGOs dealing in the field of Children with disabilities. The study has concluded that over the past few years, focus on children with disabilities has resulted in greater awareness and increased sensitivity towards these children. Even as a broad policy, the Government is

promoting the role of NGOs at all levels with a view to achieve participatory development and supporting the administration in implementing its programme. Now, Government and NGOs are initiating measures to review and plan appropriate strategies for special needs and inclusive education. The article highlighted the role and importance of the NGOs participation in the process of effective implementation of the educational facilities for the children with disabilities. The article also highlighted that NGOs and Government agencies cannot work in isolation and hence there is need for the initiation Good Governance practice in the field of education of the children with disabilities.

Prasad (2003): The author opined that the extent and magnitude of disability in India, has driven home better facts about our traditional approach to 'Disability Management' is not sufficient and enough to deal with the various issues in disability management. The children with disability are more vulnerable in the areas of disability especially in India. As we have stressed out on only our traditional strategies to deal with the issues in disability, it causes greater damage the rehabilitation task in the field of disability. In India still rural community is out of reach for the early medical and surgical intervention in the area of disability. Further the author has clarified that it is the urgent need for an alternative and more appropriate approach in the field of disability. If we follow the guideline of the suggested by the author Children with Disabilities are going to get benefit early than any other in the field of disability. Author also indicated the need for early detection and early identification of the cases specially children with disabilities through alternative 'Disability Management' module.

**Mondal and Mete (2014):** The authors have expressed that the children with disabilities (CWD) need education similarly like other normal child. The author has also mentioned that the initiation of the education process had already started after the independence in India. The article is an attempt to examine the policies and legislations for educating the children with disabilities in India after post-constitution era. The authors also have mentioned some recommendations in terms of improving overall educational outcome for the children with disabilities.

The article has concluded that for the discrimination free and equal education for the children with disability there is an urgent need for a comprehensive change in the institutional arrangements and legal provisions as far as Indian context is concerned. The author also highlighted the importance of the need for the greater change in social mind set, attitude and perception towards the children with disabilities. The author also highlighted the obligations of the Indian society towards the international agreement for the create equal and discrimination free community for the children with disabilities . the author also highlighted the importance and role of politician, schools, colleges, public places to create barriers free access for the children with disabilities.

**Gandhi and Shirshat (2011):**The authors have felt that Community Based Rehabilitation (CBR) is a relatively new strategy which is increasingly being adopted by developing countries to improve the quality of life and integration of the persons and children with disabilities in their own communities. The article highlighted the need to adopt Community Based Rehabilitation (CBR) as a strategy which can be used within the community for the rehabilitation, equalization of the opportunities along with minimizing the discrimination, stigma towards the person and children with disabilities. The article highlighted that through CBR social integration of the children/ persons with disabilities through the combined efforts of the persons/children with disabilities, their families and communities is possible. Further authors have highlighted that the community organisation as a method of social work can contribute to strengthen the Community Based rehabilitation (CBR) process.

**Sharma(2005):** The author affirmed that number of strategies to address the current challenges that Indian administrators and educators face in the move towards more integrated education of the children and person with disabilities. The author also highlighted the importance of India's commitment towards other country for the promotion of integrated education in the field of disability. The author also highlighted the importance of community assets, community empowerment, partnership, inter-sartorial cooperation and capacity building and



strengthening NGO and civil society working with government in the field of disability. The author also highlighted the world wide experience of the various governments to work with NGOs and civil society s and a better outcome of the same. The review is important and significant as it indicated the role of NGOs in the field of education especially along with the children with the disability.

**Kandyomunda, *et.al*, (2010):** The authors have tried to understand the role of local NGOs in promoting and participation in community based rehabilitation services (CBR). The authors have stated that during the implementation of community based rehabilitation services (CBR) community participation remain very crucial. The study was based upon the Africa experience of the various NGOs involved in the education, training and employment of disable children and individual. The study has highlighted the innovative method community based rehabilitation services (CBR) which has been utilized by various NGOs working in the field of disability. The author has highlighted the issues of the children with disability being in the open community and community based rehabilitation services (CBR) as an methodology to deal with various rehabilitative and educational measure of the children with disability. The review is important and significant as it indicated the role of NGOs in the field of children with disability along with the global acceptance and practice of the community based rehabilitation services (CBR) in the field of children with disability.

**Mazibuko (2000):** The author have examined the role of Non-Governmental s (NGOs) working in the field of education in developing countries by sharing his personal experience in South Africa. The article has highlighted that NGOs are being dependent on donations to create resource to carry on their activities. The article has highlighted the overwhelming dependency of the NGOs working in the field of education on donations and outer resources. The article highlighted that the state owned agencies and government are being unable to provide holistic resources in the field of education. The article is drawing attention of the current status of the NGOs working in the field of education, so one can understand that how much the special education is being neglected. The article is important and

significant as it indicated the overall status of the NGOs working in the field of education.

### **2.3. Importance of Good Governance and Organisation Climate in NGOs**

**Gandhi and Jadhav (2012)** : Have stated that in 21<sup>st</sup> century Non-Government s (NGOs) have become irresistible global force. The country has witnessed that over the past several decades, Non-Governmental s (NGOs) have grown in number, size and stature and have become important across influencing governmental interaction in society. The article advocated that for effective welfare administration NGOs can be considered as an effective tool to implement as well as develop developmental policies, which hardly get implemented or compressively developed especially in India. The article explores the urgent need of the partnership between GOs and NGOs for the effective welfare administration along with issues and barriers involved in the same. The article concluded that partnership between Government s (GOs) and Non-Government s (NGOs) for effective welfare administration is a two way process that would require initiation from the both sides. GOs has to initiate and utilize the partnership with the NGOs working in its territory for planning, evaluation and coordinating the activities which has been developed for the masses. The article highlighted that considering the strength of the NGOs as an emerged sector, GOs will benefit eventually. The need for the hour is to start dialogue form both sides for how the partnership will be developed based trust, confidence and mutual respect which will take the partnership long lasting in the future. The article highlighted the need to have partnership with GOs and NGOs for the effective Good Governance practices especially in the areas of welfare activities.

**Palod (2014)** carried out a study with the objective of getting deeper understanding of the NGOs and the challenges faced by the NGOs in terms of their Good Governance. The study also provided further guidelines in terms of maintaining Good Governance practices among the NGOs. The author has stated that today Not-for-Profit or Non-Government s (NGOs) have emerged as great power in terms of national and the international developmental issues. The author

has stated that the emergence of NGOs has impacted on the various social and developmental issues across the world. Further it mentioned that due to increased influence and intervention done by the NGOs globally studies have been focused worldwide to understand various dimension of the NGOs specially its role and scope of the intervention. The author stated that there is a greater need for transparency and accountability in fund utilization and overall operation of the NGOs globally. The author also highlighted various hurdles in the process of maintaining transparency and accountability within the NGOs. Further it stated the importance of Good Governance to deal various issues pertaining to the transparency and accountability of the NGOs. The author has guided that in current scenario the NGOs has to learn Good Governance practices specifically from both the corporate sector and the public governance sector too.

**Sharma (2013):** Stated that socialist India always has given importance to the growth without compromising the equality principal. The author has stated that the Good Governance was always been identified as an important aspects to attend the growth with the equality. The author carried out the study with the objectives to study various factors that affects the dynamics of NGOs and its governance and made comparisons with the various Good Governance practices globally to propose Good Governance practices in the Indian context. The study highlighted the importance of NGOs/Civil societies in terms of welfare aspects and its implementation especially in the Indian context. The author strongly recommended that NGOs and the government actions both should walk with the same direction which goes towards the Good Governance. The study concluded that civil society is a great forum through we can promote development, welfare and capacity building of the large section of the society. The author also suggested local, state and center level approach towards the Good Governance. The article highlighted that the civil society as an optimum vehicle for carrying out actions with Good Governance to encouraged and promoted to activities of social welfare and development at all possible levels.

**Tandon (1997) examined** the current status of NGOs in Indian context. The author feels that India has seen a phenomenal growth in the number of NGOs and its networks. Further it clearly stated that there are a wide variety of NGOs and its network which are addressing both traditional and emerging development and welfare issue and concerns. Further it also highlighted the existing variety of the NGOs working for variety of the issues along with various broad objectives. The review indicated the overall growth of NGOs and the strength of its networking. The review indicates that the increasing number of NGOs need to be given direction in terms of building an effective networking among themselves. The review also highlighted greater scope for the building strong and effective networking among the NGOs for the proposed Good Governance to deal various social, developmental and welfare issues in which they are being involved. The review is significant and important as it indicated the current scenario of NGOs in the country and strongly identified the need of strengthening them.

**Wyatt (2004)** Has highlighted various key issues involved in NGOs and it Good Governance. The book has mentioned various Principles and Guidelines for Good Governance for the NGOs and it governance. The book has emphasised the importance of the ‘Accountability of the NGOs’ to maintain Good Governance. The book also underlined the role of governing management and staff of the NGOs in terms of practicing Good Governance practice. The book has been important source for the NGOs who wish to relook of their governance to improve into the Good Governance. The book also drawn attention to the importance of the Good Governance in the life of NGOs management cycle. The book also concluded various strategies which can be utilized by the NGOs to maintain Good Governance practices. The review is important was significant and important as it has highlighted various indicators and content for the Good Governance practices in terms of NGOs sectors.

**Purohit and Wadhwa (2012):** Have affirmed that all Climate (OC) has been an important topic of research in Organisational Development. Furthermore, the author have stated that there are several frameworks and approaches to study OC.

The authors have focused one of the frameworks of the OC which impacts on motivation level of the staff. The authors have clarified that there were very few studies which explores the relationship of OC and motivation level of the staff and especially in the area of Indian public health system. The present study uses a comprehensive framework that focuses on assessing OC from the view point of motivation in a government district hospital. The overall objective of the study was to assess the OC of a District Hospital (DH) from the view point of motivation. The study involved total of 66 staff, all from the same district hospital. To collect data the study has utilized a validated instrument called Motivational Analysis of Climate (MAO-C).

The study revealed that the dominant climate in the organisation was that for Dependency motive while the backup climate for the organisation was for Control motive. Further the study highlighted that according to the literature, both Dependency and Control motives are dysfunctional climates. The review is important and significant as it indicated the relationship between OC and motivation level of the specific organisation. These kind of studies are very few which have tried to understand the relationship between OC and motivation level of the staff especially in the Indian context.

#### **2.4. Issues and Challenges in Good Governance and Organisation Climate**

**Meenai (2013)** was of the opinion that the growing importance of the NGOs in the current scenario it clearly mentioned that the dominant paradigm has been that the government is increasingly outsourcing development activities in all fields to the NGOS. The statement clearly indicated the strong approval from the government towards the NGOs to look after the developmental as well as welfare facilities. Further it mentioned that NGOS are acting as implementation partners for several projects not only for the government but the funding agencies also. Considering the philosophy of NGOs as an independent voluntary agency who works on the principle of people's participation has become implementing agency. The review indicates overall current functioning of the NGOs across the country. It becomes a very important to relook the current functioning of the

NGOs and to advocate Good Governance practices to them. Good Governance practices need to be consider the current practicing mode of the NGOs which is as 'Implementing Agency' than the independent NGO.

**Clark (2014):** Stated that in some countries NGOs are major contributors to the overall welfare and development processes at the same time in many countries NGOs has been weak and unable to contribute to the national developmental and welfare position. The author has highlighted that number of factors influence the NGOs in terms of being effective, and has clearly indicated that which is widely determined by the relationship between the NGOs and the State. The article has describes the characteristics of this relationship between state and NGOs which affect overall efficacy of the NGOs in terms of its contribution. Further it explores the government policy and practice towards the NGOs affect a lot than any other factor to the NGOs. The author has highlighted that positive relationship of the state help to the NGOs to be an effective in their approaches and interventions. The article examined various issues which are related to the relationship of the state and NGOs. Further study has discussed various "best practice" which can improve the overall process of "Good Governance."

**Jain (1986):** Has stated that of late there have been several official and semi-official moves to regulate and control the NGOs/ Voluntary Sector. Among them one can mention the various laws meant to regulate the inflow of the funds. Based on the Foreign Contributions (Regulation) Act, 1976, as amended in 1984 as many as 142 s considered quasi-political have been debarred from receiving any foreign contributions. Further it highlighted that in May 1986, another 27 agencies as many as 23 of them Christian oriented agencies have been ordered to get prior permission from the government before each and every foreign contribution. The review indicated the historical control made by the government on the NGOs regarding its operation and foreign funding too. When it comes to NGOs as an independent, statutory agency the Governmental control hurdles overall growth of the NGOs and its implementation. The real issues is that how the NGOs can be sustain without foreign funding. The review is important and

significant enough because it indicates the overall government approach and its control when it comes to foreign funding. The Good Governance practices need to be consider the government and its regulation towards foreign funding.

**Singh (2015):** Has provided a framework for Good Governance in India. The article identified various shortcomings which hampers overall Good Governance practices at the same time it provides rational for need of innovative approaches in the same. The article emphasized that Good Governance must aim for justice, empowerment, employment and efficient delivery of services. The article also considers that criminalization of politics and corruption as two major challenges for the Good Governance. The paper identified several areas of concern that need to be addressed for the Good Governance practice. The article also highlighted the changing trend of state and the governance in the process of Good Governance. The article remains important and significant as it provides the insight of the concept of Good Governance and the challenges to attend the same.

**Goodman and Wandersman (1996):** Stated that networking among Non-Governmental s (NGOS) has emerged as a key strategy. As we all are aware that NGOs will have to face problems while delivering as well as implementing its own services within the community. The research article indicated and highlighted the benefits of networking which includes pooling of resources and making optimal use of them, gaining wider geographical coverage, sharing skills and knowledge resources will help them during the networking process. The article advocated the importance of ‘Networking’ as an affecting factor which will impact on overall efficacy of the NGO. The article also put forward various strategies which can be utilized during the networking process. The overall networking process will help eventually to the NGOs to be successful in the process of their governance too. The article provides insight towards the ‘Networking’ as an strategy for the Good Governance which can be used by the NGOs.

## **2.5. Innovative approaches of the NGOs in Good Governance and Changing Organisation Climate**

**Smith and Lumba (2008) :** The research is an outcome of a study carried out by the authors to evaluate and understand the knowledge management practices and challenges in an international NGO network. The study was comparative case study in its nature and had adopted two centres of the same international network. The study used framework of knowledge management practices proposed by Holsapple and Joshi (2004) for their study to evaluate overall knowledge management practices of the same NGO. The study emphasis to understand various factors which impacts on organisational knowledge management such as activities (processes) and organisational knowledge resources. The study revealed that a variety of factors affect knowledge management of the organisation. The study highlighted that management styles, incentives for knowledge creation, resource influences; and environmental influences impacts on overall knowledge management of the organisation. The results of the study highlighted the overall importance of knowledge management practices within the organisation and various impacting factors on the same. The study also highlighted the importance of the networking with other NGOs and keeping good relationship among the organisation also has importance in the process of knowledge management of the organisation.

**Samuel and Mahadewan (2008):** Has highlighted the growing importance of NGOS and its functioning. The author has mentioned that NGOS are increasingly providing strategy in terms of tackling various social and developmental issues. The article presets the importance of 'Networking' in the NGO Practice models. The author has presented an effective and practical model to improve overall networking among the NGOs. The article demystifies the networking process by presenting a hypothetical model based on the author experience. The article stated clearly that in the current globalized context NGOs also must be able to deceiver better and effective Strategy. The review is important and significant enough because it highlighted the importance of NGOs and "Networking" with the same.

**Walter (2004):** Stated that Non-governmental s (NGOs) have in existence from the colonial period and have contributed a major role in socio-economic development in Africa. Further the article highlighted that specifically after the



independence the role of the NGOs has expanded largely. The review highlighted the failure of the government to provide basic needs services to the poor both in the rural and urban slums has triggered the overall growth of NGOs in Africa . The author has highlighted the NGOs in Africa has emerged as a major player in the design and implementation of projects as well as the actual provision of basic needs services to the disadvantaged groups both in the rural and urban areas. The author has highlighted the great and extensive contribution made by NGOs in the area of education, health and general welfare of the country. The author has highlighted the innovative module of the NGOs which involved the operational strategies employed by the NGOs to reach the intended beneficiaries. The NGOs have opted for direct linkage with service recipients. The impact of NGOs has varied both in terms of quality and quantity of service provided. The study has been based upon Kenyan case study which demonstrated that the NGOs have emerged as a major player in the provision of basic needs services. The review highlighted an innovative approach of the NGOs and its Good Governance in the Africa which is based upon having direct linkages with the service providers. The review is based upon African opinion based upon experiences received in Kenyan case study which resemble the situation of Indian context as far as welfare issues of concerned which are usually same in Africa and India. .

**Kannan (2011):** Stated that Good Governance has become a buzzword in development today. Further it stated that corruption issues, raising accountability and promoting transparency are increasingly important for the Good Governance. The article highlighted the outcome of the Good Governance which includes development in terms of economic, social security and peace. The author has highlighted the important role of the civil society in the process of Good Governance. The research paper examines the different scholarly debates around Good Governance and put forward the importance of the Right to Information Act (RTI) to enhance the Good Governance in the Indian context. The article is important and significant because it indicated the importance of Right to Information Act (RTI) and its role in the overall maintenance and development of

Good Governance at the same time the role of civil society in terms of Good Governance.

**Punarbhava (2014):** Online web portal called '*Punarbhava*' which means 'renewed being' symbolizes an attempt to provide a gateway to information for persons and children with special abilities. This portal is an attempt to create awareness among the children and person with special abilities, their family members and the larger society about various information, issue based discussion and network to find employment in the area of disability. It is a recognized that information holds the key to knowledge, which in turn enables and empowers people and this initiative of Media Lab Asia in collaboration with Rehabilitation Council of India, is envisioned as a medium for persons with disabilities and all related stakeholders to be empowered and to participate fully in the national mainstream. This is user friendly web portal which provides information along with its detail inline link with various NGOs, National Institutes working in the field of disability, Legal provision made for the children with disability and list of various resources available into the society. The web portal is useful for the NGOs working in the field of disability, Policy makers, caregivers, Service providers and people working in the disability sector and the public at large and interested persons wanting to know about disability and related issues. The role of the web portal is important and significant in the era of globalization and technological advances. The web is an innovative module based upon the technology which can

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## CHAPTER III

### RESEARCH METHODOLOGY

#### Statement of the Problem

India has long historical background of charity and volunteerism. Various religions in India have inherent values which move around the charity and volunteerism. Almost all religion in the country has clearly instructed in its religious preaching regarding the importance of helping people around us. Moving from the Indian religion the same has been emphasized in almost all religion exist all corner of the world around us. Various phrases had been used for the constructive volunteerism such as 'voluntary action', 'voluntary organisation', 'voluntary association' and 'voluntary initiatives'. The next version of the constructive volunteerism later on became more sophisticated in terms of nature and its objective and got converted into the term of Non- Governmental Organisation (NGO's). As far as India is concerned which already had inherent association along with charity and volunteerism got deeper during the freedom fight. Influence of various movement and thoughts of the contemporary leader during the same period made it more firm in the life of common Indian.

In the 21<sup>st</sup> Century Non-Governmental Organisation (NGO's) has become buzzing term. Since last decade NGO's has gained attention and cognizance around the world. The fact of the matter is that currently almost all NGO's around the world and especially in India are trying to expand their horizon in terms of its initiatives, objectives, geographical coverage, structures and outcomes. NGO's have increased its capacity to intervene in various aspects which includes social issues, civil issues, Good Governance, human right issues, environmental issues, as well as developmental issues too. Currently NGO's seems to work intensively on the issues of 'Good Governance' and role of the NGOs in the same. The core objective of the same reflects the philosophy that almost all human issues can be tackled with the help of 'Good Governance'.

NGO's dealing in the field of education of the differently able children had been well recognised and has made substantial impact in the lives of the differently able children across the country. In India large numbers of differently able children are living with the families who have income significantly below the poverty level. Mondal and Mete (2014) have clearly stated the importance of the education in terms of differently able children. It stated that education of these children is a human right and will make immense transform of the lives of the differently able children. It also pointed out the efforts of the Government of India to provide education to the differently able children across the country through the enactments, schemes and through institutions established for various relevant activities. Singh and Sethi (2012) have indicated the crucial and active role of the NGO's in India to impart education to children with special needs. It further clarify that NGO's in the country are also providing the educational right to the children with specific disability like cerebral palsy, mental, physical, loco motor, autism, speech, hearing, visual and multiple disability.

Though the NGO's in the field of education of differently able children are doing commendable job, almost all these NGO's are facing various challenges and issues at various front. Nanda (2010) has stated that lack of meaningful engagement between government and NGO's is the main core issue which prevents NGO's to be more effective. He also pointed out the lack of data base of the NGO's in terms of resources, skills and capacities also prevent NGO's to be more efficient. Prasad (2003) stated that the children with disability are more vulnerable in India. It stated that still we have stressed out on only our 'traditional strategies' to deal with the issues in disability. Mondal and Mete (2014) emphasized that the children with disabilities (CWD) need education similarly like other normal child. Sharma (2005) pointed out that importance of India's commitment towards other country for the promotion of integrated education in the field of disability. It also highlighted the importance of the role of NGOs in the field of education especially along with the children with the disability. Mazibuko (2000) highlighted the role of Non-Governmental s (NGOs) working in the field of education in developing countries. It stated that NGOs are being

dependent on donations to create resource to carry on their activities. It also highlighted the overwhelming dependency of the NGOs working in the field of education on donations. Further it also highlighted the inability of the state owned agencies and government to provide holistic resources in the field of education. Gandhi and Jadhav (2012) highlighted the urgent need of the partnership between GOs and NGOs for the effective welfare administration in the country.

Palod (2014) stated that there is a greater need for transparency and accountability in fund utilization and overall operation of the NGOs globally. Further it stated the importance of Good Governance and various guidelines to maintain the same. Sharma (2013) highlighted the importance of NGOs/Civil societies in terms of welfare aspects and its implementation especially in the Indian context. The author strongly recommended that NGOs and the government actions both should walk with the same direction which goes towards the Good Governance. Tandon (1997) highlighted greater scope for the building strong and effective networking among the NGOs for the Good Governance to deal various social, developmental and welfare issues in which they are being involved. Wyatt (2004) author has highlighted various key issues involved in NGOs and its Good Governance. It also highlighted the importance of the Good Governance in the life of NGOs management cycle. It also recommended various strategies for the NGO's to maintain Good Governance practices. Purohit and Wadhwa (2012) stated that there are several frameworks and approaches to study Organisational Climate. It also highlighted the importance of motivation level of the staff and its effects on Organisational Climate. It strongly highlighted the significant relationship between Organisational Climate and motivation level of the staff working in the organisation. Meenai (2013) indicated that it is important to relook the current functioning of the NGO's and to advocate Good Governance practices to them. Clark (2014) describes the characteristics of this relationship between state and NGOs which affect overall efficacy of the NGOs in terms of its contribution.



## **Significance of the Research Study**

The study put forward the existing issues and challenges of the governance and organisational climate of the NGOs working in the field of education of the differently able children which impact on the Good Governance and al Climate of the organisation. The study is significant as well as beneficial to NGOs working in the field education of the differently able children and their Management board to design and implement various interventional strategies to provide Good Governance and keeping healthy Climate of the organisation.

The study provides rational to have Social Work intervention in the process of Good Governance and keeping healthy al Climate of the NGO. The study has emphasized that NGOs dealing in the field of education of the differently able children needs Social work intervention in the process of Good Governance and keeping healthy Organisational Climate.

The study is significant as well as beneficial to the Social worker working in field NGO governance, management, programme planning and implementation in the field of education of the differently able children. The study is significant as well as beneficial to the NGOs and there management board involved in the field of education of the differently able children.

The study is significant as well as beneficial for policy maker, administrative wing to emphasize and encourage Good Governance and healthy al Climate for the NGOs working in the field of education of the differently able children. Last but not the least the study is significant as well as beneficial to the differently able children to receive the benefits of the Good Governance and healthy al Climate of the organisation during their educational growth and development.

## **Objectives of the Research Study**

The study intended to achieve the following objectives:

1. To study the structure, nature, and practices of Good Governance existing in the NGO's with special reference to schools for differently able.
2. To study the role and responsibilities of governing board and management of the NGO's in the process of Good Governance and Organisation Climate.
3. To study the various norms followed by NGOs for Good Governance.
4. To study the existing governance practices and Organisation Climate of the NGO's.
5. To study the views of employees towards the existing governance, management and Organisation Climate of the NGO's.
6. To propose Social work intervention module to enhance Good Governance practices and quality of Organisation Climate for the NGO's.

## **Hypotheses of the Research Study**

For the study following hypotheses were reposed and tested during the research study.

### **Hypothesis: 1**

Hypothesis ( $H_1$ ): al Climate and types of Special Schools are associated.

Null Hypothesis ( $H_0$ ): There is no association between Organisation Climate and type of Special Schools.

### **Hypothesis: 2**

Hypothesis ( $H_1$ ): Good Governance Practices and Organisation Climate are correlated.

Null Hypothesis ( $H_0$ ): Good Governance Practices and Organisation Climate are not correlated.

## Research Design

The descriptive research design was adopted for describing the characteristics of employees working in Special Schools, factors affecting climate and Good Governance practices. In this study the researcher has tested the hypothesis and described its associations.

## Universe of the Study

The universe of the study comprised of all the registered NGOs offering management and governance of the Special Schools which provided education to the differently able children in Pune District. In Pune Dist there were 85 Organisations with 2500 employees working in the differently abled school.

## Sampling Design

Probability Sampling Method was used to select the sample for this study. (Krejcie and Morgan Table, 1970) Researcher selected 52 organisations and 269 employees by using lottery method for this study. Out of them two organisations gave incomplete questioners and three respondents were not available for interview because they were on leave at the time of data collection. Therefore, for this study data were collected from 50 organisations working for the education of children with disabilities and 266 employees working in these organisations were the respondents of the study.

The following organisations were selected for the study : The name address its services, Type of disability and its Grant status is mention

Name and address of School	Residential	Type	Aid
Jeevan Dhara Vidyalay, 583 Daruwala Pool, Muncipal school, Pune 411004.	Non residential	Mentally Challenge	Grant- In –Aid
Kamyani Prashikshan and Sanshodhan Sanstha, Patrakarnagar, Near Gokhlenagar opp, Senapati Bapat Road, Pune 411016.	Non residential	Mentally Challenge	Grant- In –Aid

Ruiya Mukh Badhir Day school, SP College Compound, Tilak Road, Pune 411030.	Non residential	Hearing Impaired	Grant- In –Aid
Jeevanvardhini Matimand Mulinchi Nivasi shala, Saswad, Opp.Govt.ITI, Divegaon, Tal. Purandar, Pune 412301.	Non residential	Mentally Challenge	Grant- In –Aid
Kamyani Prashikshan and Sanshodhan Sansta, S. No . 24, Near Chintamani Ganesh Temple, Pradhikaran, Nigdi, Pune 411004.	Non Residential	Mentally Challenge	Grant- In –Aid
Hadapsar Karnabadhir Vikas school, S.No.235 Near Samidha Gas Agency, Hadapsar Pune 411028.	Non Residential	Hearing Impaired	Grant in Aid
Patashabai Andhashala ,Bhosari, Near Pnjarpol, Pune nasik Road , Bhosari , Pune 411039.	Residential	Visually Impaired	Grant In Aid
Mukhabadhir Niwasi Shala, Indapur, Kale Vasti , Vadasthal Road , Indapur , Baramati , Pune 411015.	Residential	Hearing Impaired	Grant In Aid
Matimand Mulanchi Niwasi Shala , Chaudhari Vasti , Piracha Mal. Pabal, Shirur Pune 412403.	Residential	Mentally Challenge	Grant In Aid
Pune Blind School For Girls, Kothrud, Behind Kirloskar Cummins Company, Near Gandhi Bhavan, Pune 411029.	Residential	Visually Impaired	Grant In Aid
Jagruti Blind School For Girls, Alandi, Alandi Devachi , Pune -412105, At post Alandi Devachi Taluka –Khed.	Residential	Visually Impaired	Grant In Aid
Jay Vakil School for Children in need of Spl Care. Saibaba Sevadharm Branch, kanhephata, tal. Maval. Pune 412106	Non Residential	Mentally Challenge	Grant In Aid
Junnar Education Society - Hearing Impaired School, Rotary School for the deaf.	Non Residential	Hearing Impaired	Grant In Aid

Adhhar muk-badher vidalaya, 870/71, Lower Indiar Nagar, Near bank of maharashtra, Bibewadi, Pune 411037	Residential	Hearing Impaired	Grant In Aid
V.R ruiya muk-badher vidalaya, SP College compund, Tilak road, Pune 411030	Non Residential	Hearing Impaired	Govt Grant In Aid
Chinchwad badher-muk vidalaya, Nigadi, Pune 411044	Non Residential	Hearing Impaired	Grant in Aid
Mahavir nivasi muk-badher vidalaya, Urli kanchan, Daund, Pune.	Residential	Hearing Impaired	Grant In Aid
Amrut bharti shikshan sanstha, Sinhgad Road, Pune.	Residential	Mentally Challenge	No Grant in Aid
Matimand nivasi vidalaya, Rajmata Mahila Sevabhavi Sansta, Beed Mauze Manjhari budruk, Tal. Haveli, Pune.	Residential	Mentally Challenge	Grant-In Aid
Centre of special education, Sardar Kanhoge Angre School, 24 Shukrawar peth, Near Phadgate Police Station, Pune	Non Residential	Multiple Disability	Grant In Aid
Indian Redcross society, 11 M.G road, Pune 411001.	Non Residential	Hearing Impaired	Grant In Aid
Pune andha mulinche shala, Gandhi Bhavan, Kothrud Pune.	Residential	Visually Impaired	Grant In Aid
Cochlea Pune for hearing and speech. 161-A Modibaug, Ganeshkind road, Shivsagar society, Near Mhasoba Gata, Shivajinagar, Pune 411016.	Non Residential	Hearing Impaired	Non Grant in Aid
Kiran muk-badher vidalaya, Vadakinala, hadapsar, Pune.	Residential	Hearing Impaired	Grant in Aid

Shri Chhtrapati pratisthan matimand vidalaya, Anand Vihar, Hingane Khurd, Opp	Residential	Mentally Challenge	Non Grant in Aid
Poona blinds men association, Survey No. 109, Doc. Helen Keler rd, Ram tekdi, Hadapsar, Pune 411013.	Residential	Visually Impaired	Non Grant in Aid
Asha school- Matimand Mulanchi Shala , Asha Building No.8, Near Pune Sub area, Jijamata road, Pune 411002.	Non Residential	Mentally Challenge	Non Grant in Aid
Sevasadan dilisa karakalya, Survey No.8, Ward 13, erandwane, near Deenanath Mangeshkar hospital, pathwardhan Baug, Pune 411004.	Non Residential	Mentally Challenge	Grant In Aid
Sant gajanan maharaj shikshan sanstha, Matimand Mulanchi Shala, Khedekar mala, urlikanchan, Pune.	Residential	Mentally Challenge	Non Grant in Aid
The Poona School and Home for Blind Boys, 14-17 Koregaon park, Pune.	Residential	Visually Impaired	Grant In Aid
Maharashtra Fellowship for deaf, 93/5, Tarawade Vasti, Mohmmadwadi road, Hdapsar, Pune 411028.	Residential	Hearing Impaired	Non Grant in Aid
Jeevan jyot mandal, Plot No. 62, Tarate colony, Karve rd, No. 3 Rasta peth, Pune 411011.	Non Residential	Mentally Challenge	Non Grant in Aid
Jeevandhara Matimand vidalaya, 582 Rasta peth, Pune.	Non Residential	Mentally Challenge	Govt Grant in Aid
Y.M.C.A.G.C.M School for deaf, 6 Arjun Marg Pune 411001.	Non Residential	Hearing Impaired	No Grant in Aid
Shurud Mandal Pune, Badhir Mukh Shikshan Kendra, 805, Bhandarkar rd, Smruti Bungalow, 411005.	Residential	Hearing Impaired	Govt Grant in Aid

Dyangagotri matimand nivasi shala, Shala S. No 76 Khadi machine Rd, Raikar Mala, behind Sparsh Scheme, Sinhagad Road, Dhyari, pune 411041.	Residential	Mentally Challenge	Non Grant in Aid
Sanjeevani Prathisthan Matimande Muala Mulinchi School, S.No. 27/20, Sasne Vasti, Harihareshwar nagar, Mohammadin road, Pune 411028.	Non Residential	Mentally Challenge	Non Grant in Aid
Shri Sai Seva Matimand Shala, Sr. No. 78/1, Dangat Industrial Estate, near Sai Praba, Ganpati Matha, Shivne, Pune.	Residential	Mentally Challenge	Non Grant in Aid
Savali Prathisthan, Plot No.13, S. No.78, Bhusri Colony, Near PMT Depot, Kothrud Pune, 411029.	Residential	Mentally Challenge	Non Grant in Aid
Naavjeevan Andh apang kalyan Mandal, Kondhwa Pune.	Residential	Visually Impaired	Grant In Aid
Bramhadatta vidalaya, Sector No.25, Savitribai Phule Vyamshala, PCMC Building, Mahavir rd, Pradhikaran Nigadi, Pune 411044.	Non Residential	Mentally Challenge	Grant In Aid
Sadguru sai baba seva trust ( C.R. Ranganathan Residential School for hearing Impaired, , Tingre Nagar, Pune.	Residential	Hearing Impaired	Non Grant in Aid
Sanmitra Shikshan Mandal Nivasi Matimand Vidalya, Someshwar nagar, Tal. Shirur, Pune.	Residential	Mentally Challenge	Grant In Aid
Matimand Mulanchi Niwasi Shala, Pirangut Pune.	Residential	Mentally Challenge	Grant In Aid
Rajakta Matimand Mulanchi Niwasi Shala, M. Supe Baramati	Residential	Mentally Challenge	Grant In Aid
Dhyari Deaf School for Children, Near Lajjat papad godown, Dhayareshwar Temple,	Residential	Hearing Impaired	Grant In Aid

Dhyari gaon, Sinhagad road, Pune 411041.			
Ayodhya Charitable Trust Hearing Impaired School, 51/2 Vikas Nagar, Near SRPF Gate No - 2, Wanwadi, Pune 411040.	Residential	Hearing Impaired	Grant in Aid
Shree Muk Badhir Vidyalay, Wagholi, Balori road, Behind BGS college, Wagholi, Pune 412207.	Residential	Hearing Impaired	Grant In Aid
Apang Vidyalaya , Yamuna Nagar Nigadi, Pradhikaran.	Residential	Physically Disabled	Grant In Aid
Savandham Matimand Mulanchi Shala, Wada Punarwasan, Koregaon bhima, Shirur, Pune 412216.	Non Residential	Mentally Challenge	Non Grant In Aid

### **Unit of the Study**

Units of the study it includes Special Teachers, Office Staff , Social Workers and Care Takers of the selected s to assess overall Organisation Climate of the Schools. To assess overall Good Governance practices Headmaster of the schools had been considered as respondents.

### **Scope of the Study**

The present study has mainly focused upon the overall current status of the Good Governance and al Climate of the NGOs dealing with the education of the differently able children from Pune district. The scope of the study was as followed:

1. The study has covered only sanctioned school by the state government of the Maharashtra and offering education to the differently able children in Pune district.
2. All the schools offering the education to the differently able children in Pune district were asked for inform consent to participate in the study,



those schools provided informed consent have been considered as respondents for the study.

3. The study selected 50 schools in Pune district.

### **Operational Definitions of the Concepts**

**NGO's:** for the study NGOs means the registered nonprofit, charitable societies or trusts which will be registered under the Society's Registration Act 1860 or Bombay Public Trust Act 1950 and offering management and governance of the government sanctioned schools which are providing education to the differently able children from the Pune district.

**Good Governance Practices:** For the study Good Governance Practices of the NGOs will be assessed based upon following indicators: (1) Role of the Governing Board of the NGOs (2) Mission and objectives of the NGOs (3) Leadership in the NGOs (4) legal compliance of the NGOs (5) Functioning of the Governing Board of the NGOs (6) work culture of the NGOs (7) Human Resource Development of the NGOs (8) Role of the employee of the NGOs (9) Supervision of the NGOs (10) Salary and other benefits offered by the NGOs (11) financial capability and auditing process of the NGOs (12) Budget of the expenditure and income of the NGOs (13) Financial audit of the NGOs (14) competency in service providing of the NGOs (15) Rights of stakeholders of the NGOs (16) Evaluation of programme and planning of the NGOs (17) relation of the NGOs with other NGOs (18) Financial resources and its sustainability of the NGOs (19) Relationship with governmental organisation of the NGOs (20) cooperation with donors of the NGOs (21) Public relations of the NGOs (22) local resources (23) relationship with media (24) sustainability of the programmes and NGOs.

**Organisational Climate:** To assess the Climate of the organisation 50 indicators had been finalised by the researcher.

**Differently able Schools:** Sanctioned schools by the government of Maharashtra providing education to the differently able children (Physical/Mental) from the Pune district.

### **Primary Data Collection**

The interview schedule was divided into two major sections to get required data from the NGOs offering management and governance of the schools which are providing education to the differently able children from Pune district. The first section of the schedule had been prepared which aimed to collect data regarding the overall governance of the NGOs. It consists following indicators: (1) Administrative details of the NGOs (2) Personal data of the office bearers of the NGOs (3) Role of the Governing Board of the NGOs (4) Mission and objective of the NGOs (5) Leadership in the NGOs (6) legal compliance of the NGOs (7) Functioning of the Governing Board of the NGOs (8) work culture of the NGOs (9) Human Resource Development of the NGOs (10) Role of the employee of the NGOs (11) Supervision of the NGOs (12) Salary and other benefits offered by the NGOs (13) financial capability and auditing of the NGOs (14) Budget of the expenditure and income of the NGOs (15) Financial audit (16) competency in service providing (17) rights of stake holders (18) Evaluation of programme and planning (19) relation with other NGOs and GOs (20) financial resources and its sustainability (21) relationship with governmental organisation (22) cooperation with donors (23) Public relations (24) local resources (25) relationship with media (26) sustainability of the programmes and NGOs.

The second section of the interview schedule was prepared to assess overall al Climate (OC) of the NGOs. To assess the same initially 50 items had been finalised by the researcher. This part of the questionnaire was pre-tested and correlation matrix was obtained to know the correlations of all items with the total scores. Out of the total 50 items 20 items had either insignificant or poor correlation coefficient. As such, these items were deleted from the analysis. The reliability coefficient of the instrument was found to be .879.

Instrument was prepared with 72 items which were prepared to assess selected Good Governance Practices the instrument was pre tested in the field and correlation matrix was obtain with total score . All items had statistically significant coefficients of correlations (Appendix 1 ) hence all the 72 items were considered for assessing the Good Governance practices

### **Secondary Data**

The secondary data included references of various research studies, review of the literature got collected through review of various publications related with the research study. International and National publication published by various body of knowledge also been collected through the internet services. Reports, statistical review published by NGOs, Government of India as well as private Institute's Publication also reviewed to get secondary data for the research study.

Books, magazines, research journals, national and international research articles published in various journals also been collected for the secondary data purpose. The annual magazine of the NGOs offering management and governance of the schools also been reviewed for the secondary data. Case studies and local daily news paper cuttings also been utilized as secondary data.

### **Data Processing**

After the data collection phase following steps has been followed:

**Editing:** This was the first step took during this process. All the data were scrutinized very carefully, detected all the errors, corrected all the errors which are possible to be get corrected and prepared rough draft for the coding.

**Coding:** It involved assigning numerals to each response for further efficient analysis of the collected data. Code book has been developed during this process and the same has helped to summarized numerical assign for each and every response of the respondents.

**Classification:** During this process data has been reduced and kept into homogeneous groups of common characteristics.

**Tabulation:** During this process all the data has been arranged in compact form and it actually helped during the further complex analysis of the data.

**Data Analysis:** SPSS (Statistical Package for Social Science Research) was used for processing of data. After processing of the data univariate, bivariate and trivariate tables were prepared. Descriptive statistics like mean, mode median standard deviation, variance and inferential statistics like Chi-Square, Correlations, t test , coefficient contingencies were obtained.

### **Ethical Concern Followed During the Research Study**

Following ethical concerns have been followed during the research study:

#### **(1) Obtained Informed Consent from the Respondents**

The following consent of the respondents obtain for the study

1. Researcher has obtained an informed consent from each respondent before inclusion in the research study.
2. Researcher has ensured to each respondent participated in the research study that all given information for the study will be kept confidential and anonymous and same has been maintained.
3. Research has allowed whenever any respondent has expressed wish to withdraw from the research.
4. Researcher has kept professional and appropriate relationship with all respondents participated in the study.

#### **(2) Obtained permission to collect data for the research from NGO's dealing with the education of the differently able children within the Pune district:**

Researcher has obtained permission from selected school of the differently able

children run by various NGOs within Pune district to collect necessary data from the respondents for the research study.

**(3) Professional relationship:** Researcher has ensured and maintained all professional relationship and ethical standards along with all the respondents and NGOs and schools during the research study.

### **Possible Contribution to Social Work Profession : Theory And Practice**

The Research study has assessed the overall existing governance practices and al Climate of NGO's dealing with the education of the differently able children through Social Work perspective that has contributed the stream of knowledge of Social Work especially in the areas of Social work and Management.

The study has identified various areas of the Good Governance practices and al Climate which impact on the NGO's dealing with the education of the differently able children.

The study has highlighted existing gaps in-terms not having any specified Social Work intervention in the areas Good Governance practices and organisation climate of NGO's dealing with the education of the differently able children.

The study itself is an initiative through Social Work perspective to have intervention in the areas Good Governance practices and climate of NGO's dealing with the education of the differently able children.

The study has proposed Social Work intervention framework which may be applied to improve Good Governance practices and climate of NGO's dealing with the education of the differently able children.

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## **CHAPTER IV**

### **PROFILE OF THE RESPONDENTS AND ORGANISATIONS**

The profile of the respondents as well as the organisations selected for the study is presented in this Chapter. The following details have been presented and analysed to understand the personal profile of the respondents as well as organisations selected for the study. The chapter is divided into two sections; Section A includes the profile of the respondents such as, Age, Caste, Education and Experience, and Section B includes the profile of Organisations such as Functioning Pattern, type of disability, funding, number of staff selected and number of inmates.

## Section A: Profile of the Respondents

### Age of the Respondents

Age has been a very important variable in research especially Social Science and Social work research. Age of the respondents has also been associated with many psycho-social variables. Data relating to the age of the respondent is presented in Table4.1

**Table 4.1**  
**Age of the Respondents**

<b>Age Group ( in completed years)</b>	<b>Frequency</b>	<b>Percentage</b>
Young (20 yrs to 30 yrs)	44	16.5
Middle (31yrs to 45 yrs)	136	51.1
Old (46 yrs to 60 yrs)	86	32.3
<b>Total</b>	<b>266</b>	<b>100.0</b>

$$\bar{X} = 40 \text{ yrs} \quad SD=9.39 \text{ yrs}$$

To understand the age group of the respondents, it has been divided into three groups. Table4.1 indicates that (16.5 per cent) respondents were in the age group of 20 to 30 years. Whereas(51.1 per cent) respondents belonged to the age group of 31 to 45 years. The remaining (32.3per cent) respondents were in the age group of 46 and 60 years.

It is evident from the data that, comparatively, the respondents belonging to ‘Old’ age group are almost double of the respondents belonging to ‘Young’ age group. On an average the respondents were of 40 years of age with standard deviation of 9.39 years. In other words it reveals that most of the respondents are in matured age group to cater the needs of the differently abled group.

## Work Experience of the Respondents

Children with special ability need extra care and protection. These children have special needs and, the staffs who work with them also need to have empathy and sensitivity, thus their experience in this field helps them to understand them in much better way. Table 4.2 presents the overall professional experience of the respondents working in the selected organisation of the study.

**Table 4.2**  
**Professional Experience of the Respondents**

<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Low (5 yrs to 10 yrs)	53	19.9
Moderate (11 yrs to 15 yrs)	140	52.6
High (16 yrs and above)	73	27.4
<b>Total</b>	<b>266</b>	<b>100.0</b>

Median= 13 years

Experience of the respondents is divided into three categories, low, moderate and high. Data reveals that 53 (19.9per cent) respondents had professional experience of five to 10 years. The study had categorised the same as a ‘Low’ professional experience. In the moderate experience category there were 140 (52.6per cent) respondents had 11 years to 15 years professional experience to deal with children with special ability. Whereas 73 (27.4per cent) respondents had more than 16 year’s professional experience to deal with children with special ability. The study had categorized the same as a ‘High’ professional experience.

It is evident from the data that, comparatively, the respondents belonging to “High Work Experience” are more than the respondents belonging to ‘Low Work Experience”.

On an average the respondents have 13 years of professional experience. In other words it reveals that most of the respondents are having sufficient work experience to work with the children

## **Educational Background of the Respondents**

As educational level of the individual has been identified as an important indicator of overall development of his/her personality. Similarly it also has been associated and identified with various skill oriented job profile too. The following Table explains the overall educational background of the respondents.

**Table 4.3**  
**Level of Education**

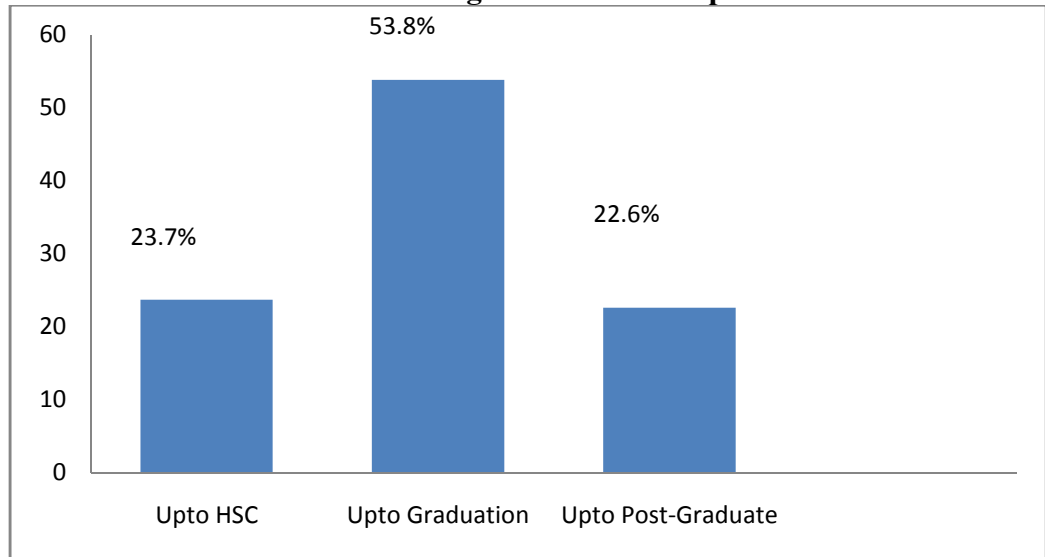
<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Upto to HSC	63	23.7
Graduate	143	53.8
Post Graduate	60	22.6
<b>Total</b>	<b>266</b>	<b>100.0</b>

It is revealed from the Table 4.3 that the majority of the respondents (53.8 Per cent) were Graduates followed by respondents (23.7 Per Cent) studied up to HSC. The remaining respondents (22.6 Per cent) were Post Graduates overall educational background.

In the special school the majority staff is with Graduate degree and being its special education for the differently abled it is required to have at least Graduation level.

**Figure: 1**

**Educational Background of the Respondents**



## Caste Category of the Respondents

India is countries of different religion, caste and culture, every culture have their own set of belief and value system which are part of every individual's personality. Following Table 4.4 shows the social category of the respondents who were dealing with children with special ability in the selected organisations of the study.

**Table 4.4**

### Social Category of the Respondents

<b>Social Category</b>	<b>Frequency</b>	<b>Percentage</b>
Other Caste	129	48.5
OBC and SBC	53	19.9
SC, ST and NT	84	31.6
<b>Total</b>	<b>266</b>	<b>100</b>

Table 4.3 shows that (48.5per cent) respondents were belonging to the other caste category. Followed by respondents (31.6 per cent) belonging to SC, ST and NT category. Whereas (19.9per cent) of the respondents were from the OBC (Other Backward Caste and SBC (Schedule Backward Category ) caste category.

The data reflects the caste category participation of the respondents in the process of dealing with special children working in the organisations selected for the study.

## Section B :Organisational Profile

The researcher had undertaken the study of organisational climate and good governance practices for organisations of differently able. Here are some of the details regarding the organisation that were selected for the study. Total 50 schools for differently abled were selected from the Pune District, Out of which 29 were residential and 21 were Non –residential.

Following table shows the Diffrentely abled (Special Schools) of the Pune Districts

<b>Total School of Pune Dist</b>	<b>Hearing Impaired</b>	<b>Visually Impaired</b>	<b>Physical Impaired</b>	<b>Mentally Challenge</b>	<b>Total</b>
Grant In Aid	19	5	6	15	45
Non Grant Aid	3	2	2	23	30
<b>Total</b>					<b>85</b>



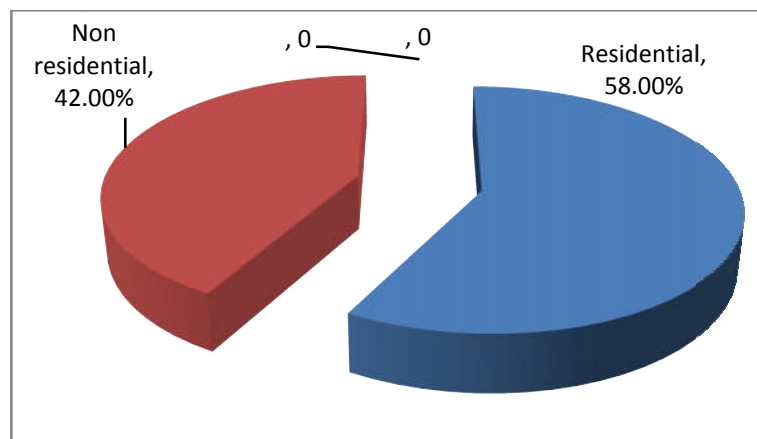
**Figure: 2**

**Functioning Pattern of Organisation s**

Organisation working with children with special ability offers their services through residential and non-residential pattern. Following figure indicates overall functioning pattern of the organisation s selected for the study in the area of dealing with children with special ability.

'''

**Functioning Pattern of Organisation s**



The above figure (Pie-Chart) indicates the overall pattern of functioning of the organisation s selected for the study. 29 (58%) organisation s selected for the study were offering educational and rehabilitative services to the children with special ability through residential pattern. 21 (42%) organisation s selected for the study were offering educational and rehabilitative services to the children with special ability through Non- residential pattern.

### **Type of Organisations (Special Schools) according to their services**

To deal with problems of differently abled children, Government has given recognition to NGOS to provide services by running the Residential and Non Residential School. The programme and services of the services depend upon the nature of programme. Table 4.6 shows the number of special school.

**Table 4.5**

### **Type of Organisations( Special Schools) according to their services**

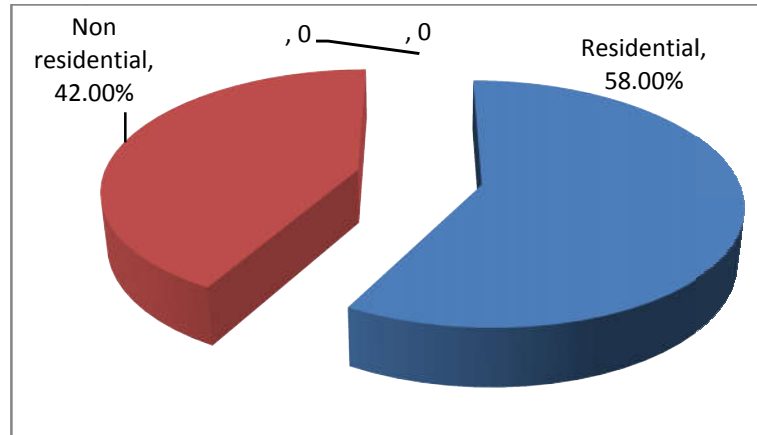
<b>Type of Organisation s</b>	<b>Frequency</b>	<b>Percentage</b>
Residential School	29	58.0
Non Residential	21	42.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table 4.6 shows that type of organisations involved in the study. Majority (58Per cent) of the schools were offering residential special school facility for the children with differently abled and remaining (42Per cent) schools were offering Non residential special school facility for the children with differently abled.

It indicates that residential schools are more than the non residential special school, as children with differently abled needs care and protection as they are physically immobile, hence it can be seen that there are more number of residential organisation then the non residential ones.

**Figure 3**

**Type of Organisations (Special Schools) according their services**



The above figure (Pie-Chart) indicates the overall pattern of functioning of the organisations selected for the study. 29 (58per cent) organisations selected for the study were offering educational and rehabilitative services to the children with special ability through residential pattern. 21 (42per cent) organisations selected for the study were offering educational and rehabilitative services to the children with special ability through non- residential pattern.

### Special Schools by Type of Disability

Table 4.6 shows distribution of Special Schools by type of disability. The Special Schools were divided in to two broad categories namely, Schools for Mentally Challenged and Schools for Physically Challenged.

**Table4.6**  
**Special Schools by Type of Disability**

<b>Type of School</b>	<b>Frequency</b>	<b>Percentage</b>
Schools for Mentally Challenged	31	62.0
Schools for Physically challenged	19	38.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table 4.6 shows that the distribution of the special school by type of disability. It is evident that majority of the Special Schools (62 per cent) were involved in the special education especially for the children who were mentally challenged. The remaining special schools (38 per cent) were providing services to the children who were physically challenged which are were also includes Hearing and Visually impaired.

## Sources of Funding of the Special Schools

Without the funds the NGOs (Special Schools) will not survive. They require the funds to provide services to differently abled. In the case of Grant – in-Aid government gives the funds to limited organisations as per the rule but some of the organisations are running by NGOs( Special Schools) with Non Grant – in- Aid basis and raised the funds from the private donors.

Table 4.7 shows the source of funding of the Special School.

**Table4.7**

### Sources of Funding of the Special Schools

Sources of Funding	Frequency	Percentage
Grant- in –Aid	34	68
Non Grant -in –Aid	16	32
Total	50	100

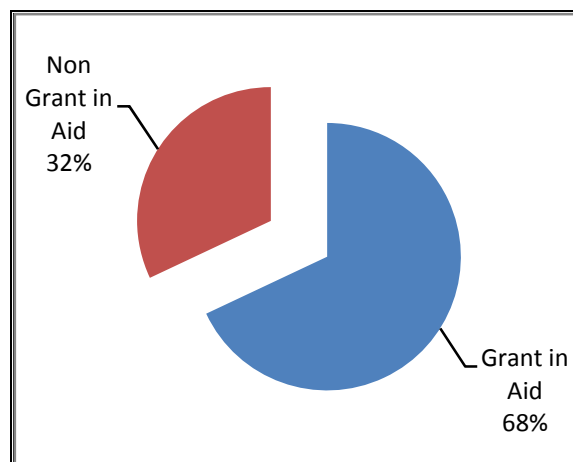
Table 4.7 reveals that majority of the Special Schools (68 per cent) are receiving Grants from the Government of Maharashtra under the Person with Disability Commissionrate Department to run the special school for the children with special ability. Remaining (32Per cent) Special Schools are not receiving any Grant from Government and they have been carried out the expenditure of the special school by collecting donations from various sources.

Being welfare state and the provision for the differently able the government has budgetary provision to support financially to the NGOs working for the differently abled

## Funding Sources of the Organisations

Following diagram indicate the source of funding of the organisation involved in the study. The study made two categories to identify the source of the funding to the organisation to run the special school for the children with special ability.

**Figure No. 4**  
**Funding Sources of the Organisation s**



The diagram indicates that 34 (68%) organisation are getting grant in aid by the Government of Maharashtra through Social Welfare Department to run the special school for the children with special ability. 16 (32%) organisation s are not in a position to receive any grant in aid by the Government of Maharashtra and had been carried out the expenditure of the special school run for the children with special ability by collecting donations from various sources.

The diagram also indicates the need to strengthen financial sources for the rest of the organisation involved in the study which are not in a position to receive any grant in aid by the Government of Maharashtra.

### **Respondents (Staff) working in the Organisation ( Special School)**

According to the education policy, specific child/teacher ratio had been predetermined. Table 4.8 indicates actual number of staff working in the organisations working in the area of education of the children with special ability. The study has categorized the number of staff working in the organisation in three categories i.e Small, Medium and Large.

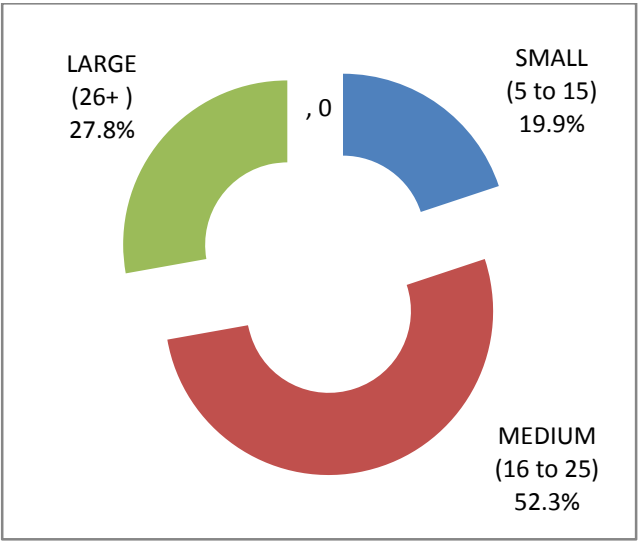
**Table 4.8**  
**Respondents (Staff) working in the Organisation ( Special School)**

<b>Number of staff</b>	<b>Frequency</b>	<b>Percentage</b>
Small (5 to 15)	53	19.9
Medium (16 to 25)	139	52.3
Large (26 and Above )	74	27.8
Total	266	100.0

Table 4.8 indicates that the respondents are selected from the small, medium and large organisations (Special School). The number of staff working in the organisation (Special School) had been categorized into three category i.e Small (5 to 15 staff), Medium (16 to 25 staff) and Large (more than 26 staff).

It shows that majority (52.3 per cent) of the organisations( Special School) had large number of staff (16 to 25), followed by respondents (27.8 per cent) from large organisation . The graphical presentation of the data is presented in Figure 5.

**Figure: 5**  
**Number of staff working in the selected Organisation**





## Number of children with special ability Registered in the Organisations

Table 4.9 indicates number of children with special ability registered in the school in the organisations. Based upon the number of children registered in the school the study has categorized the same into two categories i.e. Small organisation and big organisation.

**Table 4.9**

### Number of children and size of organisation

Number of children and size of organisation	Frequency	Percentage
Small organisation (20 to 50 Children)	27	54
Big Organisation (51 to 200 Children)	23	46
<b>Total</b>	50	100

Table 4.9 shows the overall number of children registered in the school and the same has been categorized into two categories i.e. small organisation and big organisation. The majority (54 per cent) of the organisations (Special Schools) has children between 20 to 50, the study had considered such organisation as a small one. Remaining (46 per cent) organisations (Special School) have children between 51 to 200, the study had considered such organisation as big organisations.

## **Summary**

Majority of the respondents (51.1per cent) belonged to an age group of 31 and 45 years. Majority of the respondents had (52.6per cent) 11 years to 15 years professional experience to deal with children with special ability. Majority of the respondents (53.8per cent) had completed their educational qualification up to Graduate level. Majority of the respondents (48.5per cent) belonged to other castes. Majority of the 29 (58per cent) organisations selected for the study were offering educational and rehabilitative services to the children with special ability through residential pattern.

Majority of the organisations (54per cent) were offering schooling and rehabilitative services for the children with special ability in terms of their physical handicapped condition. Majority of the selected organisations (68per cent) for the study working in the field of education and rehabilitation for the children with special ability were receiving Grant-in-Aid by Government of Maharashtra. Majority of the organisation (52.3per cent) had number of staff between 16 to 25. Majority of the organisation (54per cent) has number of children between 20 to 50.

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## CHAPTER V

### GOOD GOVERNANCE PRACTICES OF THE ORGANISATIONS

This Chapter presents profile of the Head Masters of the Special Schools who were respondents on behalf of the selected Special Schools as they look after the administration of the Schools. Being the administrator he/she deals with the Governing board and the major respondents to analyse the Good Governance practices score of the organisations. This chapter also describes the measurement procedure of Good Governance Practices and its association with set of independent variables.

#### Age Group of the Respondent (Headmaster) of the Special Schools

Table5.1 depict that the overall age group of the respondents working with the organisation and governing the Special Schools run for the children with special ability.

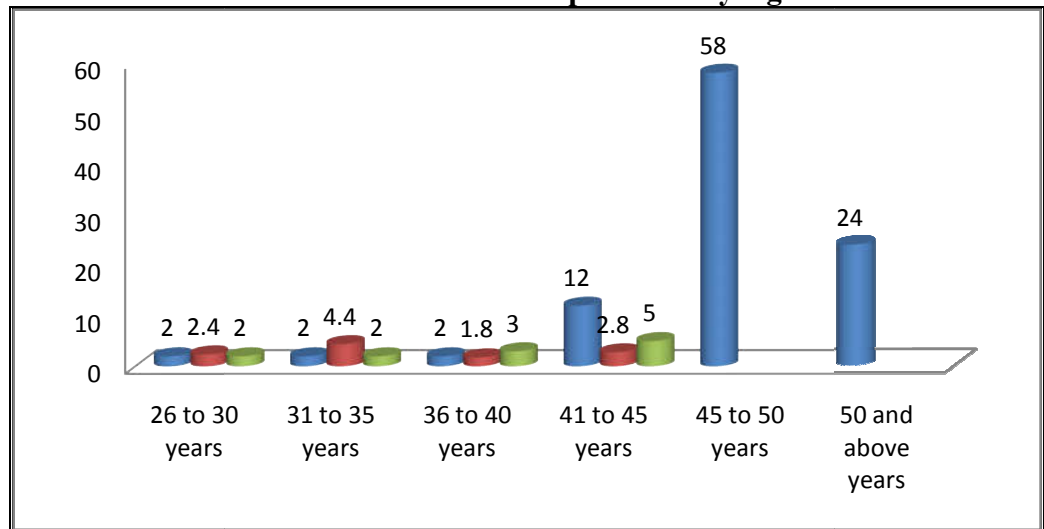
**Table5.1**  
**Distribution of the Respondents by Age**

Age ( In completed Years)	Frequency	Percentage
26 to 30cc	1	2.0
31 to 35	1	2.0
36 to 40	1	2.0
41 to 45	6	12.0
45 to 50	29	58.0
50 and above	12	24.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table5.1 indicates that majority of the respondents (58 per cent) were in the age group of 45 to 50 years, followed by group of respondents (24 per cent) who were

above 50 years. Minimum age of the respondent was found to be 26 years. To highlight the features of the age distribution bar diagram is presented below

**Figure 6**  
**Distribution of the Respondents by Age**



The bar diagram highlights the clustering of the respondent in the age groups of 45 to 50 years and above 50 years.

### **Gender Distribution of the Respondents of the Special Schools**

Table 5.2 indicates the overall gender distribution among the headmaster governing the Special Schools run by the organisations selected for the study.

**Table5.2**

#### **Gender Distribution of the Respondents of the Special Schools**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	32	64.0
Female	18	36.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table 5.2 shows that majority (64Per cent) of the headmasters governing the special schools for the children with special ability were male. The remaining (36Per cent) headmasters governing the special schools for the children with special ability were female. It also shows unequal gender distribution among the higher state of governing position as far as special schools are concern.

### **Qualification of the Headmaster of the Special Schools**

Following diagram indicates the overall educational qualification attained by the Headmaster Governing the Special Schools.

**Table5.3**  
**Qualification of the Respondents**

<b>Respondents Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
Graduation	8	16.0
Post Graduation	42	84.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table 5.3 indicates the overall educational qualification attained by the Headmasters governing the Special Schools. Eight (16Per cent) headmasters attained qualification upto graduation level and 42 (84Per cent) headmasters attained qualification above post graduation level.

### **Measurement of Good Governance Practices (GGP)**

A research instrument was prepared to assess Good Governance Practices (GGP) of the NGO's. The instrument included 72 items and responses were given ratings as follows:

‘Needs immediate overall improvement’ (1),

‘Need overall improvement, but not immediately’ (2),

‘Needs attention’ (3),

‘Needs minor improvement’ (4) and,

‘Needs no improvement’ (5).

The instrument was administered to the respondents and the scores and descriptive statistics obtained are presented in Table 5.4 and 5.5 respectively.



**Table 5.4**  
**Distribution of Respondents by Good Governance Practices Scores**

<b>GOOD GOVERNANCE SCORES</b>					
	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>	
<i>Valid</i>	203.00	1	2.0	2.0	2.0
	204.00	1	2.0	2.0	4.0
	205.00	2	4.0	4.0	8.0
	217.00	1	2.0	2.0	10.0
	239.00	1	2.0	2.0	12.0
	240.00	2	4.0	4.0	16.0
	241.00	5	10.0	10.0	26.0
	242.00	4	8.0	8.0	34.0
	243.00	1	2.0	2.0	36.0
	244.00	3	6.0	6.0	42.0
	245.00	1	2.0	2.0	44.0
	246.00	3	6.0	6.0	50.0
	249.00	2	4.0	4.0	54.0
	250.00	2	4.0	4.0	58.0
	251.00	1	2.0	2.0	60.0
	253.00	1	2.0	2.0	62.0
	254.00	1	2.0	2.0	64.0
	257.00	1	2.0	2.0	66.0
	265.00	1	2.0	2.0	68.0
	269.00	1	2.0	2.0	70.0
	270.00	1	2.0	2.0	72.0
	273.00	2	4.0	4.0	76.0
	274.00	1	2.0	2.0	78.0
	275.00	2	4.0	4.0	82.0
	280.00	1	2.0	2.0	84.0
	281.00	1	2.0	2.0	86.0
	285.00	2	4.0	4.0	90.0
	290.00	1	2.0	2.0	92.0
	304.00	1	2.0	2.0	94.0
	316.00	1	2.0	2.0	96.0
	345.00	1	2.0	2.0	98.0
	349.00	1	2.0	2.0	100.0
<i>Total</i>	50	100.0	100.0		

**Table5.5**  
**Descriptive Statistics**

N	Valid	50
	Missing	0
Mean		256.1200
Std. Error of Mean		4.27424
Median		247.5000
Mode		241.00
Std. Deviation		30.22341
Variance		913.455
Range		146.00
Minimum		203.00
Maximum		349.00
Percentiles	25	241.0000
	50	247.5000
	75	273.2500

Statistical result show that the maximum Good Governance Practices Score obtained by the organisations was 349, whereas minimum score obtained by NGOs was 203. On an average organisations obtained score of 256.12 with Standard Deviation of 30.22 . These data indicates that by an large Good Governance Practices of the organisations are moderate. The reasons could be that Special Schools , are under the Pune Zilla Parshied and it is administered with common norms and rules. Quartile value shows that Good Governance Practices in top 25 per cent organisations (14) are comparatively high and can be called as performer where as the bottom 25 per cent of organisations (8) had scored below 241. This schools are under performer need attention so far as Good Governance Practices is concerned.

### Reclassification of the Scores

To examine Bivariate and Trivariate associations among variables Good Governance Practices scores were reclassified based on quartile values. Good Governance Practices Scores were regrouped as Low ( less than First Quartile Value), Moderate (First Quartile Value to Third Quartile Value) and High (more than Third Quartile Value) and is presented in Table5.3

**Table5.6**

#### **Good Governance Practice Regrouped**

<b>Good Governance Practices Score</b>	<b>Frequency</b>	<b>Percentage</b>
Low (203 to 241)	13	26.0
Moderate ( 242 to 273)	25	50.0
High ( 274 to 349)	12	24.0
Total	50	100.0

Table5.6 indicates that a large number of organisations (50 per cent) scored as ‘Moderate’ Good Governance Practices (242 to 273). Followed by organisations (26.0 per cent) who scored between 203 and 241 which indicates ‘Low’ Good Governance practices. The remaining organisations (24 per cent) obtained scores showing ‘High’ Good Governance Practices scored that is between 274 and 349.

### **Association of Good Governance Practices with the other Variables**

Good Governance Practices may be affected by number of variables such as the profile of the organisations and staff educations, experience etc. It was hypothesised hat Good Governance Practices and other independent variables

may have associations. Good Governance Practices and independent variables were cross tabulated and presented in following tables.

### **Type of Organisations and Good Governance Practices**

The Good Governance Practices may have association with the type of the schools that is whether a school is residential or non residential. The Special Schools services for the differently abled children depend upon its type and facilities they provide to the differently abled . As such, it was hypothesised that GGP and Type of Schools are associated. The data relating to type of schools and Good Governance Practices were cross tabulated and the results are presented in Table5.6.

**Table5.7**

### **Type of Special Schools and Levels of Good Governance Practices**

<b>Type of Special Schools</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Total</b>
Residential	10(34.5)	14 (48.3)	5(17.2)	29 (100)
Non Residential	3 (14.3)	11 (52.4)	7(33.3)	21 (100)
<b>Total</b>	<b>13</b>	<b>25</b>	<b>12</b>	<b>50</b>

Chi-square = 3.26 df= 2 p = 0.195

Table 5.6 shows that, comparatively, more non-residential schools (33.3 per cent) had higher level of Good Governance Practices than residential schools (17.2 per cent ). To test the hypothesis that Good Governance Practices and Type of Schools are associated, Chi- Square Test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). Hence, the null hypothesis is accepted. That is there is no association between Good Governance Practices and Type of Schools. In other words, it can be inferred that both the variables, that is Type of Schools and Good Governance Practices are independent.

### Special Schools by Type of Disability and Good Governance Practices

The Good Governance Practices may have association with the Special Schools by Type of Disability. The Special Schools services for the differently abled children depend upon its type of disabilities and the requirements of the differently abled children care according to its special needs. Therefore, the data relating to Special Schools by Type of Disability and Good Governance Practices were cross tabulated and the results are presented in Table5.8

**Table 5.8**

### Special Schools by Type of Disability and Good Governance Practices

Special School by Type of Disability	Low	Moderate	High	Total
Schools for Mentally Challenged	9 (29.0)	16 (51.6)	6 (19.4)	31
Schools for Physically Challenged	4 (21.1%)	9 (47.4%)	6 (31.6%)	19
<b>Total</b>	<b>13</b>	<b>25</b>	<b>12</b>	<b>50</b>

Chi-square 0.587 df=2 P=0 .587

Table5.7 shows that, comparatively, more Schools for Physically Challenged (31.6 per cent) had higher level of Good Governance Practices than Schools for Mentally challenged (19.4 per cent ). To examine if there is statistically significant association between the two variables, namely, Special School by type of Disability and Good Governance Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Special School by type of Disability and Good Governance Practices are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices (GGP) of the Special Schools.

## Gender and Good Governance Practices (GGP)

The Good Governance Practices may have association with the Gender of the respondents. It is because male respondents deal with the day to day affairs and provide directions for the care of Special School children may have different thinking than female respondents. Therefore, the data relating to the Gender of the respondents and Good Governance Practices were cross tabulated and the results are presented in Table5.9

**Table5.9**

### Gender of the Headmaster and Good Governance Practices

<b>Gender</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Total</b>
Male	9 (28.1)	14(43.8)	9 (28.1)	32(100)
Female	4 (22.2)	11 (61.1)	3 (16.7)	18 (100)
<b>Total</b>	<b>13 (26)</b>	<b>25 (50)</b>	<b>12 (24)</b>	<b>50</b>

Chi-square = 1.479    df= 2    p= 0.477

Table5.9 reveals that, comparatively, more Schools with male Headmaster (28.1 per cent) had higher level of Good Governance Practices than Schools headed by the Female Headmaster (16.7 per cent). To examine if there is statistically significant association between the two variables, namely, Gender of the Headmaster of Special School and Good Governance Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Gender of a Headmaster of Special School and Good Governance Practices are independent. Therefore it can be concluded that Gender of the Headmaster of the Special School may not have effect on its Good Governance Practices of the Special Schools.

It is in contradiction with research conducted by Bart and Mcqueen(2013). Their findings is women are better directors in the business organisations may be

due to the fact that in India the women are not empowered to sustain to decision taken by them.

### **Components of Good Governance Practices**

The Good Governance Practices has a number of components, such as Governing board, Management system, Human Resource Development, staff roles and responsibility, recognition, external relations, financial sustainability. In this section, an attempt has been made to examine if there is association between the components and the independent variables.



## Type of School and Governance of Board of Management

The Good Governance Practices of Management Board may have association with the Type of school as Residential or Non Residential Special Schools. The Good Governance of Management practices consist of board approach towards the working conditions and contribution for developing the management system.

Therefore, the data relating to the Governance of Management practices system and type of school and Governance of Management Practices were cross tabulated and the results are presented in Table5.10

**TableNo-5.10**

### Type of School and the Governance practices for Management Board

Type of Organisation	Governance & Management Board practices			Total
	Low	Moderate	High	
Residential	12 (41.4)	2 (6.9)	15 (51.7)	29(100)
Non-Residential	10 (47.6)	1 (4.8)	10 (47.6)	21(100)
<b>Total</b>	<b>22 (44)</b>	<b>3 (6)</b>	<b>25 (50)</b>	<b>50</b>

Chi-square= 0.241      df= 2      p = 0.886

Table5.10 shows that, comparatively, more Residential schools (51.7 per cent) had higher level of Governance and Management board Practices than Non residential schools (47.2 per cent ).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Governance and Management board Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Governance and Management board Practices are independent. Therefore it can be concluded that type of organisation may not have effect on Governance and Management board Practices.

**Type of Organisation ( Special School )and Good Governance Practices for Human Resource Development**

The Good Governance Practices of Human Resource Development Practices of the school may have association with the type of school as Residential or Non Residential Special Schools. In Good Governance Practices for Human Resource Development the planning for staff development Training, work distribution as per the capacity and competency of staff and most importantly the participation and recognitions for the desired success etc. In relation to this, the data relating to the Good Governance Practices for Human Resource Management and type of school were cross tabulated and the results are presented in Table5.11

**Table5.11**  
**Type of Organisation and Good Governance Practices for Human Resource Development**

Type of Organisation	Governance for Human Resource Development			Total
	Low	Moderate	High	
Residential	3 (10.3 )	23 (79.3)	3(10.3 )	29 (100)
Non- Residential	4 (19.0)	11 (52.4)	6 (28.6)	21 (100)
<b>Total</b>	<b>7</b>	<b>34</b>	<b>9</b>	<b>50</b>

Chi-square = 4.206                      df= 2                      p= 0.122

Table5.11 reveals that, comparatively, more Non Residential schools (28.6 per cent) had higher level of Good Governance Practices for Human Resource Development Practices than residential schools (10.3 per cent).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Good Governance Practices for Human Resource Management Chi-square test was administered. The results of test show that the

association between the two variables is statistically insignificant ( $P > 0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for Human Resource Management are independent. Therefore it can be concluded that type of School may not have effect on Good Governance Practices for Human Resource Management.

**Type of School and Good Governance Practices for Financial (Transparency) Administration of School**

The Good Governance Practices for Financial Resources aspects may have association with the Type of school as Residential or Non Residential Special Schools. The Good Governance Practices consider of transparency in the financial aspects, auditing and financial management etc.. Therefore, the data relating to the Good Governance Practices for Financial Resources were cross tabulated and the results are presented in Table5.12

**Table 5.12**  
**Type of School and Good Governance Practices for Financial Administration of Special Schools**

Type of Organisation	Good Governance Practices for Financial Administration			Total
	Low	Moderate	High	
Residential	10(34.5)	16(55.2)	3(10.3)	29 (100)
Non-Residential	7(33.3)	6(28.6)	8(38.1)	21(100)
<b>Total</b>	<b>17</b>	<b>22</b>	<b>11</b>	<b>50</b>

Chi-square= 6.22                      df= 2                      p= 0.044

Table5.12 shows that, comparatively, more Non Residential schools (38.1 per cent) had higher level of Good Governance Practices for Financial Resources than Residential schools (10.3 per cent).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Good Governance Practices for Financial Resources Chi-square test was administered. The results of test show that the association between the two variables is statistically significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for Financial Resources of the Special Schools are dependent. Therefore, it can be

concluded that Special Schools is of Residential or Non Residential may have effect on Good Governance Practices for Financial Resources.

The study of Vera indicates that most positively influential factor in explaining a NGOs adoption of a governance framework is its size. The other variables, organisation age and independence are not associated significantly across all three financial governance proxies and when they prove significant they effect as negative.

**Type of Special School and Good Governance Practices for Service Rendered**

The Good Governance Practices for Service Rendered may have association with the Type of school as Residential or Non Residential Special Schools. In Good Governance Practices for Service Rendered for the stakeholders and. In relation to this, the data relating to the Good Governance Practices for Service Rendered and type of school were cross tabulated and the results are presented in Table5.13

**Table5.13**

**Type of Special School and Good Governance Practices for Service Rendered**

Type of Organisation	Good Governance Practices for Services Rendered			Total
	Low	Moderate	High	
Residential	5(17.2)	21(72.4)	3(10.3)	29(100)
Non- Residential	2(9.5)	12(57.1)	7(33.3)	21 (100)
<b>Total</b>	<b>7</b>	<b>33</b>	<b>10</b>	<b>50</b>

Chi-square = 4.167      df= 2      p = 0.124

Table5.13 shows that, comparatively, more Non Residential schools (33.3 per cent) had higher level of Good Governance Practices for Services Rendered to stakeholders than Residential schools (10.3 per cent).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Good Governance Practices for Services Rendered to stakeholder’s Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for Services Rendered to stakeholders of the Special Schools are independent. Therefore it can be concluded that type of School may not have effect on Good Governance Practices for Services Rendered to stakeholders.

According To USAID (2002) , Governance is an complex system of interactions among structures , traditions , functions (responsibilities) and process (practices) caretorised by three key values of accountability , transparency and participation.

## Type of Special School and Good Governance Practices for External Relationship of the School

The Good Governance Practices for External Relationship may have association with the Type of school as Residential or Non Residential Special Schools. Good Governance Practices for External Relationship of the school which in connection with Government, donors, public relation and stakeholders etc. In relation to this, the data relating to the Good Governance Practices for External Relationship and type of school were cross tabulated and the results are presented in Table5.14

**Table5.14**  
**Type of Organisation and Good Governance Practices for External Relationship**

Type of Organisation	Good Governance Practices for External Relationships			Total
	Low	Moderate	High	
Residential	13(44.8)	11(37.9)	5 (17.2)	29(100)
Non- Residential	8(38.1)	7(33.3)	6 (28.6)	21(100)
<b>Total</b>	<b>21</b>	<b>18</b>	<b>11</b>	<b>50</b>

Chi-square= 0.914    df= 2    p = 0.633

Table5.14 shows that, comparatively, more Non Residential schools (28.6 per cent) had higher level of Good Governance Practices for External Relationship than Residential schools (17.2 per cent).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Good Governance Practices for External Relationship to stakeholder’s Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for External Relationships of the Special Schools



are independent. Therefore it can be concluded that type of School may not have effect on Good Governance Practices for Services Rendered to stakeholders.

### **Type of organisation and Good Governance Practices for Sustainability of the School**

The sustainability of the School is the demand of current situation to cater the needs of the differently abled children. The Good Governance Practices for Sustainability of the school may have association with the Type of school as Residential or Non Residential Special Schools. Good Governance Practices for Sustainability of the school as programme, financial and resource base sustainability in relation to this, the data relating to the Type of School and Good Governance Practices for Sustainability of the School were cross tabulated and the results are presented in Table5.15

**Table-5.15**

#### **Type of organisation and Good Governance Practices for Sustainability**

<b>Type of Organisation</b>	<b>Governance for Sustainability of the School</b>			<b>Total</b>
	<b>Low</b>	<b>Moderate</b>	<b>High</b>	
Residential	6 (20.7)	18(62.1)	5 (17.2)	29(100)
Non- Residential	7 (33.3)	8 (38.1)	6 (28.6)	21(100)
<b>Total</b>	<b>13</b>	<b>26</b>	<b>11</b>	<b>50</b>

Chi-square = 2.806      df=2      p. = 0.246

Table5.14 shows that, comparatively, more Non Residential schools (28.6 per cent) had higher level of Good Governance Practices for Sustainability of the School than Residential schools (17.2 per cent).To examine if there is statistically significant association between the two variables, namely, Type of Schools and Good Governance Practices for Sustainability Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for Sustainability of the Special Schools are independent. Therefore it can be

concluded that type of School may not have effect on Good Governance Practices for Sustainability.

**Special Schools by Type of Disability and Good Governance Practices of Management Board**

The Good Governance Practices of Management Board may have association with the Special Schools by Type of Disability. The Special Schools services for the differently abled children depend upon its type of disabilities and the requirements of the differently abled children care according to its special needs. Therefore, the data relating to Special Schools by Type of Disability and Good Governance Practices of Management Board were cross tabulated and the results are presented in Table5.16.

**Table 5.16**  
**Special Schools by Type of disability and Good Governance Practices of Management Board**

Disability pattern	Good Governance Practices for Management Board			Total
	Low	Moderate	High	
School for Mentally Challenged	17 (54.8)	3(9.7)	11(35.5)	31(100)
School for Physically Challenged	5 (26.3)	0(0.0)	14 (73.7)	19(100)
<b>Total</b>	<b>22</b>	<b>3</b>	<b>25</b>	<b>50</b>

Chi-square= 7.455      df=2      p. = 0.24

Table5.16 shows that, comparatively, more Schools for Physically Challenged (73.7 per cent) had higher level of Good Governance Practices than Schools for Mentally challenged (35.5 per cent). To examine if there is statistically significant association between the two variables, namely, Special School by type of Disability and Good Governance Practices for Management Board, Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Special School by

type of Disability and Good Governance Practices for Management Board are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices for Management Board of the Special Schools.

**Special Schools by Type of disability and Good Governance Practices for Human Resource Development**

The Good Governance Practices of Human Resource Development Practices of the school may have association with the Special Schools by type of disability as Schools for Mentally Challenged and Physically Challenged Special Schools. In relation to this, the data relating to the Good Governance Practices for Human Resource Management and type of Special Schools by type of disability as school were cross tabulated and the results are presented in Table5.17

**Table 5.17**  
**Special Schools by Type of Disability and Good Governance Practices for Human Resource Development**

Disability pattern	Special Schools by Type of Disability and Governance for Human Resource Development			Total
	Low	Moderate	High	
Special School for Mentally Challenged	4(12.9)	23(74.2)	4 (12.9)	31 (100)
Special School for Physically Challenged	3(15.8)	11(57.9)	5 (26.3)	19(100)
<b>Total</b>	<b>7</b>	<b>34</b>	<b>9</b>	<b>50</b>

Chi-square= 1.708                      df=2                      p=0.427

Table 5.17 shows that, comparatively, more Special School for Physically Challenged (26.3 per cent) had higher level of Good Governance Practices for Human Resource Development Practices than Special Schools for Mentally Challenged(12.9 per cent).To examine if there is statistically significant association between the two variables, namely, Special School for Disability and Good Governance Practices for Human Resource Management Chi-square test

was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Type of Schools and Good Governance Practices for Human Resource Management are independent. Therefore it can be concluded that type of Special School by Disability may not have effect on Good Governance Practices for Human Resource Management.

**Special Schools by Type of disability and Good Governance Practices for Financial aspects of the School**

The Good Governance Practices for Financial aspects may have association with the Special School of Disability as School for Mentally Challenged and Physically Challenged. The Good Governance Practices for Financial Management consider of transparency in the financial reporting, accounting, auditing and financial management etc.. Therefore, the data relating to the Good Governance Practices for Financial Management were cross tabulated and the results are presented in Table5.18

**Table 5.18**  
**Type of school and Good Governance Practices for financial Management of the organisation**

Disability pattern	Good Governance for Financial Management of the organisations			Total
	Low	Moderate	High	
Special School for Mentally Challenged	15(48.4)	12(38.7)	4 (12.9)	31(100)
Special School for Physically Challenged	2(10.5)	10(52.6)	7 (36.8)	19(100)
<b>Total</b>	<b>17</b>	<b>22</b>	<b>11</b>	<b>50</b>

Chi-square = 8.554                      df=2                      p= 0.14

Table 5.18 shows that, comparatively, more Schools for Physically Challenged (36.8 per cent) had higher level of Good Governance Practices for financial management than Schools for Mentally challenged (12.9 per cent ). To examine if there is statistically significant association between the two variables, namely, Special School by type of Disability and Good Governance Practices for Financial Management Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant (P>0.05). In other words, it can be concluded that both the variables, that is



Special School by type of Disability and Good Governance Practices are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices for Financial Management of the Organisations ( Special Schools).

**Special Schools by Type of disability and Good Governance Practices for Services Rendered to stakeholders**

The Good Governance Practices for Services Rendered may have association with the Special School of Disability as School for Mentally Challenged and Physically Challenged. The Good Governance Practices for Services Rendered to stakeholders and organisations is capable enough to provide services for the differently abled and provide services according to the requirements of the stakeholders etc.. Therefore, the data relating to the Good Governance Practices for Services Rendered to stakeholders were cross tabulated and the results are presented in Table5.19

**Table 5.19**  
**Type of the school and Good Governance Practices for service rendered**

Disability pattern	Good Governance Practices for services rendered			Total
	Low	Moderate	High	
Special School for Mentally Challenged	4(12.9)	24(77.4)	3(9.7)	31 (100)
Special School for Physically Challenged	3(15.8)	9(47.4)	7(36.8)	19 (100)
<b>Total</b>	<b>7</b>	<b>33</b>	<b>10</b>	<b>50</b>

Chi-square= 6.028

df=2

p = 0.49

Table 5.19 shows that, comparatively, more Schools for Physically Challenged (36.8 per cent) had higher level of Good Governance Practices for Services Rendered Stakeholders than Schools for Mentally challenged (9.7 per cent ). To examine if there is statistically significant association between the two variables, namely, Special School by type of Disability and Good Governance

Practices for Services Rendered Stakeholders Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P > 0.05$ ). In other words, it can be concluded that both the variables, that is Special School by type of Disability and Good Governance Practices are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices for Financial Management of the Organisations ( Special Schools).

**Special Schools by Type of disability and Good Governance Practices for Services Rendered to stakeholders**

The Good Governance Practices for Services Rendered may have association with the Special School of Disability as School for Mentally Challenged and Physically Challenged. The Good Governance Practices for Services Rendered to stakeholders and organisations is capable enough to provide services for the differently abled and provide services according to the requirements of the stakeholders etc.. Therefore, the data relating to the Good Governance Practices for Services Rendered to stakeholders were cross tabulated and the results are presented in Table5.20

**Table-5.20**  
**Type of the school and GGP score for external relationship**

Disability pattern	GGP score for external relationships of the organisation			Total
	Low	Moderate	High	
Special School for Mentally Challenged	11(35.5)	16(51.6)	4 (12.9)	31(100)
Special School for Physically Challenged	10(52.6)	2(10.5)	7 (36.8)	19(100)
<b>Total</b>	<b>21</b>	<b>18</b>	<b>11</b>	<b>50</b>

Chi-square= 9.417

df=2

p.= 0.09

Table 5.20 shows that, comparatively, more Schools for Physically Challenged (36.8 per cent) had higher level of Good Governance Practices for External Relationships than Schools for Mentally challenged (12.9 per cent). To examine if there is statistically significant association between the two variables,

namely, Special School by type of Disability and Good Governance Practices for external Relationships Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P > 0.05$ ). In other words, it can be concluded that both the variables, that is Special School by type of Disability and Good Governance Practices are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices for external relationships of the Organisations (Special Schools).

### Type of the school and GGP score for sustainability of the organisation

The Good Governance Practices for sustainability may have association with the Special School of Disability as School for Mentally Challenged and Physically Challenged. Therefore, the data relating to the Good Governance Practices for sustainability were cross tabulated and the results are presented in Table5.21

**Table-5.21**

### Type of the school and GGP score for sustainability of the organisation

Disability pattern	GGP for sustainability of the organisation			Total
	Low	Moderate	High	
Special School for Mentally Challenged	8 (25.8)	16 (51.6)	7 (22.6)	31 (100)
Special School for Physically Challenged	5 (26.3)	10 (52.6)	4 (21.1)	19 (100)
<b>Total</b>	<b>13</b>	<b>26</b>	<b>11</b>	<b>50</b>

Chi-square= 0.016                      df=2                      p= 0.992

Table 5.21 shows that, comparatively, more Schools for Mentally Challenged (22.6 per cent) had higher level of Good Governance Practices for sustainability than Schools for Physically challenged (21 per cent ). To examine if there is statistically significant association between the two variables, namely, Special School by type of Disability and Good Governance Practices for sustainability Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Special School by

type of Disability and Good Governance Practices are independent. Therefore it can be concluded that School by type of Disability may not have effect on its Good Governance Practices Sustainability of the Organisations (Special Schools).

## Funding pattern and GGP score of Organisational Management Board

The Good Governance Practices for Organisational Management Board may have association with the type of funding of an organisation . Therefore, the data relating to the Good Governance Practices for Management Boards were cross tabulated and the results are presented in Table5.22

**Table5.22**

### Funding pattern and GGP score of Organisational Management of Board

Type of funding	GGP score for Management Board			Total
	Low	Moderate	High	
Grant in Aid	19 (55.9)	3(8.8)	12(35.3)	34(100)
Non-Grant-in -Aid	3 (18.75)	1(6.25)	12(75.0)	16(100)
<b>Total</b>	<b>22</b>	<b>4</b>	<b>24</b>	<b>50</b>

Chi-square= 8.555      df=2      p= 0.014

Table 5.22 shows that, comparatively, more organisations with grant in aid (75 per cent) have high score for management board than the Non-Grant-in -Aid organisations. To examine if there is statistically significant association between the two variables, namely, Management Board for organisations with specific types of funding and Good Governance practices Chi-square test was administered. The results of test show that the association between the two variables is statistically significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is management board for specific kind of funding and Good Governance Practices are dependent. Therefore it can be concluded that management board for organisations with specific kinds of funding have an effect on Good Governance Practices.



## Funding pattern and GGP for Human Resource Development

The Good Governance Practices for Human Resource Development may have association with the type of funding of an organisation . Therefore, the data relating to the Good Governance Practices for Human Resource Development were cross tabulated and the results are presented in Table5.23.

**Table-5.23**

### Funding pattern and GGP for Human Resource Development

Type of funding	GGP score for HRD of the organisation			Total
	Low	Moderate	High	
Grant in Aid	5 (14.7)	23(67.6)	6 (17.6)	34(100)
Non-Grant-in – Aid	2 (12.5)	10 (62.5)	4 (25.0)	16(100)
<b>Total</b>	<b>7</b>	<b>33</b>	<b>10</b>	<b>50</b>

Chi-square= 0.047

df=2

p = 0.977

Table 5.23 shows that, comparatively, more organisations with Non-Grant-in -Aid (25 per cent) have high score for management board than the Non-Grant-in -Aid organisation s. To examine if there is statistically significant association between the two variables, namely, Human Resource Development for organisations with specific types of funding and Good Governance Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Human Resource Development for specific kind of funding and Good Governance Practices are dependent. Therefore it can be concluded that Human Resource Development for organisations with specific kinds of funding may or may not have an effect on Good Governance Practices.

### Funding pattern and GGP for Financial aspects of the Organisation

The Good Governance Practices for Human Financial Management may have association with the type of funding of an organisation . Therefore, the data relating to the Good Governance Practices for Financial Management were cross tabulated and the results are presented in Table5.24.

**Table-5.24**  
**Funding pattern and GGP for Financial aspects of the Organisation**

Type of funding	GGP score for financial aspects of the Organisation			Total
	Low	Moderate	High	
Grant in Aid	16(47.1)	10 (29.4)	8 (23.5)	34(100)
Non-Grant-in – Aid	1(6.25)	11 (68.75)	4(25)	16(100)
<b>Total</b>	<b>17</b>	<b>21</b>	<b>12</b>	<b>50</b>

Chi-square= 9.637                      df=2                      p= 0.08

Table 5.24 shows that, comparatively, more organisations with Non-Grant-in -Aid (25 per cent) have high score for Financial Management than the Grant- in- Aid organisations.

To examine if there is statistically significant association between the two variables, namely, Financial Management for organisations with specific types of funding and good governance practices Chi-square test was administered. The results of test show that the association between the two variables is statistically insignificant (P>0.05).

### Funding pattern and GGP score for Service rendered by the Organisation

The Good Governance Practices for Service Rendered may have association with the type of funding of an organisation. Therefore, the data relating to the Good Governance Practices for Services Rendered were cross tabulated and the results are presented in Table5.25

**Table-5.25**

#### Funding pattern and GGP score for Service rendered by the Organisation

Type of funding	GGP score for Service rendered by the Organisation			Total
	Low	Moderate	High	
Grant in Aid	2(5.9)	24 (70.6)	8 (23.5)	34(100)
Non-Grant-in - Aid	5(31.25)	8(50.0)	3 (18.75)	16(100)
<b>Total</b>	<b>7</b>	<b>32</b>	<b>11</b>	<b>50</b>

Chi-square= 6.495

df= 2

p= 0.039

Table 5.25 shows that, comparatively, more organisations with grant in aid (23.5 per cent) have high score for Services Rendered than the Non-Grant-in -Aid organisations. To examine if there is statistically significant association between the two variables, namely, services rendered for organisations with specific types of funding and Good Governance Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is services rendered for specific kind of funding and Good Governance Practices are dependent. Therefore it can be concluded that Human services rendered for organisations with specific kinds of funding have an effect on Good Governance Practices.

According To USAID (2002) , Governance is an complex system of interactions among structures , traditions , functions (responsibilities) and

process (practices) characterised by three key values of accountability ,  
transparency and participation.

## Funding pattern and GGP score for External Relationship of the Organisation

The Good Governance Practices for External Relationship may have association with the type of funding of an organisation . Therefore, the data relating to the Good Governance Practices for External Relationship were cross tabulated and the results are presented in Table5.26.

**Table-5.26**  
**Funding pattern and GGP score for External Relationship of the Organisation**

Type of funding	GGP score and External Relationship			Total
	Low	Moderate	High	
Grant in Aid	9 (26.5)	17 (50.0)	8 (23.5)	34 (100)
Non Garnt in Aid	11 (68.75)	1 (6.25)	4(25.0)	16 (100)
<b>Total</b>	<b>20</b>	<b>18</b>	<b>12</b>	<b>50</b>

Chi-square= 10.978

df=2

p= 0.004

Table 5.26 shows that, comparatively, more organisations with Non-Grant-in -Aid (25 per cent) have high score for External Relationship than the Non-Grant-in -Aid organisation s. To examine if there is statistically significant association between the two variables, namely, External Relationship for organisations with specific types of funding and Good Governance Practices Chi-square test was administered. The results of test show that the association between the two variables is statistically significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is External Relationship for specific kind of funding and Good Governance Practices are dependent. Therefore it can be concluded that external relationships for organisations with specific kinds of funding have an effect on Good Governance Practices.

### **Funding pattern and GGP score for sustainability of the Organisation**

The Good Governance Practices for Sustainability may have association with the type of funding of an organisation . Therefore, the data relating to the Good Governance Practices for sustainability were cross tabulated and the results are presented in Table5.27.

**Table-5.27**

### **Funding pattern and GGP score for sustainability of the Organisation**

<b>Type of funding</b>	<b>GGP for Sustainability</b>			<b>Total</b>
	<b>Low</b>	<b>Moderate</b>	<b>High</b>	
Grant in Aid	6(17.6)	21 (61.8)	7 (20.6)	34 (100)
Non-Grant-in –Aid	8(50)	4(25)	4 (25)	16 (100)
<b>Total</b>	<b>14</b>	<b>25</b>	<b>11</b>	<b>50</b>

Chi-square=5.988

df=2

p=0.050

Table 5.27 shows that, comparatively, more organisations with Non-Grant-in -Aid (25 per cent) have high score for sustainability than the grant in aid organisations. To examine if there is statistically significant association between the two variables, namely, Sustainability for organisations with specific types of funding and Good Governance practices Chi-square test was administered. The results of test show that the association between the two variables is statistically significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is Sustainability for specific kind of funding and Good Governance Practices are dependent. Therefore it can be concluded that sustainability for organisations with specific kinds of funding have an effect on Good Governance Practices.

**CHAPTER VI**  
**ORGANISATIONAL CLIMATE (OC) OF THE ORGANIZATIONS**

This Chapter presents the assessment of Organisational Climate of the Special Schools selected of the study.

**Measurement of Organisational Climate**

A research instrument was prepared to assess Organisational Climate of the organisations. The instrument included 50 items and responses were given weightage 1,2,3,4,5 measured .The instrument was administered to the respondents and the scores and descriptive statistics obtained are presented in Table 6.1 and 6.2 respectively.

Table6.1

Organisational Climate Scores

		Frequency	Percent
Valid	36.00	5	1.9
	39.00	1	.4
	40.00	2	.8
	43.00	3	1.1
	44.00	6	2.3
	46.00	3	1.1
	47.00	2	.8
	48.00	1	.4
	49.00	4	1.5
	50.00	5	1.9
	51.00	1	.4

	52.00	4	1.5
	53.00	4	1.5
	54.00	8	3.0
	55.00	4	1.5
	56.00	4	1.5
	57.00	10	3.8
	58.00	12	4.5
	59.00	9	3.4
	60.00	9	3.4
	61.00	10	3.8
	62.00	9	3.4
	63.00	8	3.0
	64.00	9	3.4
	65.00	14	5.3
	66.00	10	3.8
	67.00	8	3.0
	68.00	7	2.6
	69.00	6	2.3
	70.00	10	3.8
	71.00	12	4.5
	72.00	2	.8
	73.00	2	.8
	74.00	9	3.4
	75.00	6	2.3



	76.00	1	.4
	77.00	5	1.9
	78.00	3	1.1
	79.00	8	3.0
	80.00	1	.4
	81.00	1	.4
	82.00	10	3.8
	83.00	1	.4
	85.00	1	.4
	87.00	2	.8
	91.00	1	.4
	92.00	1	.4
	93.00	2	.8
	96.00	2	.8
	97.00	1	.4
	102.00	1	.4
	108.00	1	.4
	111.00	1	.4
	115.00	1	.4
	117.00	1	.4
	119.00	1	.4
	131.00	1	.4
	Total	266	100.0

**Table6.2**  
**Descriptive Statistics**

N	266	
Mean	65.4699	
Median	64.5000	
Mode	65.00	
Minimum	36.00	
Maximum	131.00	
Per cent	25	57.0000
	50	64.5000
	75	71.2500

### **Reclassification of Organization Climate (OC) Scores**

Organization Climate (OC) Scores were reclassified in to three groups on the basis of quartile values. The organisations which had Organisational Climate (OC) scores between 36 to 57 had been considered as ‘Poor’ Organization Climate (OC). Organization which had Organization Climate (OC) scores between 58 to 71 had been considered as ‘Average’ Organization Climate (OC). Organization which had Organization Climate (OC) score between 72 to 131 had been considered as ‘Good’ Organization Climate (OC). The distribution of the organisations after reclassification is shown in Table6.3.

**Table6.3**  
**Organization Climate (OC) Scores Reclassified**

(OC) Scoring Group	Frequency	Percentage
Poor (36-57)	69	25.9
Average (58-71)	132	49.6
Good (72-131)	65	24.4
Total	266	100.0

**Central Tendency of the Organization Climate (OC) Scoring**

The study provides Central Tendency of the total scoring obtained of the Organization Climate (OC) questioner developed by the researcher. Following are the Central Tendency of the scoring of the Organization Climate (OC) of the organization.

The Table indicates the Central Tendency of the total scoring of the Organization Climate (OC) of the organization. Mean of the total score is 65.47. Median of the total score is 64.50. Mode of the total score is 65.00. based upon the Central Tendency of the total score of the Organization Climate (OC) of the organization comes under the category of ‘Average’ Organization Climate (OC). The Table also indicates the Minimum 36 and Maximum 131 scoring obtained by the organization during the scoring of the Organization Climate (OC) of the organization. The Table concludes the Central Tendency of the total scoring of the Organization Climate (OC). Majority of the organization scored category of ‘Average’ (58-71) Organization Climate (OC) score by their Central Tendency.

## Types of Organisation and Organisational Climate

Organisational Climate may depend upon type of the organizations. As such, it was hypothesis that Organisational Climate and types of Special Schools are associated. To examine analyze the data relating to type of organization (Residential and Non-residential) and Organisational Climate were cross tabulated and presented in Table 6.4

**Table 6.4**  
**Types of Organization and Organizational Climate**

Type of Organization	Organization Climate within the Organization			Total
	Good	Moderate	Poor	
Residential	39(25.2)	74(47.7)	42 (27.1)	155(100)
Non Residential	28(25.2)	59(53.2)	24 (21.6)	111(100)
Total	67(25.2)	133(50.0)	66 (24.8)	266(100)

Chi-Square =.560      df=2      p=0,160

Table6.4 shows that comparatively, more residential schools (27.1 per cent) had poor Organisational Climate (OC) than Non-residential Schools. To test the hypothesis that type of schools and OC are associated Chi-square test was administered. The Chi-square results show that association between type of organization and its organization climate is statistically insignificant ( $P>0.05$ ). Hence, the null hypothesis is accepted. Therefore, it is inferred that type of organization and organization climate are independent of each other. This means that organization climate can be good or poor within the residential or non residential organizations.

### Type of special school and its Organization Climate

Special schools are divided in to two categories, one is for mentally challenged and the second one is for physically challenged. To work with the children with special ability organization and its staff needs special training and skills. Following Table indicates the type of the organization and it's Organization Climate. To analyze the same data relating to type of school and Organisational Climate were cross tabulated. Further it also indicates the association between the type of special schools and their organization climate.

**Table6.5**

**Type of special school and its Organization Climate**

Special School	Organization Climate			Total
	Good	Moderate	Poor	
Mentally Challenged	39 (31.7)	60 (48.8)	24 (19.5)	123 (100.0)
Physically Challenged	28 (19.6)	73(51.0)	42 (29.4)	143(100)
Total	67 (25.2)	133(50.0)	66 (24.8)	266(100)

Chi-Square = 6.519      df=2      p= .038

Table 6.5 shows that that the majority (31.7) of the organization climate for special school for mentally Challenged is 'Good' than the physically Challenged (19.6 per cent). To know the statistical significance Chi-square test was administered to check the association. The Chi-square result show the association between Type of special school and its organization climate is significant ( $P < 0.05$ ). It is inferred that type of special school and organization climate are dependent on each other. This means that organization climate is better in schools for mentally challenged than the schools for physically challenged.

According to Shrama (1974), investigated the relationship between the organizational climate, faculty size, experience, age and experience of the

headmaster. He also determined relationship between organizational climate and school effectiveness and headmaster effectiveness and school climate too.

### **Type of Organizational funding and its OC**

The Organisational Climate may have association with the types of organisational funding. The Type of organisation funding depends up on the status of the organisation as private or public. Therefore, the data relating to organisation climate by the type of organisation funding were cross tabulated and the results are presented in table 6.6.

**Table 6.6**  
**Type of Organizational funding and its OC**

Organization funding	Organization Climate			Total
	Good	Moderate	Poor	
Grant in aid	37 (19.3)	97(50.5)	58(30.2)	192(100)
Non-Grant in aid	30 (40.5)	36(48.6)	8 (10.8)	74(100)
Total	67 (25.2)	133(50.0)	66 (24.8)	266(100)

Chi-Square Value= 17.731    df=2 p=.000

Table 6.6 shows that, comparatively, organization climate for organisations falling under the category of Non-Grant in aid have Good (40.5Per cent) than the Government aided organisations Good (19.3 per cent). To examine if there is statistically significant association between the two variables, namely, Type of organisation funding and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant (P<0.05). In other words, it can be concluded that both the variables, that is Type of funding and Organisational Climate are dependent. Therefore it can be concluded that type of funding have great amount of effect on its Organisational Climate (OC).

### Number of staff and the organisation climate

The Organisational Climate may have association with the strength of the staff in an organisation. The strength of the staff depends up on the type of organisation and number of children. In special schools apart from the teachers and administrative staff the schools also require good number of care takers and other helpers for the children with special ability. In case of mentally challenged group, the student with low IQ (below 40) should have one teacher and one full time care taker for the same. Therefore, the data relating to organisation climate for the staff strength were cross tabulated and the results are presented in table 6.7.

**Table 6.7**

### Number of staff and the organisation climate

Number of staff	Organization Climate			Total
	Good	Moderate	Poor	
Small	16 (30.2)	26(49.1)	11(20.8)	53(100)
Medium	37 (26.6)	66 (47.5)	36 (25.9)	139(100)
Large	14 (18.9)	41 (55.4)	19 (25.7)	74(100)
Total	67	133	66	266

Chi-Square Value= 2.852    df= 4    p=.583

Table 6.7 shows that, comparatively, organization climate for organisations falling under the category of medium staff strength have Good (26.6Per cent) score than the ones with small or large staff strength. To examine if there is statistically significant association between the two variables, namely, strength of staff and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is staff strength and Organisational Climate are independent. Therefore it can be

concluded that staff strength may or may not have an effect on its Organisational Climate (OC).

### Number of children and organization climate

The Organisational Climate may have association with the strength of the children in an organisation. It is seen that schools working with the children with special ability had been divided in various categories. Some schools have strength of 25 students; some have 50 and some have even more than 200 students also. Student teacher ratio for these schools is also different and varies by school to school .Therefore, the data relating to organisation climate for the strength of children were cross tabulated and the results are presented in table 6.8.

**Table6.8**  
**Number of children and organization climate**

Number of children	Organization Climate			Total
	Good	Moderate	Poor	
Small	43 (27.7)	75 (48.4)	37(23.9)	155(100)
Large	24(21.6)	58 (52.3)	29 (26.1)	111(100)
Total	67	133	66	266

Chi-Square Value= 1.288    df= 2 p=.525

Table 6.8 shows that, comparatively, organization climate for organisations falling under the category of Small group show good (27.7 per cent) than the large group of students. To examine if there is statistically significant association between the two variables, namely, number of children and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is number of children and Organisational Climate are independent. Therefore it can be concluded that



number of children may or may not have an effect on its Organisational Climate (OC).

### Age group of the respondents and OC

The Organisational Climate may have association with the age group of the respondents in an organisation. Staff working with the children with special ability needs to have a different kind of an attitude, skills and experience too. Therefore, the data relating to organisation climate for the age group of the respondents were cross tabulated and the results are presented in table 6.9.

**Table6.9**  
**Age group of the respondents and OC**

Age of Respondents	Organization Climate			Total
	Good	Moderate	Poor	
Young	14 (31.8)	21 (47.7)	9 (20.5)	44(100)
Middle	31 (22.8)	67 (49.3)	38 (27.9)	136(100)
Old	22 (25.6)	45 (52.3)	19 (22.1)	86(100)
Total	67	133	66	266

Chi-Square Value= 2.365    df= 4    p=.669

Table 6.9 shows that, comparatively, organization climate for organisations falling under the category of their staff with middle aged group have good (22.8 per cent) scores than the young and old aged groups. To examine if there is statistically significant association between the two variables, namely, age group of the respondents and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is age group of the respondents and Organisational Climate are independent. Therefore it can be concluded that age group of the staff may or may not have an effect on its Organisational Climate (OC).

## Experience of respondents and it Organisational Climate

The Organisational Climate may have association with the experience of the respondents in an organisation. Experience with dealing with children with special ability is very important in the field of special education. Therefore, the data relating to organisation climate for the experience of the respondents were cross tabulated and the results are presented in table 6.10.

Table 6.10

Experience of respondents and it OC

Experience of the Respondents	Organization Climate			Total
	Good	Moderate	Poor	
Low	18 (34.0)	218(52.8)	7(13.2)	53(100)
Moderate	33(23.6)	65 (46.4)	42 (30)	140(100)
High	16 (21.9)	40(54.8)	17 (23.3)	73(100)
Total	67	133	66	266

Chi-Square Value= 7.316    df= 4    p=.120

Table 6.10 shows that, comparatively, organization climate for organisations falling under the category of moderate work experience (23.6 per cent) have better scores then the ones with low or high work experience. To examine if there is statistically significant association between the two variables, namely, work experience of the respondents and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is work experience of the respondents and Organisational Climate are independent. Therefore it can be concluded that work experience of the staff may or may not have an effect on its Organisational Climate (OC).

### **Educational Level of the respondents and its organisation climate**

The Organisational Climate may have association with the qualification of the respondents in an organisation. Teachers and staff working in the area of special education need to teach and provide care and supportive role in a unique manner. Therefore, the data relating to organisation climate for the qualification of the respondents were cross tabulated and the results are presented in table 6.11

**Table 6.11**

#### **Educational Level of the respondents and its Organization Climate**

Level of Education	Organization Climate			Total
	Good	Moderate	Poor	
Up to HSC	19 (30.2)	34(54)	10(15.9)	63(100)
Graduation	31 (21.7)	76 (53.1)	36 (25.2)	143(100)
Post Graduation	17 (28.3)	23 (38.3)	20 (33.3)	60(100)
Total	67	133	66	266

Chi-Square Value= 7.460    df= 4    p=.113

Table 6.11 shows that, comparatively, organisations with qualification of their staff up to Graduation level have Good 31 (21.7Per cent) than the organization in which the staff's are qualified up-to higher secondary or Post graduation level. To examine if there is statistically significant association between the two variables, namely, qualification of the respondents and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is qualification of the respondents and Organisational Climate are independent. Therefore it can be concluded that qualification of the staff may or may not have an effect on its Organisational Climate (OC).

### Type of Organisations and its impact of management rewards

The Organisational Climate of types of organisations may have association with management rewards of the organisation. Therefore, the data relating to organisation climate of the organisations for the management rewards were cross tabulated and the results are presented in table 6.12.

**Table 6.12**  
**Type of Organisations and its impact of Management rewards on**  
**Organizational Climate**

Type of organization	Management Rewards			Total
	Poor	Average	Good	
Residential	60 (39)	66 (42)	29 (19)	155(100)
Non Residential	40 (36)	52 (47)	19 (17)	111(100)
Total	100	118	48	266

Chi-square = .479    df=2    p=.787

Table 6.12 shows that, comparatively, residential organisations have Good (19 per cent) score for management rewards, Rather than Non Residential Organisations. To examine if there is statistically significant association between the two variables, namely, management rewards in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisations and Organisational Climate are independent. Therefore it can be concluded that management rewards may or may not have an effect on its Organisational Climate (OC).

### Type of Organization and its innovative practices

The Organisational Climate of types of organisations may have association innovative practices of the organisation. Therefore, the data relating to organisation climate of the organisations for the innovative practices were cross tabulated and the results are presented in table 6.13.

**Table 6.13**

### Type of Organization and its innovative practices

Type of organization	Innovative Practices			Total
	Poor	Average	Good	
Residential	71(46)	64 (41)	20 (13)	155(100)
Non Residential	37 (33)	47 (42)	27 (24)	111(100)
Total	108	111	47	266

Chi-square = 7.271    df=2    p=.026

Table 6.13 shows that, comparatively, non residential organisations have Good (24 per cent) score for innovative practices, Rather than Residential Organisations. To examine if there is statistically significant association between the two variables, namely, innovative practices in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisations and Organisational Climate are dependent. Therefore it can be concluded that Innovative practices have an effect on its Organisational Climate (OC).

### Type of Organisations and its Communication Practices

The Organisational Climate of types of organisations may have association communication practices of the. Therefore, the data relating to organisation climate of the organisations for the communication practices were cross tabulated and the results are presented in table 6.14.

**Table 6.14**

**Type of Organisations and its Communication Practices**

Type of Organization	Communication Practices			Total
	Poor	Average	Good	
Residential	79 (51)	45 (29)	31 (20)	155(100)
Non Residential	37 (33)	43 (39)	31 (28)	111(100)
Total	116	88	62	266

Chi-square = 8.198    df=2    p=.017

Table 6.14 shows that, comparatively, non residential organisations have Good (28 per cent) score for communication practices, Rather than Residential Organisations. To examine if there is statistically significant association between the two variables, namely, Communication practices in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisations and Organisational Climate are dependent. Therefore it can be concluded that communication practices have an effect on its Organisational Climate (OC).

According to Islam and N.Ahsanul, (2013)States that climate in General and communication climate in particular serve as a strong mediating factor ,

between elements of the work systems and different measures of organizational effectiveness , such as Productivity quality, satisfaction and vitality.

## Type of Organization and the Interpersonal Relationships

The Organisational Climate of types of organisations may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the organisations for the interpersonal relationships were cross tabulated and the results are presented in table 6.15.

**Table 6.15**  
**Type of Organization and the Interpersonal Relationships**

Type of organization	Interpersonal Relationships			Total
	Poor	Average	Good	
Residential	38 (24)	81 (52)	36 (23)	155(100)
Non Residential	44 (40)	50 (45)	17 (15)	111(100)
Total	82	131	53	266

Chi-square = 7.514    df=2    p=.023

Table 6.14 shows that, comparatively, Residential organisations have Good (23 per cent) score for interpersonal relationships, Rather than Non Residential Organisations. To examine if there is statistically significant association between the two variables, namely, Interpersonal Relationships in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is Interpersonal relationships for the organisations and Organisational Climate are dependent. Therefore it can be concluded that interpersonal relationships have an effect on its Organisational Climate (OC).



According to G.V. Chalam (2015) , Says that Maintaining Healthy employee relations in an organization is a prerequisite for organizational success. Strong employee relations are required for high productivity and human satisfaction.

### Type of Organization and its Supervision

The Organisational Climate of types of organisations may have association with the Supervision in the organisation. Therefore, the data relating to organisation climate of the organisations for the Supervision were cross tabulated and the results are presented in table 6.16.

**Table 6.16**  
**Type of Organization and its Supervision**

Type of organization	Supervision			Total
	Poor	Average	Good	
Residential	40 (26)	85 (55)	30 (19)	155
Non Residential	38 (34)	58 (52)	15 (14)	111
Total	78	143	45	266

Chi-square = 2.952    df=2    p=.229

Table 6.16 shows that, comparatively, Residential organisations have Good (19 per cent) score for supervision, rather than Non Residential Organisations. To examine if there is statistically significant association between the two variables, namely, Supervision in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Supervision for the organisations and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

## Type of Organization and its Orientation within the organisation

The Organisational Climate of types of organisations may have association with the orientation of the organisation. Therefore, the data relating to organisation climate of the organisations for the orientation were cross tabulated and the results are presented in table 6.17.

**Table 6.17**

### Type of Organization and its Orientation within the organization

Type of organization	Orientation within the Organization		Total
	Poor	Average	
Residential	41 (38)	67 (62)	108(100)
Non Residential	36 (37)	60 (63)	96(100)
Total	77	127	204

Chi-square = .005    df=1    p=.946

Table 6.17 shows that, comparatively, Non Residential organisations have Average (63 per cent) scores for the orientation, Rather than Residential Organisations. To examine if there is statistically significant association between the two variables, namely, orientation in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisations and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

## Type of organization and level of trust within the Organisations

The Organisational Climate of types of organisations may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisations for the level of trust were cross tabulated and the results are presented in table 6.18.

**Table 6.18**

### Type of organisation and level of trust within the Organizations

Type of organization	Level of Trust within the Organizations			Total
	Poor	Average	Good	
Residential	55 (35)	63(41)	37 (24)	155(100)
Non Residential	49 (44)	45 (40)	17(16)	111(100)
Total	104	108	54	266

Chi-square = 3.573    df=2    p=.168

Table 6.18 shows that, comparatively, Residential organisations have good (24 per cent) and score for level of trust, Rather than Non- Residential Organisations. To examine if there is statistically significant association between the two variables, namely, level of trust in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level for trust for the organisations and Organisational Climate are independent. Therefore it can be concluded that Level of trust may or may not have an effect on its Organisational Climate (OC).

### Type of Organisation and its Decision Making Practice

The Organisational Climate of types of organisations may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisations for the decision making practices were cross tabulated and the results are presented in table 6.19.

**Table 6.19**

#### Type of Organisation and its Decision Making Practice

Type of organization	Decision making practice			Total
	Poor	Average	Good	
Residential	75 (48)	62 (40)	18 (12)	155(100)
Non Residential	50 (45)	41 (37)	20 (18)	111(100)
Total	125	103	38	266

Chi-square = 2.168    df=2    p=.338

Table 6.19 shows that, comparatively, Non Residential organisations have good (18 per cent) score for decision making, Rather than Residential Organisations. To examine if there is statistically significant association between the two variables, namely, decision making practices in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making for the organisations and Organisational Climate are independent. Therefore it can be concluded that Decision Making Practices may or may not have an effect on its Organisational Climate (OC).

### **Type of Organisation and Issues and Problems Management Mechanism**

The Organisational Climate of types of organisations may have association with the Issues and Problem Management Mechanism in the organisation.

Therefore, the data relating to organisation climate of the organisations for the issues and problems Management Mechanism were cross tabulated and the results are presented in table 6.20.

**Table 6.20**

### **Type of Organisation and Issues and Problems Management Mechanism**

Type of Organization	Issues and Problem Management Mechanism			Total
	Poor	Average	Good	
Residential	43 (28)	95 (61)	17 (11)	155(100)
Non Residential	31 (28)	63 (57)	17 (15)	111(100)
Total	74	158	34	266

Chi-square = 1.181    df=2    p=.554

Table 6.20 shows that, comparatively, Non Residential organisations have good (15 per cent) scores for Issues and Problem Management Mechanism, Rather than Residential Organisations. To examine if there is statistically significant association between the two variables, namely, issues and problem management mechanism in the types of organisation and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Issues and Problem Management Mechanism for the organisations and Organisational Climate are independent. Therefore it can be concluded that Issues and Problem Management Mechanism may or may not have an effect on its Organisational Climate (OC).

## Type of Special school and its Management Rewards System

The Organisational Climate of types of special school may have association with the Management Rewards in the organisation. Therefore, the data relating to organisation climate of the Schools for the Management rewards were cross tabulated and the results are presented in Table 6.21.

**Table 6.21**

### Type of Special school and its Management Rewards System

Type of Special School	Management Rewards			Total
	Poor	Average	Good	
Mentally Handicapped	49(39.8)	56(45.5)	18(14.6)	123(100)
Physically Handicapped	51(35.7)	62 (43.4)	30 (21.0)	143(100)
Total	100	118	48	266

Chi-square = 1.852      df=8      p= .392

Table 6.21 shows that, comparatively, Schools for Physically Challenged 30 (21 per cent) have good amount of management rewards than the schools offering special education in the mentally challenged . The Physically Challenged category comprises of those with Visual disability, hearing impaired and any other Physical deformity. To examine if there is statistically significant association between the two variables, namely, management rewards in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisations and Organisational Climate are independent. Therefore it can be concluded that management rewards may or may not have an effect on its Organisational Climate (OC).

### Type of Special School and Emphasize on Innovative Practices

The Organisational Climate of types of special school may have association with the Innovative Practices in the organisation. Therefore, the data relating to organisation climate of the Schools for the Innovative practices were cross tabulated and the results are presented in table 6.22.

**Table 6.22**

#### Type of Special school and Emphasize on Innovative Practices

Type of Special School	Innovative practices			Total
	Poor	Average	Good	
Mentally Challenged	49 (39.8)	51(41.5)	23(18.7)	123(100)
Physically Challenged	59(41.3)	60(42.0)	24(16.8)	143(100)
Total	108	111	47	266

Chi-square = 0.174    df=2    p=0.917

Table 6.22 shows that, comparatively, schools working in the area of special education for Physically Challenged 60(42 per cent) have good amount of emphasize on innovative practices than the Mentally Challenged group. To examine if there is statistically significant association between the two variables, namely, innovative practices in the types of special and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the schools and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).



### Type of school and its communication practices

The Organisational Climate of types of special school may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the Schools for the communication practices were cross tabulated and the results are presented in table 6.23.

**Table 6.23**

#### Type of school and its Communication Practices

Type of Special School	Communication Practices			Total
	Poor	Average	Good	
Mentally Challenged	54(43.9)	43 (35)	26 (21.1)	123(100)
Physically Challenged	62 (43.4)	45 (31.5)	36 (25.2)	143(100)
Total	116	88	62	266

Chi-square = 0.710 df=2 p=0.701

Table 6.23 shows that, comparatively, schools working in special education for the Physically challenged 36(25.2 per cent ) have better score for communication practices compared to Mentally Challenged .To examine if there is statistically significant association between the two variables, namely, communication practices in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the schools and Organisational Climate are independent. Therefore it can be concluded that communication may or may not have an effect on its Organisational Climate (OC).

### Type of School and its Interpersonal Relationship

The Organisational Climate of types of special school may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the Schools for the interpersonal relationships were cross tabulated and the results are presented in table 6.24.

**Table 6.24**

### Type of School and its Interpersonal Relationship

Type of Special School	Interpersonal Relationships			Total
	Poor	Average	Good	
Mentally Challenged	47(38.2)	59 (48)	17(13.8)	123(100)
Physically Challenged	35 (24.5)	72 (50.3)	36(25.2)	143(100)
Total	82	131	53	266

Chi-square = 8.401    df=2    p=0.015

Table 6.24 shows that, comparatively, schools working in the area physically challenged 36(25.2 per cent) find good interpersonal relationships within the school compared to the other special school working in the area of Mentally Challenged. To examine if there is statistically significant association between the two variables, namely, Interpersonal Relationship in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationships for the schools and Organisational Climate are dependent. Therefore it can be concluded that interpersonal relationships have an effect on its Organisational Climate (OC).

### Type of Special School and its Supervision

The Organisational Climate of types of special school may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the Schools for the supervision were cross tabulated and the results are presented in Table 6.25.

**Table 6.25**

### Type of Special School and its Supervision

Type of Special School	Supervision			Total
	Poor	Average	Good	
Mentally Challenged	41 (33.3)	66 (53.7)	16(13.0)	123(100)
Physically Challenged	37 (25.9)	77 (53.8)	29 (20.3)	143(100)
Total	78	143	45	266

Chi-square = 3.322    df=2    p=0.190

Table 6.25 shows that, comparatively, schools working in the area of Physically Challenged 29(20.3 per cent) have good amount of Supervision within the school .To examine if there is statistically significant association between the two variables, namely, Supervision in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Supervision for the schools and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

### Type of Special School and its Orientation within the Organization

The Organisational Climate of types of special school may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the Schools for the orientation were cross tabulated and the results are presented in table 6.26.

**Table 6.26**

### Type of Special School and its Orientation within the Organization

Type of Special School	Orientation		Total
	Poor	Average	
Mentally Challenged	44(43.1)	58(56.9)	102(100)
Physically Challenged	33 (32.4)	69 (67.6)	102(100)
Total	77	127	204

Chi-square = 2.524    df=3    p=0.112

Table 6.26 shows that, comparatively, schools working for Physically Challenged 69(67.6 per cent) find average amount of orientation within the organization than the Schools for mentally challenged. To examine if there is statistically significant association between the two variables, namely, orientation in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the schools and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Type of Special School and level of Trust within the Organisation

The Organisational Climate of types of special school may have association with the Level of trust in the organisation. Therefore, the data relating to organisation climate of the Schools for the Level of trust were cross tabulated and the results are presented in table 6.27.

**Table 6.27**

#### Type of Special School and level of Trust within the Organisation

Type of Special School	Trust within the Organization			Total
	Poor	Average	Good	
Mentally Challenged	56 (45.5)	45(36.6)	22(17.9)	123(100)
Physical Challenged	48 (33.6)	63(44.1)	32 (22.4)	143(100)
Total	104	108	54	266

Chi-square = 3.986    df=2    p=0.136

Table 6.27 shows that, comparatively, schools working for Physically challenged 32(22.4 per cent) find good amount of trust within the school, than the ones for Mentally Challenged. To examine if there is statistically significant association between the two variables, namely, level of trust in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the schools and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

### Special School and its Decision Making Practices

The Organisational Climate of types of special school may have association with the Decision making practices in the organisation. Therefore, the data relating to organisation climate of the Schools for the decision making practices were cross tabulated and the results are presented in Table 6.28.

**Table 6.28**

**Special School and its Decision Making Practices**

Type of Special School	Decision Making Practices of the Organization			Total
	Poor	Average	Good	
Mentally Challenged	60 (48.8)	48 (39)	15 (12.2)	123(100)
Physically Challenged	65 (45.5)	55 (38.5)	23 (16.1)	143(100)
Total	125	103	38	266

Chi-square = 0.861    df=2    p=0.650

Table 6.28 shows that, comparatively, schools working in the area Physically Challenged 23 (16.1 per cent) find good decision making practices within the school, than the other special schools working in the area of Mentally Challenged .To examine if there is statistically significant association between the two variables, namely, decision making practices in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making for the schools and Organisational Climate are independent. Therefore it can be concluded that decision making may or may not have an effect on its Organisational Climate (OC).

### Special School and its Issues and Problem Management Mechanism

The Organisational Climate of types of special school may have association with the Issues and problem management mechanism in the organisation. Therefore, the data relating to organisation climate of the Schools for the issues and problem management mechanism were cross tabulated and the results are presented in Table 6.29.

**Table 6.29**

#### Special School and its Issues and Problem Management Mechanism

Type of Special School	Problem Management			Total
	Poor	Average	Good	
Mentally Challenged	44(35.8 )	66 (53.7)	13 (10.6)	123(100)
Physically Challenged	30 (21)	92 (64.3)	21 (14.7)	143(100)
Total	74	158	34	266

Chi-square = 7.347    df=2    p=0.025

Table 6.29 shows that, comparatively, schools working for physically challenged 21(14.7 per cent) find good amount of issues and problem management mechanism within the school, than schools working for mentally challenged .To examine if there is statistically significant association between the two variables, namely, Issues and problem management mechanism in the types of special schools and Organisational Climate Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is issues and problem management mechanism for the schools and Organisational Climate are dependent. Therefore it can be concluded that issues and problem management mechanism have an effect on its Organisational Climate (OC).

## Funding and its Management Reward Mechanism

The Organisational Climate of types of funding for the organisation may have association with the management rewards mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the management reward mechanism were cross tabulated and the results are presented in Table 6.30.

**Table 6.30**

### Funding and its Management Reward Mechanism

Type of Funding	Management Rewards within the Organization			Total
	Poor	Average	Good	
Grant in aid	68 (35)	85 (44)	39 (20)	192(100)
Non-Grant in aid	32 (43)	33 (45)	9 (12)	74(100)
Total	100	118	48	266

Chi-square = 2.838    df=2    p=.242

Table 6.30 shows that, comparatively, Grant in aid schools 39 (20Per cent) find good amount of management rewards than the Non-Grant-in -Aid organizations. To examine if there is statistically significant association between the two variables, namely, management rewards for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management reward mechanism for the organisation funding and Organisational Climate are independent. Therefore it can be concluded that management reward mechanism may or may not have an effect on its Organisational Climate (OC).



### Type of Funding and Innovative Practices carried within Organisation

The Organisational Climate of types of funding for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the innovative practices were cross tabulated and the results are presented in Table 6.31.

**Table 6.31**  
**Type of Funding and Innovative Practices**

Type of Funding	Innovative Practices carried within the Organization			Total
	Poor	Average	Good	
Grant in aid	80 (42)	83 (43)	29 (15)	192
Non-Grant in aid	28 (38)	28 (38)	18 (24)	74
Total	108	111	47	266

Chi-square = 3.135    df=2    p=.209

Table 6.31 shows that, comparatively, Non-Grant-in -Aid schools 18 (24 Per cent) find good amount of innovative practices than the Non-Grant in aid organizations. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation funding and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).

## Type of Funding and Communication Practices

The Organisational Climate of types of funding for the organisation may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the communication practices were cross tabulated and the results are presented in Table 6.32.

**Table 6.32**  
**Type of Funding and Communication Practices**

Type of Funding	Communication Practices			Total
	Poor	Average	Good	
Grant in aid	90 (47)	53(28)	49 (25)	192(100)
Non-Grant in aid	26 (35)	35 (47)	13 (18)	74(100)
Total	116	88	62	266

Chi-square = 9.399 df=2 p=.009

Table 6.32 shows that, comparatively, Grant in aid schools 49 (25Per cent) find good amount of communication practices than the Non-Grant-in -Aid organizations. To examine if there is statistically significant association between the two variables, namely, communication practices for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that communication practices have an effect on its Organisational Climate (OC).

## Type of Funding & Interpersonal Relationships within the Organisation

The Organisational Climate of types of funding for the organisation may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the interpersonal relationship were cross tabulated and the results are presented in Table 6.33.

**Table 6.33**

### Type of Funding and its Interpersonal Relationships

Type of Funding	Interpersonal Relationships			Total
	Poor	Average	Good	
Grant in aid	50 (26)	94 (49)	48 (25)	192(100)
Non-grant in aid	32 (43)	37 (50)	5 (7)	74(100)
Total	82	131	53	266

Chi-square = 14.061 df=2 p=.001

Table 6.33 shows that, comparatively, Grant in aid schools 48 (25Per cent) find good amount of Interpersonal Relationships within the organization than the Non-Grant-in -Aid organizations. To examine if there is statistically significant association between the two variables, namely, interpersonal relationship for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationship for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that interpersonal relationship has effect on its Organisational Climate (OC).

## Type of Funding and Supervision within the Organisation

The Organisational Climate of types of funding for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the supervision were cross tabulated and the results are presented in Table 6.34.

**Table 6.34**

### Type of Funding and Supervision within the Organisation

Type of Funding	Supervision Practices			Total
	Poor	Average	Good	
Grant in aid	48 (25)	107 (56)	37 (19)	192(100)
Non-Grant in aid	30 (40)	36 (49)	8 (11)	74(100)
Total	78	143	45	266

Chi-square = 7.157    df=2    p=.028

Table 6.34 shows that, comparatively, Grant in aid schools 37 (19Per cent) find good amount of Supervision than the Non-Grant-in -Aid organization. To examine if there is statistically significant association between the two variables, namely, Supervision for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that supervision has effect on its Organisational Climate (OC).

## Type of Funding and Orientation within the Organisation

The Organisational Climate of types of funding for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the orientation were cross tabulated and the results are presented in Table 6.35.

**Table 6.35**

### Type of Funding and Orientation within the Organisation

Type of Funding	Level of Orientation		Total
	Poor	Average	
Grant in aid	50 (36)	89(64)	139(100)
Non-grant in aid	27 (42)	38(58)	65(100)
Total	77	127	204

Chi-square = .584    df=1    p=.445

Table 6.35 shows that, comparatively, Grant in aid schools 89 (64Per cent) find average amount of orientation than the Non-Grant-in -Aid organizations. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation funding and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Type of Funding and Level of Trust within the Organisation

The Organisational Climate of types of funding for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the level of trust were cross tabulated and the results are presented in Table 6.36.

**Table 6.36**

#### Type of Funding and Level of Trust within the Organization

Type of Funding	Level of Trust			Total
	Poor	Average	Good	
Grant in aid	63 (33)	80(42)	49 (25)	192(100)
Non-Grant in aid	41 (55)	28(38)	5 (7)	74(100)
Total	104	108	54	266

Chi-square = 16.430 df=2 p=.000

Table 6.36 shows that, comparatively, Grant in aid schools 49 (25 Per cent) find good amount of trust than the Non Grant in organizations. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that level of trust have an effect on its organisational climate (OC).

## Type of Funding and Decision Making Practices

The Organisational Climate of types of funding for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the decision making practices were cross tabulated and the results are presented in Table 6.37.

**Table 6.37**

### Type of Funding and Decision Making Practices

Type of Funding	Trust within the Organization			Total
	Poor	Average	Good	
Grant in aid	85 (44)	83 (43)	24 (13)	192(100)
Non-Grant in aid	40 (54)	20 (27)	14 (19)	74(100)
Total	125	103	38	266

Chi-square = 6.250 df=2 p=.044

Table 6.37 shows that, comparatively, Grant in aid schools 83 (43Per cent) find average amount of decision making practices the Non-Grant-in -Aid organizations. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that decision making practices have an effect on its Organisational Climate (OC).

## Type of Funding and Problem Management Mechanism

The Organisational Climate of types of funding for the organisation may have association with the problem management mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation funding for the problem management mechanism were cross tabulated and the results are presented in Table 6.38.

**Table 6.38**

### Type of Funding and Problem Management Mechanism

Type of Funding	Problem Management Mechanism			Total
	Poor	Average	Good	
Grant in aid	41 (21)	120 (63)	31 (16)	192(100)
Non-Grant in aid	33 (45)	38 (51)	3 (4)	74(100)
Total	74	158	34	266

$$\text{Chi-square} = 17.598 \quad \text{df}=2 \quad \text{p}=.000$$

Table 6.38 shows that, comparatively, Grant in aid schools 120 (63Per cent) find average amount of problem management mechanism the Non-Grant-in -Aid organization. To examine if there is statistically significant association between the two variables, namely, problem management mechanism for the type of organisational funding Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is problem management mechanism for the organisation funding and Organisational Climate are dependent. Therefore it can be concluded that problem management mechanism have an effect on its Organisational Climate (OC).



### Number of Staff and its Management Rewards

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the management rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the management rewards were cross tabulated and the results are presented in Table 6.39.

**Table 6.39**  
**Number of Staff and its Management Rewards**

Number of staff	Management Rewards			Total
	Poor	Average	Good	
Small	13 (25)	27 (51)	13 (24)	53(100)
Big	65 (47)	56 (40)	18 (13)	139(100)
Medium	22 (30)	35 (47)	17 (23)	74(100)
Total	100	118	48	266

$$\text{Chi-square} = 12.144 \quad \text{df}=4 \quad \text{p}=.016$$

Table 6.39 shows that, comparatively, organisations with big 18 (13Per cent) and medium number 17 (23Per cent) of staff have good amount of management rewards than organization which has small staff number. To examine if there is statistically significant association between the two variables, namely, management rewards for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisation staff strength and Organisational Climate are dependent. Therefore it can be concluded that management reward have an effect on its Organisational Climate (OC).

### Number of staff and Innovative Practices within the Organization

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the innovative practices were cross tabulated and the results are presented in Table 6.40.

**Table 6.40**

### Number of staff and Innovative Practices within the Organization

Number of Staff	Innovative Practices			Total
	Poor	Average	Good	
Small	22 (42)	22 (42)	9 (17)	53(100)
Big	51 (37)	66 (47)	22 (16)	139(100)
Medium	35 (47)	23 (31)	16 (22)	74(100)
Total	108	111	47	266

Chi-square = 5.400 df=4 p=.249

Table 6.40 shows that, comparatively, organisations with big 22 (16Per cent) and medium 16 (22Per cent) number of staff find good innovative practices than the organization which has small number of staff. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation staff strength and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).

## Number of Staff and its Communication Pattern

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the communication practices were cross tabulated and the results are presented in Table 6.41.

**Table 6.41**  
**Number of Staff and its Communication Pattern**

Number of Staff	Communication Pattern			Total
	Poor	Average	Good	
Small	22 (42)	17 (32)	14 (26)	53(100)
Big	73 (53)	41 (29)	25 (18)	139(100)
Medium	21 (28)	30 (40)	23 (32)	74(100)
Total	116	88	62	266

Chi-square = 12.148 df=4 p=.016

Table 6.41 shows that, comparatively, organisations with big 25 (18Per cent) and medium 23 (32Per cent) number of staff find good amount of communication pattern than the organization which has small number of staff working in it. To examine if there is statistically significant association between the two variables, namely, communication practices for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisation staff strength and Organisational Climate are dependent. Therefore it can be concluded that communication practices have an effect on its Organisational Climate (OC).

## Number of Staff and its Interpersonal Relationships

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the interpersonal relationship were cross tabulated and the results are presented in Table 6.42.

**Table 6.42**  
**Number of Staff and its Interpersonal Relationships**

Number of staff	Interpersonal Relationships			Total
	Poor	Average	Good	
Small	17 (32)	22(42)	14 (26)	53(100)
Big	39 (28)	74(53)	26 (19)	139(100)
Medium	26 (35)	35(47)	13 (18)	74(100)
Total	82	131	53	266

Chi-square = 3.400 df=4 p=.493

Table 6.42 shows that, comparatively, organisations with big 26 (19Per cent) number of staff find good amount of Interpersonal Relationships than the organisations which have small or medium number of staff working in it. To examine if there is statistically significant association between the two variables, namely, interpersonal relationships for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationships for the organisation staff strength and Organisational Climate are independent. Therefore

it can be concluded that interpersonal relationship may or may not have an effect on its Organisational Climate (OC).

### Number of Staff and its Supervision within the Organisation

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the supervision were cross tabulated and the results are presented in Table 6.43.

**Table 6.43**

**Number of Staff and its Supervision within the Organization**

Number of staff	Supervision			Total
	Poor	Average	Good	
Small	20 (38)	20 (38)	13 (24)	53(100)
Big	41 (29)	80 (58)	18 (13)	139(100)
Medium	17 (23)	43 (58)	14 (19)	74(100)
Total	78	143	45	266

$$\text{Chi-square} = 8.746 \quad \text{df}=4 \quad \text{p}=.068$$

Table 6.43 shows that, comparatively, organisations with big 18 (13Per cent) number find good amount of supervision than the organization which has small or medium number of staff working in it. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation staff strength and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

### Number of Staff and its Orientation towards the Organization

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the orientation were cross tabulated and the results are presented in Table 6.44.

**Table 6.44**

**Number of Staff and its Orientation towards the Organization**

Number of Staff	Orientation		Total
	Poor	Average	
Small	16(39)	25(61)	41(100)
Big	41 (41)	59(59)	100(100)
Medium	20 (32)	43 (68)	63(100)
Total	77	127	204

$$\text{Chi-square} = 1.444 \quad \text{df}=2 \quad \text{p}=.486$$

Table 6.44 shows that, comparatively, organisations with big 59 (59Per cent) and medium 43 (68Per cent) number of staff find average amount of orientation than the organization which has small number of staff working in it . To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation staff strength and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Number of Staff and Level of Trust within the Organization

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the level of trust were cross tabulated and the results are presented in Table 6.45.

**Table 6.45**

**Number of Staff and Level of Trust within the Organisation**

Number of staff	Level of Trust			Total
	Poor	Average	Good	
Small	27 (51)	18 (34)	8 (15)	53(100)
Big	53 (38)	54(39)	32 (23)	139(100)
Medium	24 (32)	36 (49)	14 (19)	74(100)
Total	104	108	54	266

$$\text{Chi-square} = 5.921 \quad \text{df}=4 \quad \text{p}=.205$$

Table 6.45 shows that, comparatively, organisations with big number of staff 32 (23Per cent) find good amount of level of trust within the organization than the organization which has small and medium number of staff working in it. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation staff strength and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).



### Number of Staff and Decision Making Practices

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the decision making practices were cross tabulated and the results are presented in Table 6.46.

**Table 6.46**  
**Number of Staff and Decision Making Practices**

Number of staff	Level of Trust			Total
	Poor	Average	Good	
Small	31 (58)	14 (26)	8 (16)	53(100)
Big	64 (46)	60 (43)	15 (11)	139(100)
Medium	30 (41)	29(39)	15 (20)	74(100)
Total	125	103	38	266

Chi-square = 8.027    df=4    p=.091

Table 6.45 shows that, comparatively, organisations with big 15 (11Per cent) and medium 15 (20Per cent) number of staff have good amount of decision making practices than the organization which has small number of staff working in it. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation staff strength and Organisational Climate are independent. Therefore it can be concluded that decision making practices may or may not have an effect on its Organisational Climate (OC).

## Number of staff and Problem Management Mechanism

The Organisational Climate of types of organisation with specific staff strength for the organisation may have association with the problem management mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with specific staff strength for the problem management mechanism were cross tabulated and the results are presented in Table 6.47.

**Table 6.47**

### Number of staff and Problem Management Mechanism

Number of Staff	Problem Management Mechanism			Total
	Poor	Average	Good	
Small	19 (36)	26 (49)	8 (15)	53(100)
Big	43 (31)	87 (63)	9 (6)	139(100)
Medium	12 (16)	45(61)	17 (23)	74(100)
Total	74	158	34	266

$$\text{Chi-square} = 17.073 \quad \text{df}=4 \quad \text{p}=.002$$

Table 6.46 shows that, comparatively, organisations with medium number of staff 17 (23Per cent) find good amount of problem management mechanism than the organization which has small or big number of staff working in it. To examine if there is statistically significant association between the two variables, namely, problem management mechanism for the type of organisational staff strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is problem management mechanism for the organisation staff

strength and Organisational Climate are dependent. Therefore it can be concluded that decision problem management mechanism have an effect on its Organisational Climate (OC).

### Number of Children and Management Rewards

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the management rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the management rewards were cross tabulated and the results are presented in Table 6.48.

**Table 6.48**

**Number of Children and Management Rewards**

Number of Children	Management Rewards within the Organization			Total
	Poor	Average	Good	
Small	64 (42)	72 (46)	19 (12)	155(100)
Big	36 (32)	46 (42)	29 (26)	111(100)
Total	100	118	48	266

$$\text{Chi-square} = 8.610 \quad \text{df}=2 \quad \text{p}=.014$$

Table 6.48 shows that, comparatively, organisations with big number of children 29 (26Per cent) find good amount of management rewards within the organization than the organization which has small number of children admitted for special education. To examine if there is statistically significant association between the two variables, namely, management rewards for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisation children strength and Organisational Climate are dependent. Therefore it can be concluded that management rewards have an effect on its Organisational Climate (OC).

## Number of Children and Innovative Practices

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the innovative practices were cross tabulated and the results are presented in Table 6.49.

**Table 6.49**  
**Number of Children and Innovative Practices**

Number of Children	Innovative Practices			Total
	Poor	Average	Good	
Small	64 (41)	70(45)	21 (14)	155(100)
Big	44 (40)	41 (37)	26 (23)	111(100)
Total	108	111	47	266

$$\text{Chi-square} = 4.662 \quad \text{df}=2 \quad \text{p}=.097$$

Table 6.49 shows that, comparatively, organisations with big number of children 26 (23Per cent) find good amount of innovative practices within the organization than the organization which has small number of children admitted for special education. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation children strength and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).

### Number of Children and Communication Pattern

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the communication practices were cross tabulated and the results are presented in Table 6.50.

**Table 6.50**

**Number of Children and Communication Pattern**

Number of Children	Communication Pattern			Total
	Poor	Average	Good	
Small	86 (55)	38 (25)	31 (20)	155(100)
Big	30 (27)	50 (45)	31 (28)	111(100)
Total	116	88	62	266

$$\text{Chi-square} = 21.994 \quad \text{df}=2 \quad \text{p}=.000$$

Table 6.50 shows that, comparatively, organisations with big number of children 31 (28Per cent) find good amount of communication pattern than the organization which has small number of children admitted for special education. To examine if there is statistically significant association between the two variables, namely, communication practices for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisation children strength and Organisational Climate are dependent. Therefore it can be concluded that communication practices have an effect on its Organisational Climate (OC).

### Number of children and Interpersonal Relationships

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the interpersonal relationships were cross tabulated and the results are presented in Table 6.51.

**Table 6.51**  
**Number of children and Interpersonal Relationships**

Number of Children	Interpersonal Relationship			Total
	Poor	Average	Good	
Small	43 (28)	76 (49)	36 (23)	155(100)
Big	39 (35)	55 (50)	17 (15)	111(100)
Total	82	131	53	266

Chi-square = 3.182    df=2    p=.204

Table 6.51 shows that, comparatively, organisations with have small number of children 36 (23Per cent) find good amount of interpersonal relationships than the organization which has big number of children admitted for special education. To examine if there is statistically significant association between the two variables, namely, interpersonal relationship for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationship for the organisation children strength and Organisational Climate are independent. Therefore it can be concluded that interpersonal relationship may or may not have an effect on its Organisational Climate (OC).

## Number of children and Supervision within the Organization

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the supervision were cross tabulated and the results are presented in Table 6.52.

**Table 6.52**  
**Number of children and Supervision**

Number of Children	Supervision			Total
	Poor	Average	Good	
Small	48 (31)	82(53)	25 (16)	155(100)
Big	30(27)	61 (55)	20 (18)	111(100)
Total	78	143	45	266

$$\text{Chi-square} = .530 \quad \text{df}=2 \quad \text{p}=.767$$

Table 6.52 shows that, comparatively, organisations with small number of children 25 (16Per cent) find good amount of supervision than the organisations which has big number of children. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation children strength and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).



### Number of children and Orientation within the Organisation

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the orientation were cross tabulated and the results are presented in Table 6.53.

**Table 6.53**  
**Number of children and Orientation**

Number of Children	Orientation		Total
	Poor	Average	
Small	43 (40)	65 (60)	108(100)
Big	34 (35)	62 (65)	96(100)
Total	77	127	204

$$\text{Chi-square} = .418 \quad \text{df}=1 \quad \text{p}=.518$$

Table 6.53 shows that, comparatively, organisations with small number of children 65 (60Per cent) find good amount of orientation within the organization than the organisations which has big number of children. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation children strength and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Number of children and Level of Trust within the Organization

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the level of trust were cross tabulated and the results are presented in Table 6.54.

**Table 6.54**  
**Number of children and Level of Trust within the Organization**

Number of Children	Level of Trust			Total
	Poor	Average	Good	
Small	61 (40)	60 (38)	34 (22)	155(100)
Big	43 (39)	48 (43)	20 (18)	111(100)
Total	104	108	54	266

$$\text{Chi-square} = .823 \quad \text{df}=2 \quad \text{p}=.663$$

Table 6.54 shows that, comparatively, organisations with small number of children 34 (22Per cent) find good amount of trust than the organisations which has big number of children. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation children strength and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

## Number of Children and Decision Making Practices

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the decision making practices were cross tabulated and the results are presented in Table 6.55.

**Table 6.55**  
**Number of Children and Decision Making Practices**

Number of Children	Decision Making Practices			Total
	Poor	Average	Good	
Small	88 (57)	53 (34)	14 (9)	155(100)
Big	37 (33)	50 (45)	24 (22)	111(100)
Total	125	103	38	266

Chi-square = 16.706 df=2 p=.000

Table 6.55 shows that, comparatively, organisations with big number 24 (22Per cent) of children find good amount of decision making practices than the organisations which has small number of children. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation children strength and Organisational Climate are dependent. Therefore it can be concluded that decision making practices have an effect on its Organisational Climate (OC).

### Number of Children and Problem Resolve Management

The Organisational Climate of types of organisation with specific children strength for the organisation may have association with the problem resolve management in the organisation. Therefore, the data relating to organisation climate of the organisation with specific children strength for the problem resolve management were cross tabulated and the results are presented in Table 6.56.

**Table 6.56**

#### Number of Children and Problem Resolve Management

Number of Children	Problem Resolve Management			Total
	Poor	Average	Good	
Small	44 (28)	100 (65)	11 (7)	155(100)
Big	30 (27)	58 (52)	23 (20)	111(100)
Total	74	158	34	266

Chi-square = 11.073 df=2 p=.004

Table 6.56 shows that, comparatively, organisations organisations with big number of children23 (20Per cent) find good amount of problem resolve management practices than the organisations which has small number of children admitted for special education. To examine if there is statistically significant association between the two variables, namely, problem resolve management for the type of organisational children strength Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is problem resolve management for the organisation children strength and Organisational Climate are dependent. Therefore it can be concluded that problem resolve management have an effect on its Organisational Climate (OC).

## Gender of the Employee and Management Rewards

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the management rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the management rewards were cross tabulated and the results are presented in Table 6.57.

**Table 6.57**

### Gender of the Employee and Management Rewards

Gender	Management Rewards			Total
	Poor	Average	Good	
Male	45 (38)	55 (46)	19 (16)	119(100)
Female	55 (37)	63(43)	29 (20)	147(100)
Total	100	118	48	266

Chi-square = .686    df=2    p=.710

Table 6.57 shows that, comparatively, organisations with has more number of female employees 29 (20Per cent) received good amount of management rewards than the male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, management rewards for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that management reward may or may not have an effect on its Organisational Climate (OC).

### Gender of the Employee and Innovative Practices

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the innovative practices were cross tabulated and the results are presented in Table 6.58.

**Table 6.58**

#### Gender of the Employee and Innovative Practices

Gender	Innovative Practices			Total
	Poor	Average	Good	
Male	51 (43)	48 (40)	20 (17)	119(100)
Female	57 (39)	63 (43)	27 (18)	147(100)
Total	108	111	47	266

Chi-square = .461    df=2    p=.794

Table 6.58 shows that, comparatively, organization which has more number of female employees provides 27 (18Per cent) good amounts of innovative practices within the organization than the male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).

## Gender of the Employee and Communication Pattern

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the communication practices were cross tabulated and the results are presented in Table 6.59.

**Table 6.59**  
**Gender of the Employee and Communication Pattern**

Gender	Communication Pattern			Total
	Poor	Average	Good	
Male	59 (50)	31 (26)	29 (24)	119(100)
Female	57(39)	57 (39)	33 (22)	147(100)
Total	116	88	62	266

Chi-square = 5.083 df=2 p=.079

Table 6.59 shows that, comparatively, organisations with more number of female employees find 33 (22 Per cent) good amount of communication pattern within the organization than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, communication practices for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P > 0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that communication practices may or may not have an effect on its Organisational Climate (OC).

## Gender of the Employee and Interpersonal Relationship

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the interpersonal relationships in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the interpersonal relationships were cross tabulated and the results are presented in Table 6.60.

**Table 6.60**  
**Gender of the Employee and Communication Pattern**

Gender	Interpersonal Relationships			Total
	Poor	Average	Good	
Male	43 (36)	51 (43)	25 (21)	119(100)
Female	39 (27)	80 (54)	28 (19)	147(100)
Total	82	131	53	266

Chi-square = 3.880 df=2 p=.144

Table 6.60 shows that, comparatively, organisations with more number 28 (19Per cent) of female employees find good amount of interpersonal relationships within the organization than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, interpersonal relationships for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationship for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that Interpersonal Relationship may or may not have an effect on its Organisational Climate (OC).



## Gender of the Employee and Supervision within the Organisation

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the supervision were cross tabulated and the results are presented in table 6.61.

Table 6.61  
Gender of the Employee and Supervision

Gender	Supervision			Total
	Poor	Average	Good	
Male	35 (29)	64 (54)	20 (17)	119(100)
Female	43 (29)	79 (54)	25 (17)	147(100)
Total	78	143	45	266

Chi-square = .002    df=2    p=.999

Table 6.61 shows that, comparatively, organisations with more number of female employees 25 (17Per cent) find good amount of supervision within the organisations than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

## Gender of the Employee and Orientation within the Organization

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the orientation were cross tabulated and the results are presented in Table 6.62.

**Table 6.62**  
**Gender of the Employee and Orientation**

Gender	Orientation		Total
	Poor	Average	
Male	37 (41)	53 (59)	90(100)
Female	40 (35)	74 (65)	114(100)
Total	77	127	204

Chi-square = .777    df=1    p=.378

Table 6.62 shows that, comparatively, organisations with more number of female employees 74 (65Per cent) find average level of orientation within the organization than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Gender of the Employee and level of Trust within the Organisation

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the Level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the level of trust were cross tabulated and the results are presented in Table 6.63.

**Table 6.63**

### Gender of the Employee and level of Trust within the Organisation

Gender	Level of Trust			Total
	Poor	Average	Good	
Male	51 (43)	44 (37)	24(20)	119(100)
Female	53 (36)	64 (44)	30 (20)	147(100)
Total	104	108	54	266

Chi-square = 1.478    df=2    p=.478

Table 6.63 shows that, comparatively, organisations with more number of female employees 30 (20Per cent) find good amount of trust within the organization than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

### Gender of the Employee and Decision Making Practices

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the decision making in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the decision making practices were cross tabulated and the results are presented in Table 6.64.

**Table 6.64**  
**Gender of the Employee and Decision Making Practices**

Gender	Decision Making Practices			Total
	Poor	Average	Good	
Male	60 (50)	47 (39)	12(11)	119(100)
Female	65 (44)	56 (38)	26 (18)	147(100)
Total	125	103	38	266

Chi-square = 3.233 df=2 p=.199

Table 6.64 shows that, comparatively, organisations with more number of female employees 26 (18Per cent) find good amount of decision making practice than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that decision making practices may or may not have an effect on its Organisational Climate (OC).

## Gender of the Employee and Problem Management Mechanism

The Organisational Climate of types of organisation with gender classification for the organisation may have association with the problem Management Mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with classified gender for the problem management mechanism were cross tabulated and the results are presented in Table 6.65.

**Table 6.65**

### Gender of the Employee and Problem Management Mechanism

Gender	Problem Management mechanism			Total
	Poor	Average	Good	
Male	36(30)	71 (60)	12 (10)	119(100)
Female	38 (26)	87 (59)	22 (15)	147(100)
Total	74	158	34	266

Chi-square = 1.687    df=2    p=.430

Table 6.65 shows that, comparatively, that organisations with more number of female employees find 22 (15Per cent) good amount of problem management mechanism within the organization than male employee working in the organization. To examine if there is statistically significant association between the two variables, namely, problem management mechanism for the type of organisational classified gender Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is problem management mechanism for the organisation with classified gender category and Organisational Climate are independent. Therefore it can be concluded that problem management mechanism may or may not have an effect on its Organisational Climate (OC).

## Age Group of the Employees and Management Rewards Mechanism

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the management rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the management rewards were cross tabulated and the results are presented in Table 6.66.

**Table 6.66**

### Age Group of the Employees and Management Rewards Mechanism

Age Group	Management Rewards Mechanism			Total
	Poor	Average	Good	
Young	15 (34)	21 (48)	8 (18)	44(100)
Middle	50 (37)	65 (48)	21 (15)	136(100)
Old	35 (41)	32(37)	19 (22)	86(100)
Total	100	118	48	266

Chi-square = 3.147    df=4    p=.534

Table 6.66 shows that, comparatively, that organization with more number of middle aged employees 21 (15Per cent) find good amount of management rewards mechanism than employee belonging old and young age group. To examine if there is statistically significant association between the two variables, namely, management rewards for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management rewards for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that management rewards may or may not have an effect on its Organisational Climate (OC).

### Age Group of the Employees and Innovative Practices

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the innovative practices were cross tabulated and the results are presented in Table 6.67.

**Table 6.67**

**Age Group of the Employees and Innovative Practices**

Age Group	Innovative Practices carried out			Total
	Poor	Average	Good	
Young	16 (36)	20 (46)	8 (18)	44(100)
Middle	53 (39)	61 (45)	22 (16)	136(100)
Old	39 (45)	30 (35)	17 (20)	86(100)
Total	108	111	47	266

Chi-square = 2.584 df=4 p=.630

Table 6.67 shows that, comparatively, that organisations with more number of middle aged employees 22 (16Per cent) find good amount of innovative practices carried out within the organization than the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that innovative practices may or may not have an effect on its Organisational Climate (OC).

### Age Group of the Employees and Communication Pattern

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the communication practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the communication practices were cross tabulated and the results are presented in Table 6.68.

**Table 6.68**

**Age Group of the Employees and Communication Pattern**

Age Group	Communication Pattern			Total
	Poor	Average	Good	
Young	17(39)	19 (43)	8 (18)	44(100)
Middle	69 (51)	38 (28)	29 (21)	136(100)
Old	30(35)	31 (36)	25 (29)	86(100)
Total	116	88	62	266

Chi-square = 7.957 df=4 p=.093

Table 6.68 shows that, comparatively, that organisations with more number of middle aged employees 29 (21Per cent) find good amount of communication pattern than the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, communication practices for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is communication practices for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that communication practices may or may not have an effect on its Organisational Climate (OC).



## Age Group of the Employees and Interpersonal Relationships

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the interpersonal relationship in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the interpersonal relationship were cross tabulated and the results are presented in Table 6.69.

**Table 6.69**

### Age Group of the Employees and Interpersonal Relationships

Age Group	Interpersonal Relationship			Total
	Poor	Average	Good	
Young	12 (27)	23 (52)	9 (21)	44(100)
Middle	36 (26)	71 (52)	29 (22)	136(100)
Old	34 (40)	37 (43)	15 (17)	86(100)
Total	82	131	53	266

Chi-square = 4.539 df=4 p=.338

Table 6.69 shows that, comparatively, that organisations organisations with more number of middle age group of the employee 29 (22Per cent) find good amount of interpersonal relationships within the organization than the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, interpersonal Relationship for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationship for the organisation with classified age category and Organisational Climate are independent. Therefore it

can be concluded that interpersonal relationship may or may not have an effect on its Organisational Climate (OC).

### Age Group of Employees and supervision Pattern

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the supervision were cross tabulated and the results are presented in Table 6.70.

**Table 6.70**  
**Age Group of Employees and supervision Pattern**

Age Group	Supervision Pattern			Total
	Poor	Average	Good	
Young	13 (30)	24 (54)	7 (16)	44(100)
Middle	35 (26)	79 (58)	22 (16)	136(100)
Old	30 (35)	40(46)	16 (19)	86(100)
Total	78	143	45	266

Chi-square = 3.039 df=4 p=.551

Table 6.70 shows that, comparatively, that organisations with more number of middle age group of the employee 22 (16Per cent) find good amount supervision pattern within the organization than the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation with classified age category and Organisational Climate are independent.

Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).

## Age Group of the Employees and Orientation within the Organisation

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the orientation were cross tabulated and the results are presented in Table 6.71.

**Table 6.71**  
**Age Group of the Employees and Orientation**

Age Group	Level of Orientation		Total
	Poor	Average	
Young	16 (46)	19 (54)	35(100)
Middle	36 (36)	63 (64)	99(100)
Old	25 (36)	45 (64)	70(100)
Total	77	127	204

Chi-square = 1.149    df=2    p=.563

Table 6.71 shows that, comparatively, organisations with more number of middle age group 63 (64Per cent) of employee find good orientation within the organization than the employees belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Age Group of the Employees and Level of Trust

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the level of trust were cross tabulated and the results are presented in Table 6.72.

**Table 6.72**  
**Age Group of the Employees and Level of Trust**

Age Group	Level of Trust			Total
	Poor	Average	Good	
Young	20 (45)	17 (39)	7 (16)	44(100)
Middle	50 (37)	56 (41)	30 (22)	136(100)
Old	34 (40)	35 (41)	17 (19)	86(100)
Total	104	108	54	266

Chi-square =1.339 df=4 p=0.855

Table 6.72 shows that, comparatively, organisations with more number of middle age group 30 (22Per cent) employee find good amount of trust within the organization the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

## Age Group of the Employees and Decision Making Practices

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the decision making practices were cross tabulated and the results are presented in Table 6.73.

**Table 6.73**

### Age Group of the Employees and Decision Making Practices

Age Group	Decision Making Practice			Total
	Poor	Average	Good	
Young	20 (45)	20 (45)	4 (10)	44(100)
Middle	65 (48)	52 (38)	19 (14)	136(100)
Old	40 (46)	31 (36)	15 (18)	86(100)
Total	125	103	38	266

Chi-square =2.168    df=4    p=0.705

Table 6.73 shows that, comparatively, organisations with more number of middle age group 19 (14Per cent) of employees find good amount of decision making practice within the organization than the employee belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation with classified age category and Organisational Climate are independent. Therefore it can be concluded that decision making practices may or may not have an effect on its Organisational Climate (OC).

## Age Group of the Employees and Problem Management Mechanism

The Organisational Climate of types of organisation with Age group classification for the organisation may have association with the Problem management Mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with classified age group for the problem management mechanism were cross tabulated and the results are presented in Table 6.74.

**Table 6.74**

### Age Group of the Employees and Problem Management Mechanism

Age Group	Problem Management Mechanism			Total
	Poor	Average	Good	
Young	20 (45)	21 (48)	3(7)	44
Middle	30 (22)	89 (65)	17 (13)	136
Old	24 (28)	48 (56)	14 (16)	86
Total	74	158	34	266

Chi-square =10.628 df=4 p=0.031

Table 6.74 shows that, comparatively, organisations with more number of middle age group of the employee 17 (13Per cent) find good amount of problem management mechanism than the employees belonging to an old and young age group. To examine if there is statistically significant association between the two variables, namely, Problem management Mechanism for the type of organisational classified age group Chi-square test was administered. The result of the test show that association between two variables is significant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Problem management Mechanism for the organisation with classified age category and



Organisational Climate are dependent. Therefore it can be concluded that Problem management mechanism may have an effect on its Organisational Climate (OC).

## Level of Work Experience and Management Rewards

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the Management Rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the management Rewards were cross tabulated and the results are presented in Table 6.75

**Table 6.75**

### Level of Work Experience and Management Rewards

Level of Work Experience	Management Rewards			Total
	Poor	Average	Good	
Low	15 (28)	30 (57)	8 (15)	53(100)
Moderate	55 (39)	60 (43)	25 (18)	140(100)
High	30 (41)	28 (38)	15 (21)	73(100)
Total	100	118	48	266

Chi-square =4.529    df=4    p=0.339

Table 6.75 shows that, comparatively, organisations with more number of employees with moderate work experience 25 (18Per cent) find good amount of management rewards than the employee having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, Management Rewards for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Management rewards for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that Management Rewards may or may not have an effect on its Organisational Climate (OC).

## Level of Work Experience and Innovative Practices

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the Innovative Practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the Innovative Practices were cross tabulated and the results are presented in Table 6.76.

**Table 6.76**

### Level of Work Experience and Innovative Practices

Level of Work Experience	Innovative Practices			Total
	Poor	Average	Good	
Low	23 (43)	19 (36)	11 (21)	53(100)
Moderate	57 (41)	62(44)	21 (15)	140(100)
High	28 (38)	30 (41)	15 (21)	73(100)
Total	108	111	47	266

Chi-square =2.051    df=4    p=0.726

Table 6.76 shows that, comparatively, organisations with more number of employees with moderate level of work experience 21 (15Per cent) carried out good amount of innovative practices within the organization than the employees having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, Innovative Practices for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Innovative Practices for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that Innovative Practices may or may not have an effect on its Organisational Climate (OC).

### Level of Work Experience and Communication Pattern

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the communication Practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the communication Practices were cross tabulated and the results are presented in Table 6.77.

**Table 6.77**

**Level of Work Experience and Communication Pattern**

Level of Work Experience	Communication Pattern			Total
	Poor	Average	Good	
Low	15 (28)	24 (45)	14 (27)	53(100)
Moderate	71 (51)	38(27)	31 (22)	140(100)
High	30 (41)	26 (36)	17 (23)	73(100)
Total	116	88	62	266

Chi-square =8.895    df=4    p=0.064

Table 6.77 shows that, comparatively, organisations with more number of employees with moderate level of work experience 31 (22Per cent) find good amount of communication pattern within the organization than the employee having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, communication Practices for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is communication Practices for the

organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that Communication Practices may or may not have an effect on its Organisational Climate (OC).

### Level of Work Experience and Interpersonal Relationships

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the Interpersonal Relationships in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the Interpersonal Relationships were cross tabulated and the results are presented in Table 6.78.

**Table 6.78**

**Level of Work Experience and Interpersonal Relationships**

Level of Work Experience	Communication Pattern			Total
	Poor	Average	Good	
Low	19 (36)	30 (57)	4 (7)	53(100)
Moderate	37 (26)	66 (48)	37 (26)	140(100)
High	26 (36)	35 (48)	12 (16)	73(100)
Total	82	131	53	266

Chi-square =10.082 df=4 p=0.039

Table 6.78 shows that, comparatively, organisations with more number of employees with moderate level of work experience 37 (26Per cent) find good amount of interpersonal relationships within the organization than the employees having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, Interpersonal Relationship for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is significant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Interpersonal Relationship for the organisation with classified work experience categories and Organisational

Climate are dependent. Therefore it can be concluded that Interpersonal Relationship may have an effect on its Organisational Climate (OC).

## Level of Work Experience and Supervision Pattern

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the supervision were cross tabulated and the results are presented in Table 6.79.

**Table 6.79**

### Level of Work Experience and Supervision Pattern

Level of Work Experience	Supervision Pattern			Total
	Poor	Average	Good	
Low	15 (28)	30 (57)	8 (15)	53(100)
Moderate	35 (25)	78 (56)	27 (19)	140(100)
High	28 (38)	35 (48)	10 (14)	73(100)
Total	78	143	45	266

Chi-square =4.596    df=4    p=0.331

Table 6.79 shows that, comparatively, that organisations with more number of employees with moderate 27 (19Per cent) level of work experience find good amount of supervision within the organization than the employee having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that supervision may or may not have an effect on its Organisational Climate (OC).



## Level of Work Experience and Level of Orientation within Organisation

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the orientation were cross tabulated and the results are presented in Table 6.80.

**Table 6.80**

### Level of Work Experience and Level of Orientation

Level of Work Experience	Level of Orientation within the Organization		Total
	Poor	Average	
Low	22 (50)	22 (50)	44(100)
Moderate	38(37)	65 (63)	103(100)
High	17 (30)	40 (70)	57(100)
Total	77	127	204

Chi-square =4.366    df=2    p=0.113

Table 6.80 shows that, comparatively, organisations with more number of employees with moderate level 65 (63Per cent) of work experience find good amount of orientation level than the employees having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

## Level of Work Experience and Level of Trust within the Organisation

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the level of trust were cross tabulated and the results are presented in Table 6.81.

**Table 6.81**  
**Level of Work Experience and Level of Trust**

Level of Work Experience	Level of Trust			Total
	Poor	Average	Good	
Low	23 (43)	25 (47)	5 (9)	53(100)
Moderate	51 (36)	53 (38)	36 (26)	140(100)
High	30 (41)	30 (41)	13 (18)	73(100)
Total	104	108	54	266

Chi-square =6.735    df=4    p=0.151

Table 6.81 shows that, comparatively, organisations with more number of employees with moderate 36 (26Per cent) level of work experience find good amount of trust within the organization than the employees having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

## Level of Work Experience and Decision Making Practices

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the decision making in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the decision making were cross tabulated and the results are presented in Table 6.82.

**Table 6.82**

### Level of Work Experience and Decision Making Practices

Level of Work Experience	Decision Making Practices			Total
	Poor	Average	Good	
Low	28 (53)	15 (28)	10 (19)	53(100)
Moderate	63(45)	61 (44)	16 (11)	140(100)
High	34 (46)	27 (38)	12 (16)	73(100)
Total	125	103	38	266

Chi-square =4.714    df=4    p=0.318

Table 6.82 shows that, comparatively, that organisations with more number of employees with moderate level of work experience 16 (11Per cent) find good amount of decision making practice within the organization than the employee having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Decision Making practices for the organisation with classified work experience categories and Organisational Climate are independent. Therefore it can be concluded that decision making practices may or may not have an effect on its Organisational Climate (OC).

## Level of Work Experience and Problem Management Mechanism

The Organisational Climate of types of organisation with Work experience of the employees for the organisation may have association with the problem management Mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with classified work experience of the employees for the problem management were cross tabulated and the results are presented in Table 6.83.

**Table 6.83**

### Level of Work Experience and Problem Management Mechanism

Level of Work Experience	Problem Management Mechanism			Total
	Poor	Average	Good	
Low	24 (45)	22 (42)	7 (13)	53(100)
Moderate	29 (21)	96 (68)	15 (11)	140(100)
High	21 (29)	40(55)	12 (16)	73(100)
Total	74	158	34	266

Chi-square =14.713 df=4 p=0.005

Table 6.83 shows that, comparatively, organisations with more number of employees with moderate level of work experience 15 (11Per cent) find good amount of problem management mechanism within the organization than the employee having high or low level of work experience. To examine if there is statistically significant association between the two variables, namely, Problem management Mechanism for the type of organisational classified by the work experience of the employees Chi-square test was administered. The result of the test show that association between two variables is significant ( $P < 0.05$ ). In other words, it can be concluded that both the variables, that is Problem Management Mechanism for the organisation with classified work experience categories and Organisational Climate are dependent. Therefore it can be concluded that decision Problem Management Mechanism have an effect on its Organisational Climate (OC).

### Level of Education of Employees and Management Rewards Mechanism

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the management Rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the Management Rewards were cross tabulated and the results are presented in Table 6.84.

**Table 6.84**

#### Level of Education of Employees and Management Rewards Mechanism

Level of Education of the Employee	Management Rewards Mechanism			Total
	Poor	Average	Good	
Up To Higher Secondary	28 (44)	29 (46)	6 (10)	63(100)
Graduation	53 (37)	63 (44)	27 (19)	143(100)
Post graduation	19 (32)	26 (43)	15 (25)	60(100)
Total	100	118	48	266

Chi-square =5.614    df=4    p=0.230

Table 6.84 shows that, comparatively, organisations with employees having education up to graduation level 27 (19Per cent) find good amount of management rewards within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, Management Rewards for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management Rewards for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that decision management rewards may or may not have an effect on its Organisational Climate (OC).

## Level of Education of the Employees and Innovative Practices

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the Innovative Practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the Innovative Practices were cross tabulated and the results are presented in Table 6.85.

**Table 6.85**

### Level of Education of the Employees and Innovative Practices

Level of Education of the Employee	Innovative Practices			Total
	Poor	Average	Good	
Up To Higher Secondary	24(38)	29 (46)	10 (16)	63(100)
Graduation	54(38)	63 (44)	26 (18)	143(100)
Post Graduation	30(50)	19(32)	11 (18)	60(100)
Total	108	111	47	266

Chi-square =3.759 df=4 p=0.440

Table 6.85 shows that, comparatively, organisations with employees having education up to Graduation level 26 (18Per cent) find good amount of innovative practices carried out within the organization than the employee having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, Innovative practices for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Innovative Practices for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that Innovative Practices may or may not have an effect on its Organisational Climate (OC).

## Level of Education of the Employees and Communication Pattern

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the communication pattern in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the Communication Pattern were cross tabulated and the results are presented in Table 6.86.

**Table 6.86**

### Level of Education of the Employees and Communication Pattern

Level of Education of the Employee	Communication Pattern			Total
	Poor	Average	Good	
Up To Higher secondary	33 (52)	24 (38)	6(10)	63(100)
Graduation	63 (44)	35 (25)	45 (31)	143(100)
Post graduation	20 (34)	29 (48)	11 (18)	60(100)
Total	116	88	62	266

Chi-square =20.328 df=4 p=0.000

Table 6.86 shows that, comparatively, organisations with employees having education up to Graduation level 45 (31Per cent) find good amount of communication pattern within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, communication pattern for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is Communication Pattern for the organisation with respondents qualification categories and Organisational Climate are dependent. Therefore it can be concluded that Communication Pattern have an effect on its Organisational Climate (OC).

### Level of Education of the Employees and Interpersonal Relationships

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the Interpersonal Relationship in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the Interpersonal Relationship were cross tabulated and the results are presented in Table 6.87.

**Table 6.87**

#### Level of Education of the Employees and Interpersonal Relationships

Level of Education	Interpersonal Relationships			Total
	Poor	Average	Good	
Up To Higher secondary	25 (40)	29 (46)	9 (14)	63(100)
Graduation	36 (25)	76 (53)	31 (22)	143(100)
Post graduation	21 (35)	26 (43)	13 (22)	60(100)
Total	82	131	53	266

Chi-square =5.741    df=4    p= 0.219

Table 6.87 shows that, comparatively, organisations with employees having education up to Graduation level find 31 (22Per cent) good amount of interpersonal relationships within the organization than the employee having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, interpersonal Relationship for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Interpersonal Relationship for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that Interpersonal Relationship May or May not have an effect on its Organisational Climate (OC).



## Level of Education of the Employees and Supervision practices

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the supervision were cross tabulated and the results are presented in Table 6.88.

**Table 6.88**

### Level of Education of the Employees and Supervision practices

Level of Education	Supervision Practices			Total
	Poor	Average	Good	
Up To Higher secondary	22 (35)	36 (57)	5 (8)	63
Graduation	41 (29)	79 (55)	23 (16)	143
Post graduation	15 (25)	28 (47)	17 (28)	60
Total	78	143	45	266

Chi-square =9.515    df=4    p=0.049

Table 6.88 shows that, comparatively, organisations with employees having education up to Graduation level 23 (16Per cent) find good amount of supervision practices within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, Supervision for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is significant ( $P<0.05$ ). In other words, it can be concluded that both the variables, that is Supervision for the organisation with respondents qualification categories and Organisational Climate are dependent. Therefore it can be concluded that Supervision have an effect on its Organisational Climate (OC).

## Level of Education of the Employees and level of Orientation

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the orientation were cross tabulated and the results are presented in Table 6.89.

**Table 6.89**

### Level of Education of the Employees and level of Orientation

Level of Education	Level of Orientation		Total
	Poor	Average	
Up To Higher secondary	25 (50)	25 (50)	50(100)
Graduation	34 (32)	71 (68)	105(100)
Post graduation	18 (37)	31 (63)	49(100)
Total	77	127	204

Chi-square =4.503    df=2    p=0.105

Table 6.89 shows that, comparatively, organisations with employees having education up to Graduation level 71 (68Per cent) find good amount of orientation within the organization than the employee having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

## Level of Education of the Employees and Level of Trust

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the level of trust were cross tabulated and the results are presented in table 6.90.

**Table 6.90**

### Level of Education of the Employees and Level of Trust

Level of Education	Level of Trust			Total
	Poor	Average	Good	
Up To Higher secondary	33(52)	21 (34)	9(14)	63(100)
Graduation	46(32)	62 (44)	35 (24)	143(100)
Post graduation	25(42)	25 (42)	10 (16)	60(100)
Total	104	108	54	266

Chi-square =8.545    df=4    p=0.074

Table 6.90 shows that, comparatively, organisations with employees having education up to Graduation level 35 (24Per cent) find good amount of level of trust within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is level of trust for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

## Level of Education of the Employees and Decision Making Practices

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the decision making practices were cross tabulated and the results are presented in table 6.91.

**Table 6.91**

### Level of Education of the Employees and Decision Making Practices

Level of Education	Decision Making Practices			Total
	Poor	Average	Good	
Up To Higher secondary	37 (59)	19 (30)	7 (11)	63(100)
Graduation	60 (42)	62 (43)	21 (15)	143(100)
Post Graduation	28 (47)	22 (37)	10 (16)	60(100)
Total	125	103	38	266

Chi-square =5.370 df=4 p=0.251

Table 6.91 shows that, comparatively, organisations with employees having education up to Graduation level 21 (15Per cent) find good amount of decision making practices within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that decision making may or may not have an effect on its Organisational Climate (OC).

### Employees Level of Education & Problem Management Mechanism

The Organisational Climate of types of organisation with educational qualification of the employees for the organisation may have association with the Problem Management Mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with classified qualification of the employees for the Problem Management Mechanism were cross tabulated and the results are presented in table 6.92.

**Table 6.92**

#### Employees Level of Education & Problem Management Mechanism

Level of education	Problem Management Mechanism			Total
	Poor	Average	Good	
Up To Higher secondary	37 (59)	19 (30)	7 (11)	63(100)
Graduation	60 (42)	62 (43)	21 (15)	143(100)
Post graduation	28 (47)	22 (37)	10 (16)	60(100)
Total	125	103	38	266

Chi-square =11.176 df=4 p= 0.251

Table 6.92 shows that, comparatively, organisations with employees having education up to Graduation level 21 (15Per cent) find good amount of problem management mechanism within the organization than the employees having education up to Higher Secondary and Post Graduation level. To examine if there is statistically significant association between the two variables, namely, Problem Management Mechanism for the type of organisational classified by the Qualification of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Problem Management Mechanism for the organisation with respondents qualification categories and Organisational Climate are independent. Therefore it can be concluded that

Problem Management Mechanism may or may not have an effect on its Organisational Climate (OC).

## Caste Category of the Employees and Management Rewards

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the Management Rewards in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the Management Rewards were cross tabulated and the results are presented in table 6.93.

**Table 6.93**

### Caste Category of the Employees and Management Rewards

Cast Category	Management Rewards			Total
	Poor	Average	Good	
Open	52 (40)	53 (41)	24 (19)	129(100)
OBC and SBC	17 (32)	25(47)	11 (21)	53(100)
SC, ST and NT	31 (37)	40(48)	13 (15)	84(100)
Total	100	118	48	266(100)

Chi-square =1.846    df=4    p=0.764

Table 6.93 shows that, comparatively, that organisations with employees belonging open caste category 24 (19Per cent) find good amount of management rewards within the organization than the employee belonging to OBC and SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, management Rewards for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is management Rewards for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that Management Rewards may or may not have an effect on its Organisational Climate (OC).

### Caste Category of the Employees and Innovative Practices

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the innovative practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the Innovative Practices were cross tabulated and the results are presented in table 6.94.

**Table 6.94**  
**Caste Category of the Employees and Innovative Practices**

Cast Category	Innovative Practices			Total
	Poor	Average	Good	
Open	52 (40)	53 (41)	24 (19)	129(100)
OBC and SBC	18 (34)	26 (49)	9 (17)	53(100)
SC, ST and NT	38 (45)	32 (38)	14 (17)	84(100)
Total	108	111	47	266

Chi-square =2.109    df=4    p=0.716

Table 6.94 shows that, comparatively, organisations with employees belonging to open caste category 24 (19Per cent) find good amount of innovative practices within the organization than the employee belonging to an OBC, SC, ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, innovative practices for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is innovative practices for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that Innovative Practices may or may not have an effect on its Organisational Climate (OC).



### **Caste Category of the Employees and Communication Pattern**

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the communication pattern in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the communication pattern were cross tabulated and the results are presented in table 6.95.

**Table 6.95**

**Caste Category of the Employees and Communication Pattern**

Cast Category	Communication Pattern			Total
	Poor	Average	Good	
Open	62 (48)	41 (32)	26 (20)	129(100)
OBC and SBC	17 (32)	21 (40)	15 (28)	53(100)
SC, ST and NT	37 (44)	26 (31)	21 (25)	84(100)
Total	116	88	62	266

Chi-square =4.294    df=4    p=0.368

Table 6.95 shows that, comparatively, organisations with employees belonging open caste category 26 (20Per cent) find good amount of communication pattern within the organization than the employee belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, communication pattern for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is communication pattern for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that Communication Pattern may or may not have an effect on its Organisational Climate (OC).

## Caste Category of the Employees and Interpersonal Relationships

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the Interpersonal Relationship in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the Interpersonal Relationship were cross tabulated and the results are presented in table 6.96.

**Table 6.96**

### Caste Category of the Employees and Interpersonal Relationships

Cast Category	Interpersonal Relationships			Total
	Poor	Average	Good	
Open	41 (32)	62 (48)	26(20)	129(100)
OBC and SBC	17 (32)	26 (49)	10(19)	53(100)
SC, ST and NT	24 (26)	43 (53)	17(21)	84(100)
Total	82	131	53	266

Chi-square =.343      df=4      p=0.987

Table 6.96 shows that, comparatively, organisations with employees belonging to open caste category 26 (20Per cent) find good amount of interpersonal relationships within the organization than OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, Interpersonal Relationship for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is interpersonal relationship for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that interpersonal relationship may or may not have an effect on its Organisational Climate (OC).

### **Caste Category of the Employees & Supervision within the Organisation**

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the supervision in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the supervision were cross tabulated and the results are presented in table 6.97.

**Table 6.97**

#### **Caste Category of the Employees and Level of Supervision**

Cast Category	Level of Supervision			Total
	Poor	Average	Good	
Open	44 (34)	61 (47)	24(19)	129(100)
OBC and SBC	13 (25)	31 (58)	9 (17)	53(100)
SC, ST and NT	21(25)	51(61)	12(14)	84(100)
Total	78	143	45	266

Chi-square =4.501    df=4    p=0.342

Table 6.97 shows that, comparatively, organisations with employees belonging to open caste category 24 (19Per cent) find good amount of supervision within the organization than the employees belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, supervision for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is supervision for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that Supervision may or may not have an effect on its Organisational Climate (OC).

### Caste Category of the Employees and Level of Orientation

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the orientation in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the orientation were cross tabulated and the results are presented in table 6.98.

**Table 6.98**

**Caste Category of the Employees and Level of Orientation**

Cast Category	Level of Orientation		Total
	Poor	Average	
Open	38(41)	55(59)	93(100)
OBC and SBC	12(31)	27(69)	39(100)
SC, ST and NT	27(38)	45(62)	72(100)
Total	77	127	204

Chi-square =1.194    df=2    p=0.551

Table 6.98 shows that, comparatively, organisations with employees belonging to open caste category 55(59Per cent) find good amount of orientation level than the employee belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, orientation for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is orientation for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that orientation may or may not have an effect on its Organisational Climate (OC).

### Caste Category of the Employees and Level of Trust

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the level of trust in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the level of trust were cross tabulated and the results are presented in table 6.99.

**Table 6.99**  
**Caste Category of the Employees and Level of Trust**

Cast Category	Level of Trust			Total
	Poor	Average	Good	
Open	51(40)	46(36)	32(24)	129(100)
OBC and SBC	18(34)	26 (49)	9 (17)	53(100)
SC, ST and NT	35(42)	36 (43)	13(15)	84(100)
Total	104	108	54	266

Chi-square =4.861    df=2    p=0.302

Table 6.99 shows that, comparatively, organisations with employees belonging to open caste category 32 (24Per cent) find good amount of trust within the organization than the employee belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, level of trust for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is Level of trust for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that level of trust may or may not have an effect on its Organisational Climate (OC).

## Caste Category of the Employees and Decision Making Practices

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the decision making practices in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the decision making practices were cross tabulated and the results are presented in table 6.100.

**Table 6.100**

### Caste Category of the Employees and Decision Making Practices

Cast Category	Decision Making Practices			Total
	Poor	Average	Good	
Open	61 (47)	51 (40)	17 (13)	129(100)
OBC and SBC	23 (43)	19 (36)	11 (21)	53(100)
SC, ST and NT	41 (49)	33 (39)	10 (12)	84(100)
Total	125	103	38	266

Chi-square =2.346    df=4    p=0.672

Table 6.100 shows that, comparatively, organisations with employees belonging to open caste category 17 (13Per cent) find good amount of decision making practices within the organization than the employee belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, decision making practices for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is decision making practices for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that decision making practices may or may not have an effect on its Organisational Climate (OC).

### **Caste Category of the Employees and Problem Management Mechanism**

The Organisational Climate of types of organisation with classification of caste of the employees for the organisation may have association with the decision Problem Management Mechanism in the organisation. Therefore, the data relating to organisation climate of the organisation with classified caste of the employees for the Problem Management Mechanism were cross tabulated and the results are presented in table 6.101.

**Table 6.101**

#### **Caste Category of the Employees and Problem Management Mechanism**

Cast Category	Problem Management Mechanism			Total
	Poor	Average	Good	
Open	37 (29)	76(59)	16 (12)	129(100)
OBC and SBC	10(19)	33 (62)	10 (19)	53(100)
SC, ST and NT	27 (32)	49 (58)	8 (10)	84(100)
Total	74	158	34	266

Chi-square =4.468    df=4    p=0.346

Table 6.101 shows that, comparatively, organisations with employees belonging to open caste category find 16 (12Per cent) good amount of problem management mechanism within the organization than the employee belonging to an OBC, SC,ST and NT cast category. To examine if there is statistically significant association between the two variables, namely, problem management mechanism for the type of organisational classified by the caste of the employees Chi-square test was administered. The result of the test show that association between two variables is insignificant ( $P>0.05$ ). In other words, it can be concluded that both the variables, that is problem management mechanism for the organisation with respondents caste categories and Organisational Climate are independent. Therefore it can be concluded that problem management Mechanism may or may not have an effect on its Organisational Climate (OC).





## **CHAPTER VII**

### **INTERRELATIONSHIP BETWEEN GOOD GOVERNANCE PRACTICES, ORGANISATIONAL CLIMATE AND OTHER VARIABLES**

In the previous chapter variables, profile of organisations, Good Governance Practices and Organisational Climate have been examined. This Chapter examines the interrelationship between Good Governance Practices and Organisational Climate and Selected Variables.

## Correlation between Good Governance Practices Scores and Organisational Climate Scores

The Good Governance practices leads the organisations with approached to serve the organsitional goal in effective way. Hence Good Governance Practices may create climate of the organisations by defining the norms and practices. Hence the Organisational Climate is may be correlate with the Good Governance Practices. Therefore, it was hypothesized that Good Governance Practices and Organisational Climate are correlated. To test the hypothesis, that if Good Governance Practices and Organisational Climate are correlated, Pearson Coefficients of Correlations were calculated and the results are presented in Table7.1.

Table7.1

Correlation between GGP Scores and Organisational Climate Scores

		GGP Scores	Org Climate scores
GGP Scores	Pearson Correlation	1	.289*
	Sig. (2-tailed)		.042
	N	50	50
Org Climate scores	Pearson Correlation	.289*	1
	Sig. (2-tailed)	.042	
	N	50	50
*. Correlation is significant at the 0.05 level (2-tailed).			

Table 7.1 shows that Correlation Coefficient between Good Governance Practices scores and Organisational Climate scores is 0.289 and it is statistically significant ( $p < 0.05$ ). Hence, the null hypothesis ( $H_0$ , that is , Good Governance Practices and Organisational Climate are not correlated, is rejected. Thus, the hypothesis that the Good Governance Practices scores and Organisational Climate are correlated is accepted

The results also indicate that there is positive correlation between Good Governance Practices scores and Organisational Climate scores. That means if there is increase in Good Governance Practices scores there will be increase in Organisational Climate scores. In other words we can say that Good Governance Practices will create good Organisational Climate and vice versa.

In the earlier 7.1. Table bivariate association between Good Governance Practices (GGP) Organisational Climate (OC) of school, grant in aid and non- grant aid, residential and non residential were found to be significantly associated. To know if the bivariate associations are non-spurious, trivariate analysis was carried out. The results of the trivariate analysis are presented with an objective that the original bivariate association is not affected by the third variable or the original bivariate association is effected by the third variable and the association is disappeared or the original bivariate association is partially affected. The results of the trivariate analysis are presented below

**Type of School as Control Variable and its association between Good Governance Practices and Organisational Climate**

The following Table 7.2 shows that when the Type of School (Residential or Non Residential) as controlled variable is introduced the association between Good Governance Practices and Organisational Climate become non spurious

Table7.2

Association between Good Governance Practices and Organisational Climate controlling the effect of type of schools (Residential and Non Residential)

Type of School			Organisational Climate			Total
			Poor	Average	Good	
Residential School	Good Governance Practices	Low	5	2	3	10
		Moderate	3	9	2	14
		High	0	2	3	5
	Total		8	13	8	29
Non Residential School	Good Governance Practices	Low	1	1	1	3
		Moderate	4	5	2	11
		High	0	6	1	7
	Total		5	12	4	21
Total	Good Governance Practices	Low	6	3	4	13
		Moderate	7	14	4	25
		High	0	8	4	12
	Total		13	25	12	50

Chi-Square Tests				
Type of School		Value	df	Asymp. Sig. (2-sided)
Residential School	Pearson Chi-Square	8.800 <sup>b</sup>	4	.066
	Likelihood Ratio	9.770	4	.044
	Linear-by-Linear Association	3.095	1	.079
	N of Valid Cases		29	
Non Residential School	Pearson Chi-Square	4.479 <sup>c</sup>	4	.345
	Likelihood Ratio	5.918	4	.205

	Linear-by-Linear Association	.343	1	.558
	N of Valid Cases	21		
Total	Pearson Chi-Square	9.271 <sup>a</sup>	4	.055
	Likelihood Ratio	12.433	4	.014
	Linear-by-Linear Association	2.808	1	.094
	N of Valid Cases	50		
a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 2.88.				
b. 8 cells (88.9%) have expected count less than 5. The minimum expected count is 1.38.				
c. 8 cells (88.9%) have expected count less than 5. The minimum expected count is .57.				

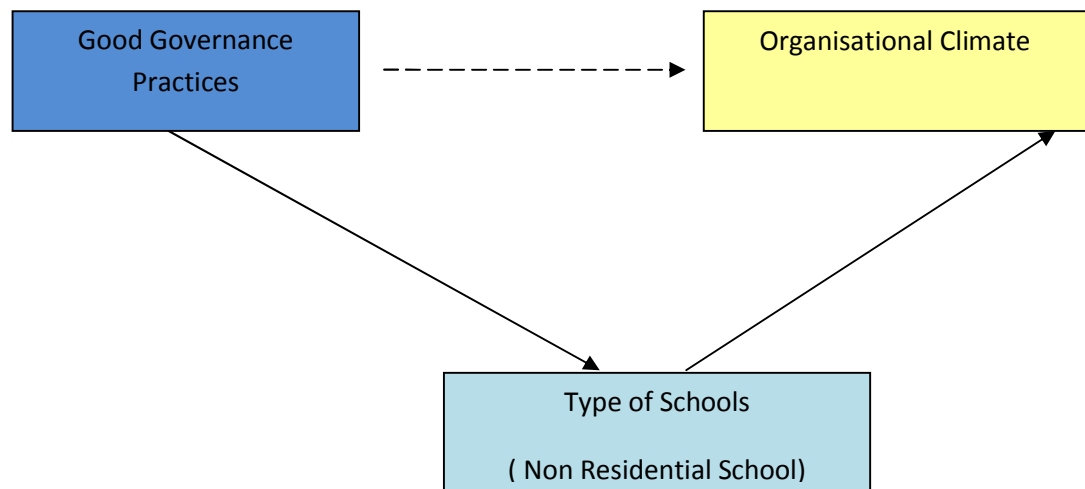
Symmetric Measures				
Type of Schools			Value	Approx . Sig.
Residential School	Nominal by Nominal	Contingency Coefficient	.482	.066
	N of Valid Cases		29	
Non Residential School	Nominal by Nominal	Contingency Coefficient	.419	.345
	N of Valid Cases		21	
Total	Nominal by Nominal	Contingency Coefficient	.395	.055
	N of Valid Cases		50	
a. Not assuming the null hypothesis.				
b. Using the asymptotic standard error assuming the null hypothesis.				

It was found that association between the Good Governance Practices and Organisational Climate has become statically non significant when the type of school (Residential and Non residential) as the controlled variable is introduced. That means the Good Governance Practices and Organisational Climate is not directly associated. In other words it can be inferred that Good Governance Practices is associated with Organisational Climate subject to type of school (Residential and Non residential). Alternatively, it can be concluded that

association between Good Governance Practices and Organisational Climate depends on whether the school is residential or non residential. That means type of school matters very much when the association between Good Governance Practices and Organisational Climate is concerned. Referring back to bivariate association between Good Governance Practices and Organisational Climate, it can be inferred specifically that Good Governance Practices is comparatively better (high) in Non Residential Schools.

The following figure shows the conditional association when the third variable, as controlling variable was introduced. It shows the Association between Good Governance Practices and Organisational Climate controlling the effect of type of schools (residential and non residential).

Figure 7.1



Good Governance Practices and Organisational Climate controlling the effect of  
Aid for the schools

In the previous Chapter, bivariate association between Good Governance Practices (GGP) Organisational Climate (OC) of school, Grant –In- Aid and Non-Grant Aid, were found to be significantly associated. To know if the bivariate associations are non-spurious, trivariate analysis was carried out. The results of the trivariate analysis are presented Table7.2.

Table7.2

Association between Good Governance Practices and Organisational Climate controlling the effect of Aid for schools (Grant In Aid and Non-Grant-in -Aid )

Crosstab						
Count						
Grant in Aid & Non Grant in Aid			OC REG			Total
			POOR	AVERAGE	GOOD	
Grant in Aid	Good Governance Practices	LOW	4	3	4	11
		MODERATE	2	11	3	16
		HIGH	0	5	2	7
	Total		6	19	9	34
Non-Grant-in – Aid	Good Governance Practices	LOW	2	0	0	2
		MODERATE	5	3	0	8
		HIGH	0	3	2	5
	Total		7	6	2	15
Total	Good Governance Practices	LOW	6	3	4	13
		MODERATE	7	14	3	24
		HIGH	0	8	4	12
	Total		13	25	11	49

Chi-Square Tests				
Grant in Aid & Non Grant in Aid		Value	Df	Asymp. Sig. (2-sided)
Grant in Aid	Pearson Chi-Square	6.826 <sup>b</sup>	4	.145
	Likelihood Ratio	7.891	4	.096
	Linear-by-Linear Association	.707	1	.400
	N of Valid Cases	34		

Non-Grant-in – Aid	Pearson Chi-Square	9.295 <sup>c</sup>	4	.054
	Likelihood Ratio	12.410	4	.015
	Linear-by-Linear Association	7.457	1	.006
	N of Valid Cases	15		
Total	Pearson Chi-Square	10.043 <sup>a</sup>	4	.040
	Likelihood Ratio	13.412	4	.009
	Linear-by-Linear Association	2.853	1	.091
	N of Valid Cases	49		
a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 2.69.				
b. 7 cells (77.8%) have expected count less than 5. The minimum expected count is 1.24.				
c. 9 cells (100.0%) have expected count less than 5. The minimum expected count is .27.				

Symmetric Measures				
Grant in Aid & Non Grant in aid			Value	Approx. Sig.
Grant in Aid	Nominal by Nominal	Contingency Coefficient	.409	.145
	N of Valid Cases		34	
Non-Grant-in – Aid	Nominal by Nominal	Contingency Coefficient	.619	.054
	N of Valid Cases		15	
Total	Nominal by Nominal	Contingency Coefficient	.412	.040
	N of Valid Cases		49	
a. Not assuming the null hypothesis.				
b. Using the asymptotic standard error assuming the null hypothesis.				

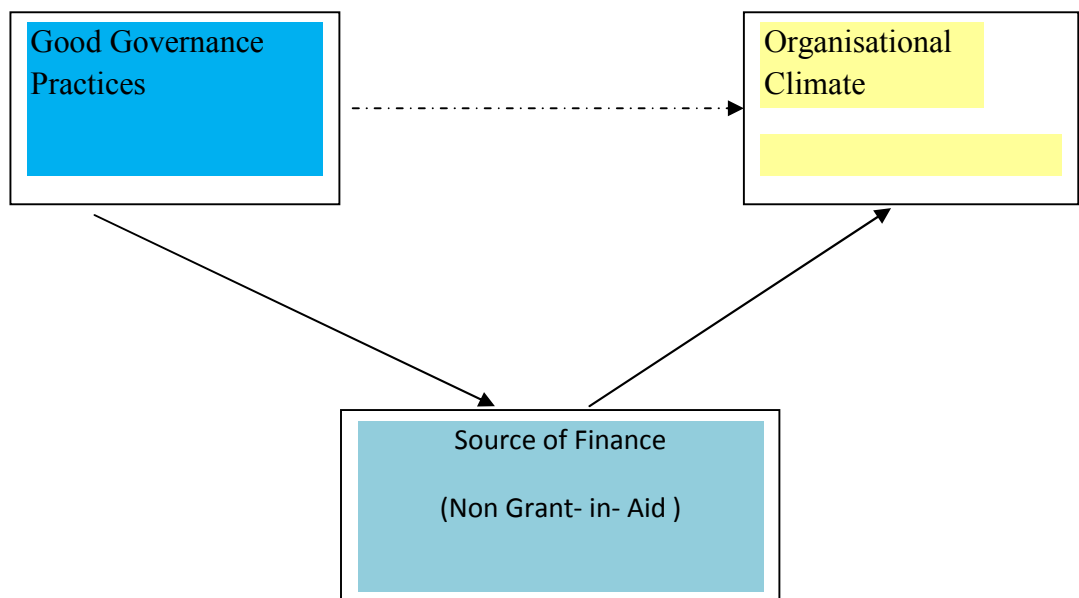
It was found that association between the Good Governance Practices and Organisational Climate has become statistically non significant when the financial aid of school (Grant in Aid and Non-Grant-in -Aid ) as the controlled variable is introduced. That means the Good Governance Practices and Organisational Climate is not directly associated, in other words it can be inferred that Good Governance Practices is associated with Organisational Climate subject to type of financial status of school (Grant in Aid and Non-Grant-in -Aid).



Alternatively, it can be concluded that association between Good Governance Practices and Organisational Climate depends on whether the school is Grant in Aid and Non-Grant-in -Aid condition

That means financial Status of special school matters very much when the association between Good Governance Practices and Organisational Climate is concerned. Referring back to bivariate association between Good Governance Practices and Organisational Climate, it can be inferred specifically that Good Governance Practices is comparatively better (high) in Non Grant Aid Organisations.

As researchers observation and views of the study, researcher opinion that in the Non Grant Aid School are striving for the funding and their performance is for achieving the objectives for the development of the school as well as the benefits to stakeholders.



## Summary

There is correlation between Good Governance Practices and Organisational Climate. This could be the reasons Governing Board of the organisations are designing and developing the policy to create the good Organisational Climate . The Organisational Climate depend on the GGP and its vice versa, To substantiate the bivariate correlations, trivariate analysis was undertaken and when a third variable ( Non Residential School) was introduced the Good Governance Practices and Organisational Climate correlation become statistically insignificant. That means, there is no direct correlation between Good Governance Practices and Organisational Climate . In other words it means that Good Governance Practices and Organisational Climate are correlated through the type of organisations specifically non residential organisations (Special School).Alternatively, it can be inferred that Good Governance Practices helps to create better Organisational Climate in case the orngisations are non- residential.

Another variable namely source of funding (Grant in Aid and Non-Grant-in -Aid) was introduced as control variable to evaluate the original bivariate association between Good Governance Practices and Organisational Climate. It was observed that the original bivariate association between Good Governance Practices and Organisational Climate become statistically insignificant. To be more specific, it was found that in Non-Grant-Aid organisations Good Governance Practices and Organisational Climate are associated. That means Organisation Climate is correlated with Good Governance Practices when those organisations not receiving the Grants from Govt.

According to Shrama (1974), investigated the relationship between the organizational climate, faculty size, experience, age and experience of the headmaster.

## **CHAPTER VIII**

### **MAJOR FINDINGS, CONCLUSION AND SUGGESTIONS**

The subjects like 'Good Governance Practices' and 'Organisational Climate' are multi-dimensional in nature. Almost all organizations; government, non-government and corporate strive for 'Good Governance Practices' and good 'Organisational Climate'. In this study, comprehensive attempt was made to understand various dimensions of 'Good Governance Practices' and 'Organisational Climate' in relation with a number of organisational variables in Special Schools in Pune District of Maharashtra. This Chapter presents major findings, conclusions and suggestions.

#### **Profile of the Respondents**

It was found that majority of the respondents (51.1per cent) were belonging to the middle age group ( 31 and 45 years). Majority of the respondents (52.6per cent) had 11 to 15 years of professional experience of dealing with children with special ability. It was revealed that majority of the respondents (53.8 per cent) were Graduate .

It was found that a large no of the respondents (48.5per cent) were belonging to the Open caste category. It also reflects the equal caste category participation of the respondents in the process of dealing with special children working in the organisations selected for the study.

#### **Organisational Profile**

It was found that majority of the (58per cent) organisations selected for the study were offering educational and rehabilitative services to the children with special ability through residential pattern.

It was found that majority of the organisations 27 (54per cent) were offering schooling and rehabilitative services for the children with special ability in terms of their physical handicapped condition.

It was found that majority of the selected organisations 34 (68per cent) for the study working in the field of education and rehabilitation for the children with special ability were receiving grant in aid by Government of Maharashtra. It also highlighted that still many organisations working in the field of education and rehabilitation for the children with special ability need funding from various sources.

It was found that majority of the organization 139 (52.3per cent) had number of staff between 16 to 25, and thus study has categorized such organization as a medium one.

It was found that majority of the organization 27 (54per cent) has number of children which were between 20 to 50; the study had considered such organization as a small one. It clearly indicates that still majority of the organization working in the field of education of the children with special ability are small in nature in terms of number of children registered in the same.

It was found that that majority 29 (58per cent) schools were offering residential special school facility for the children with differently able.

It was found that majority of the special schools 31 (62per cent) were involved in the special education especially to the children who were mentally challenged.

It was found that majority 34 (68per cent) organization are getting grant in aid by the Government of Maharashtra through Social Welfare Department to run the special school for the children with special ability.

It was found that majority of the headmaster 29 (58per cent) from the organization who were governing the special schools for the children with special ability were aged between 45 to 50 years.

## **Good Governance Practices**

It was found that non residential school (33.3 per cent) had higher level of Good Governance Practices than residential school (17.2 per cent ). It was observed that the association between type of organization and Good Governance Practices was statistically insignificant ( $P>0.05$ ). Therefore, it can be concluded that type of organisations and level of Good Governance Practices are independent

It was found that the Physically Challenged schools (31.6 per cent) had higher level of Good Governance Practices score, than the schools for mentally challenged (19.4 per cent)). However, it was observed that there is an association between type of school and Good Governance Practices was statistically insignificant ( $P>0.05$ ). Therefore is can be inferred that type of school and Good Governance Practices are independent.

It was found that schools with male headmasters (28.8 per cent ) had higher level of Good Governance practices, than the schools headed by female headmasters (16.7 per cent). However, It was observed that the association between gender and Good Governance Practices was insignificant ( $P>0.05$ ). Therefore it can be inferred that gender of headmasters and Good Governance Practices are independent.

It was found that majority residential schools (51.7 per cent) had higher level of governance and management board practices than the non residential schools (47.2 per cent ). It was observed that the association between type of organization and Good Governance Practices for management board is insignificant ( $P>0.05$ ). Therefore it can be inferred that type of special school and its governing and management board and its Good Governance Practices of the organization are independent.

It was found that non residential schools ( 28.6 per cent) had higher level of Good Governance Practices for Human Resource Development than the residential

schools (10.3 per cent). It was observed that the association between type of organization and Governance Practice as far as Human Resource Development concern was insignificant ( $P>0.05$ ). Therefore it can be inferred that Human Resources Development and Good Governance practices of the organization are independent.

It was found that non-residential schools (38.1 per cent ) had higher level of good governance practices for financial resources than residential schools ( 10.3 per cent ).It was observed that the association between type of organization and Good Governance as far as financial aspects of the organization was significant ( $P<0.05$ ). Therefore, it can be concluded that the financial aspect and governance practices are dependent. It was found that financial aspects affect the Governance of the organization in a better way. Since the finances helps to organization to manage the organization in a effective manner it also been observed that most of the organization had good documentation regarding financial aspects of the organization.

It was found that non residential schools(33.3 per cent) had higher level of Good Governance Practices for services rendered to stake holders than residential schools (10.3 per cent). It was observed that the association between type of organization and Good Governance Practice for services rendered of the organization was insignificant ( $P>0.05$ ). Therefore it inferred that services rendered of the organisations and Good Governance of the organization are independent.

It was found that non residential schools 28.6 per cent ) had higher level of Good governance practices for external relationship than the residential schools( 17.2 per cent). It was observed that the association between type of special schools and Good Governance Practice for external relationships was insignificant ( $P>0.05$ ). Therefore it can be inferred that special school in residential or non residential and their governing board relationship with external agencies like government department are independent.

It was found that non residential schools ( 28.6 per cent) had higher level of good governance practices for sustainability of the school than the residential schools(17.2 per cent). It was observed that the association between type of organization and Good Governance Practice as far as sustainability of the organization was insignificant ( $P>0.05$ ). Therefore it can be inferred that Governance Practice and sustainability of the organization are independent.

It was found that schools for physically challenged ( 73.7 per cent) had higher level of good governance practices for management board than the schools for mentally challenged(35.5 per cent). It was observed that the association between type of school and Good Governance Practices as far as management board of the organization was significant ( $P<0.05$ ). Therefore it can be inferred that the schools of mentally challenged had better Good Governance Practice as far as management board of the organization is concerned. Management board have effect on its Good Governance of the organization. Leadership is a very important factor for any organisations growth, therefore it is quite obvious that schools with good leader and management board score high in Good Governance practices rather than the poor management board and leaders.

It was found that schools for physically challenged (26.3 per cent) had higher level of good governance practices for Human Resource Development in these schools than the mentally challenged (12.9 per cent). It was observed that the association between type of school and Good Governance Practice Score for human resource development is insignificant ( $P>0.05$ ). Therefore it can be inferred that human resource development and Good Governance of the organization are independent.

It was found that schools for the physically challenged (36.8 percent) had good governance practices score for the financial aspects of the school than the schools for the mentally challenged(12.9 per cent). It was observed that the association between type of school and financial aspects of the organization was significant

( $P < 0.05$ ). Therefore it can be inferred that financial aspects of the organization and Good Governance of the organization are dependent.

It was found the schools for physically challenged (36.8 per cent) had good governance practices score for the services rendered by the school than the schools for the mentally challenged (9.7 per cent). It was observed that the association between type of school and service renders of the organization was significant ( $P < 0.05$ ). It was found that services rendered and Good Governance of the organization are dependent.

It was found that school for physically challenged (36.8 per cent) had better good governance score for external relationship of the schools than the schools for the mentally challenged (12.9 per cent). It was observed that the association between type of school and Good Governance Practice as far as external relationship of the organization is significant ( $P < 0.05$ ). Therefore it was found that external relationships of the organization and Good Governance practices of the organization are dependent.

It was found that schools for mentally challenged (22.6 per cent) had slightly better good governance practices score for sustainability of the organisations than the schools for physically challenged (21.1 per cent). It was observed that the association between type of school and Good Governance Practice Score as far as sustainability of the organization is insignificant ( $P > 0.05$ ). Therefore, it can be concluded that sustainability of the organization and Good Governance practices of the organization are independent.

It was found that the Non-Grant-in -Aid schools had better (75 per cent) good governance practices for management board than the grant in aid (35.3 per cent) school. It was observed that the association between type of funding and Good Governance Practice as far as management board of the organization is significant ( $P < 0.05$ ). Therefore it can be concluded that management board of the organization and type of funding for special Schools are dependent.



It was found Non-Grant-in -Aid ( 25 per cent) had better good governance practices score for Human Resource Development than the grant in aid (17.6 per cent) organizations. It was observed that the association between funding pattern and Good Governance Practice Score as far as Human Resource Development of the organization is insignificant ( $P>0.05$ ). Therefore It was found that human resource development and Good Governance Practices of the organization are independent.

It was found that Non-Grant-in -Aid (25 per cent) had better good governance practices score for the financial aspects of the organization than the grant in aid ( 23.5 per cent). It was observed that the association between funding pattern and Governance Practice Score as far as financial aspects of the organization is significant ( $P<0.05$ ). Therefore It was found that financial aspects of the organization have and Good Governance Practices of the organization dependent.

It was found that grant in aid (23.5 per cent) had better good governance practices score for services rendered by the organization than the Non-Grant-in -Aid ( 18.75 per cent ). It was observed that the association between funding pattern of the organization and services rendered by the organization is significant ( $P<0.05$ ). Therefore it was found that services rendered by the organization and funding pattern of the special Schools are dependent.

It was found that in Non-Grant-in -Aid ( 25 per cent ) had better good governance practices score for external relationships of the organisations than the grant in aid ( 23,5 per cent). It was observed that the association between funding pattern and external relationship of the organization is significant ( $P<0.05$ ). Therefore It can be concluded that external relationships of the organization and funding of the organization are dependent.

It was found that Non-Grant-in -Aid ( 25 per cent) had better good governance practices score for the sustainability of the organization than the grant in aid (20.6 per cent ). It was observed that the association between funding pattern of the organization and sustainability of the organization is significant ( $P<0.05$ ).

Therefore it can be concluded that funding pattern and sustainability of the organization are dependent.

### **Organisational Climate**

It was found that majority (49.6per cent) of the organization comes under the 'Average'(58-71) Organization Climate (OC) score category.

Majority of the organization scored category of 'Average' (58-71) Organization Climate (OC) score.

It was found that the Organisational Climate for special schools for mentally Challenged (31.7per cent) was better than the physically Challenged schools ( 19.6 per cent ). It is observed that there is an association between type of special school. And thus, it can be concluded that organization climate is significant ( $P<0.05$ ). it can be concluded that the Organisational Climate and the type of schools are dependent.

It was found that Organisational Climate for Non-grant in aid have good (40.5per cent) than the grant in aid organisations (19.3 per cent). It was observed that the association between type of organization funding and its organization climate is significant ( $P<0.05$ ). it can be concluded that the funding and the oraganisational climate are dependent.

It was found that the Organisational Climate is better in the organisations with medium staff strength (26.6per cent) than that of small and large staff strength. It can be observed that the staff and its Organisational Climate is insignificant ( $P>0.05$ ). Thus, it can be concluded that the staff strength and the Organisational Climate are independent.

It was found that organization climate is better in the organisations with small number of children (27.7per cent) than the large group of children( 21.6 per cent ). It can be observed that the association between number of children and its organization climate is insignificant ( $P>0.05$ ).Thus can be concluded that the strength of children and the Organisational Climate are independent.

It was found that the Organisational Climate falling in the category of the middle aged group (22.8 per cent) have good scores than the young and old age group. It can be observed that the association between age group of respondents and the organization climate in which they were working is insignificant ( $P > 0.05$ ). Thus, it can be concluded that the age of the staff and the Organisational Climate are independent.

It was found that Organisational Climate for the organisations falling in the category of moderate work experience of the staff (23.6 per cent) have better scores than the ones with low or high work experience. It was observed that the association between experience of staff and the Organisational Climate is insignificant ( $P > 0.05$ ). Thus, it can be concluded that the work experience of the staff and the Organisational Climate are independent.

It was found the organization with the qualification of their staff up to graduation level have good (21.7 per cent) than the organization in which the staff are qualified up to higher secondary and post graduation level. It was observed that the association between level of education of staff and Organisational Climate is insignificant ( $P > 0.05$ ). Thus, it can be concluded that the staff qualification and the Organisational Climate are independent.

It was found that the residential organisations (19 per cent) have good score for management rewards rather than non residential organisations (17 per cent) It can be observed that the association between management rewards and Organisational Climate of the organisations was insignificant ( $P > 0.05$ ). Thus, it can be concluded that that the management rewards and Organisational Climate are independent.

It was found that the non residential organisations (24 per cent) have good scores for innovative practices rather than residential organizations (13 per cent). It can be observed that the association between emphasize given on innovative practices within residential and non residential organisations and its Organisational Climate

is significant ( $P < 0.05$ ). Thus it can be concluded that the innovative practices and Organisational Climate are dependent.

It was found that the non residential organisations (28 per cent) have good communication practices rather than residential (20 per cent). It can be observed that the association between communication practices within the residential and non residential organization and Organisational Climate is significant ( $P < 0.05$ ). Thus, it can be concluded that the communication practices and the non residential and residential organisations are dependent.

It was found that in residential organization finds better interpersonal relationships within the organization (23per cent) than the non residential organisations (15 per cent). It can be observed that the association between Interpersonal relationships within the organization and its impact on the Organisational Climate is significant ( $P < 0.05$ ). Thus, it can be concluded that interpersonal relationships and its impact on the Organisational Climate are dependent.

It was found that residential organisations (19 per cent) have better Organisational Climate scores than the non residential organizations (14 per cent ). It can be observed that the association between supervision within the residential and non residential organisations and Organisational Climate is insignificant ( $P > 0.05$ ). It can be concluded that types of schools and its impact on the Organisational Climate are dependent

It was found the non residential organisations (63 per cent) have better Organisational Climate for good orientation than the residential organization( 62 per cent ). It can be observed that the association between orientation within the residential and non residential organisations and its impact on the Organisational Climate is insignificant ( $P > 0.05$ ). It can be concluded that the types of the organization and its Organisational Climate are independent.

It was found that in residential organisations ( 24 per cent ) have better score for level of trust than non residential organizations(16 per cent ). It can be observed that the association between trust within the residential and non residential organisations and its impact on the Organisational Climate is insignificant ( $P>0.05$ ). Thus, can be concluded that the level of trust and the types of organisations are independent.

It was found that in non residential organisations ( 18 per cent ) have better score of decision making than that of the residential organisations ( 16 per cent). It can be observed that the association between decision making practices within the residential and non residential organisations and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). Hence it can be concluded that the decision making practices and the types of organisations are independent.

It was found that in non residential organisations (15 per cent ) have better scores for problem management mechanisms than residential ( 11 per cent ). It can be observed that the association between problem management mechanisms within the residential and non residential organisations and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). It can be concluded that the problems management mechanisms and organisations climate are independent.

### **Special Schools**

It was found that in schools for physically challenged ( 21 per cent ) have good amount of management rewards than the schools offering in the mentally challenged schools ( 14.6 per cent). The physically challenged category comprises of those with visual disability hearing impaired and any other physical deformity. It was observed that the association between management rewards within the various special schools and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). Hence, it can be concluded that the management rewards and the types of special schools are independent.

It was found that in schools working in areas of special education of physically challenged have good emphasis on innovative practice (41.5 per cent) than mentally challenged schools. It was observed that the association between emphasize on innovative practices within the special schools and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). Hence, it can be concluded that the innovative practices and Organisational Climate are independent.

It was found that special education for physically challenged (25.2 per cent) have better scores for communication practices than the mentally challenged (21.1 per cent). It was observed that the association between communication practices within the special schools and its impact on the Organisational Climate is insignificant ( $P>0.05$ ). Thus it can be concluded that the communication practices and types special schools are independent.

It was found that physically challenged (25.2 per cent) have good interpersonal relationships within schools compared to the mentally challenged schools (13.8 per cent). It was observed that association between interpersonal relationships within the special schools and its impact on its Organisational Climate is significant ( $P>0.05$ ). Thus, it can be concluded that the interpersonal relationships and types of special schools are dependent.

It was found that schools working in areas of physically challenged (20.3 per cent) have better supervision within the school rather than the schools working for mentally challenged (13 per cent). It was observed that the association between Supervision within the special schools and its impact on the Organisational Climate is insignificant ( $P>0.05$ ). It can be concluded that the Organisational Climate and the supervision in different schools are independent.

It was found that schools working for physically challenged (67.6 per cent) find average amount of orientation within the organisations rather than mentally challenged schools (56.9). It was observed that the association between

orientation within the special schools and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). It was thus concluded that, the orientation within the different special schools and Organisational Climate are independent.

It was found that the physically challenged schools ( 22.4 per cent ) show good Organisational Climate score for level of trust within the organization than the mentally challenged schools ( 17.9 per cent ). It was observed that the association between trust within the special schools and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). Thus, it can be concluded that the level of trust in different schools and its impact on Organisational Climate is independent

It was found that the physically challenged ( 16.1 per cent ) find good decision making practices within the school than the mentally challenged schools ( 12.2 per cent ). It was observed that the association between decision making practices within the special schools and its impact on its Organisational Climate is insignificant ( $P>0.05$ ). Thus, It can be concluded that the decision making in different special schools and its impact on the Organisational Climate are independent.

It was found that schools working for physically challenged ( 14.7 per cent ) find good amount of issues and problems management mechanisms than schools working for mentally challenged ( 10.6 per cent ). It was observed that the association between issues and problem management mechanism within the special schools and its impact on its Organisational Climate is significant ( $P<0.05$ ). Thus, it can be concluded that the problems management mechanisms in different schools and the Organisational Climate are dependent.

It was found grant in aid schools (20 per cent ) find good amount of management rewards than the non grant n aid organizations( 12 per cent ). It was observed that the association between management rewards within Government and Non Government aided schools and its impact on its Organisational Climate is

insignificant ( $P > 0.05$ ). Thus, it can be concluded that the management rewards for Organisational funding and Organisational Climate are independent.

It was found Non-Grant-in -Aid schools (24 per cent) find good scores for innovative practices than the Non-Grant-in -Aid ( 15 per cent ). It was observed that association between innovative practices within Government and Non - Government aided schools and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). Thus, it can be concluded that the innovative practices for Organisational funding and Organisational Climate are independent.

It was found that the Grant-In-Aid organisations (25 per cent ) school has good Organisational Climate scores for communication practices than the Non-Grant-in -Aid organisations ( 18 per cent ). It was observed that the association between communication practices within Government and Non-Grant-in -Aided schools and its impact on its Organisational Climate is significant ( $P < 0.05$ ). Thus, it can be concluded that the communication practices for Organisational funding and the Organisational Climate are dependent.

It was found that the grant in aid school ( 25 per cent ) have good Organisational Climate score for interpersonal relationships than Non-Grant-in -Aid organisations ( 7 per cent). It was observed that the association between Interpersonal Relationships within Government and Non Government aided schools and its impact on its Organisational Climate is significant ( $P < 0.05$ ). Thus, it was can be concluded that the interpersonal relationships for the organization funding and Organisational Climate are dependent.

It was found that grant in aid schools ( 64 per cent) find average orientation for their organization than the Non-Grant-in -Aid ( 58 per cent). It was observed that association between Supervision within Government and Non Government aided schools and its impact on its Organisational Climate is significant ( $P$



<0.05). Thus, it was concluded that the orientation for the Organisational funding and Organisational Climate are dependent.

It was found that the grant in aid schools ( 25 per cent ) have good Organisational Climate scores for level of trust than the Non-Grant-in -Aid schools ( 7 per cent ). It was found that the association between trust within grant in aided and Non-Grant-in -Aid schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it was concluded that the level of trust in the organisations for funding an Organisational Climate are dependent.

It was found that grant in aid schools ( 43 per cent ) show average amount of Organisational Climate score for decision making than the Non-Grant-in -Aid ( 27 per cent ). It was observed that the association between decision making practices within Government and Non government aided schools and its impact on its Organisational Climate is significant (P <0.05). thus, it was concluded that the decision making for funding and Organisational Climate are dependent.

It was found that grant in aid schools ( 63 per cent ) show average Organisational Climate scores for the problems management mechanisms than the Non-Grant-in -Aid organisations ( 51 per cent ). It was observed that the association between problem management mechanism with grant in and Non grant in aided schools and its impact on its Organisational Climate is significant (P <0.05). Thus, it was concluded that the problems management mechanisms for funding and Organisational Climate are dependent.

It was found that the organisations with medium staff strength( 23 per cent ) have good Organisational Climate score than the small or big staff strength for management rewards. It was observed that the association between management rewards within the organization with specific number of staff and its impact on its Organisational Climate is significant (P <0.05). thus, it was concluded that the management rewards for specific staff strength and Organisational Climate are dependent.

It was found organization with medium staff strength ( 22 pr cent ) have good Organisational Climate for innovative practices than the small or big staff strength. It was observed that association between innovative rewards in the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). Thus , it was concluded that the innovative rewards in the organization with specific number of staff and Organisational Climate are independent.

It was found that organization with medium staff strength (32 per cent ) have god Organisational Climate score for communication pattern than small or big staff strength. It was observed that the association between communication pattern in the organization with specific number of staff and its impact on it Organisational Climate is significant ( $P < 0.05$ ). Thus, it was concluded that the communication pattern in the organization with specific number of staff and its impact on it Organisational Climate are dependent.

It was found that organization with big staff strength (19 per cent ) have good Organisational Climate score for interpersonal relationships than the small or medium staff strengths. It was observed that the association between Interpersonal Relationships within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that Interpersonal Relationships within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that the organization with the medium staff strength (19 per cent ) have good Organisational Climate score for supervision than big or small staff strength. It was observed that the association between supervision within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that supervision within the

organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength (68 per cent ) have good Organisational Climate score for orientation than the big or small staff strength. It was observed that association between orientation in the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). Thus, it was concluded that between orientation in the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with big staff strength (23 per cent ) have good Organisational Climate score for level of trust than organization with small or medium staff strength. It was observed that the association between level of trust within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that the level of trust within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength have good Organisational Climate for decision making practices than big or small staff strength. It was observed that association between decision making practices within the organization with specific number of staff and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that decision making practices within the organization with specific number of staff and its impact on its Organisational Climate are independent.

It was found that organisations with medium staff strength have good Organisational Climate for problem management mechanism than small or big staff strength. It was observed that the association between problem management mechanism within the organization with specific number of staff and its impact on

its Organisational Climate is significant ( $P < 0.05$ ). Thus, it was concluded that that problem management mechanism within the organization with specific number of staff and its impact on its Organisational Climate are dependent.

It was found organisations with big number of children (26 per cent ) have good amount of Organisational Climate score for management rewards than small group of children ( 12 per cent). It was observed show that the association between management rewards within the organization with specific number of children and its impact on its Organisational Climate is significant ( $P < 0.05$ ). It was concluded that management rewards within the organization with specific number of children and its impact on its Organisational Climate are dependent.

It was found that organisations with big number of children (23 per cent ) have good Organisational Climate scores for innovative practices than the organisations with small number of children ( 14 per cent). It was observed that the association between innovative practices within the organization with specific number of children and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that innovative practices within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with big number of children ( 28 per cent ) have good Organisational Climate score for communication patter rather than organisations with small number of children. It was observed that the association between communication pattern within the organization with specific number of children and its impact on its Organisational Climate is significant ( $P < 0.05$ ). It was concluded that communication pattern within the organization with specific number of children and its impact on its Organisational Climate are dependent.

It was found that organisations with have small number of children (23per cent) find have good organization climate score for interpersonal relationships than the

organization which has big number of children admitted for special education. It was observed that the association between interpersonal relationships within the organization with specific number of children and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It can be concluded that interpersonal relationships within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with big number of children (18 per cent ) have good Organisational Climate score for supervision for supervision than the organization with small number of children. . it was observed that the association between supervision within the organization with specific number of children and its impact on the Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that supervision within the organization with specific number of children and its impact on the Organisational Climate are independent.

It was found that organisations with big number of children (65 per cent ) have good Organisational Climate score for orientation than the organisations with small number of children ( 60 per cent ) It was observed that the association between orientation within the organization with specific number of children and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that orientation within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with small number of children (22per cent) have good Organisational Climate score for level of trust than the organisations with big number of children ( 18 per cent ) it can be observed that the association between level of trust within the organization with specific number of children and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of trust within the organization with specific number of children and its impact on its Organisational Climate are independent.

It was found that organisations with big number (22per cent) have good Organisational Climate score for decision making practices than the organisations with small number of children. It was observed that the association between decision making practices within the organization with specific reference to the number of children admitted for the special education and its impact on its Organisational Climate is significant ( $P < 0.05$ ). it was concluded that decision making practices within the organization with specific reference to the number of children admitted for the special education and its impact on its Organisational Climate are dependent.

It was found that organisations with big number of children (20per cent) have good Organisational Climate score for problem management mechanisms than the organisations with small number of children (7 per cent ) It was observed that the association between problem resolve management within the organization with specific number of children and its impact on its Organisational Climate is significant ( $P < 0.05$ ). it was concluded that the problem management mechanisms within the organization with specific number of children and its impact on its Organisational Climate

It was found that organisations which have more number of female employees (20per cent) have good Organisational Climate score for management rewards than the organisations with more number of male employees. It was observed that the association between management rewards within the organization with specific reference to the gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that the management rewards within the organization with specific reference to the gender of the employee and its impact on its Organisational Climate are independent.

It was found that organisations with more number of female employees ( 18 per cent ) have good Organisational Climate score for innovative practices than the organisations with more number of male employees. It was observed that the

association between innovative practices carried within the organization with specific reference to the gender of the employee and its impact its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that innovative practices carried within the organization with specific reference to the gender of the employee and its impact its Organisational Climate are independent.

It was found that organisations with more number of male employees (24 per cent ) have better Organisational Climate score for communication pattern than the organisations with more number of female employees. It was observed that the association between communication patter within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that communication patter within the organization with specific gender of the employee and its impact on its Organisational Climate in independent.

It was found that organisations with more number of female employees (19 per cent ) have good Organisational Climate score for interpersonal relations than the organisations with more number of male employees. It was observed that association between interpersonal relationships within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that the interpersonal relationships within the organization with specific gender of the employee and its impact on its Organisational Climate are independent.

It was found that organisations with more number of female employees ( 17 per cent ) have good Organisational Climate scores for supervision than the organisations with more number of male employees. It was observed that the association between supervision within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that supervision within the organization with specific

gender of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of female employees ( 65 per cent ) have good Organisational Climate score for orientation than the organisations with more number of male employees. It was observed that the association between level of orientation within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of orientation within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.

It was found that the organisations with more number of female employees (20 per cent ) have good Organisational Climate score for level of trust than the organisations with more number of male employees. It was observed that the association between level of trust within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that the level of trust within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of female employees (18 per cent) have good Organisational Climate score for decision making practices than the organisations with more number of male employees. it was observed that the association between decision making practices within the organization with specific gender of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that the decision making practices within the organization with specific gender of the employee and its impact on its Organisational Climate is independent.



It was found that organisations with more number of female employees ( 15 per cent ) have good Organisational Climate scores for problems management mechanisms than the organisations with more number of male employees. it was observed that the association between problem management mechanism within the organization with specific gender and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that the problem management mechanism within the organization with specific gender and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees ( 15 per cent ) have good Organisational Climate score for management rewards than the organisations with more number of young or old aged group employees. it was observed that the association between management rewards within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that management rewards within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees ( 16 per cent ) have good Organisational Climate score for innovative practices than the organisations with young or old aged grouped of employees. It was observed that the association between innovative practices carried out within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that between innovative practices carried out within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees ( 21 per cent ) have good Organisational Climate score for communication patter than the organisations with old or young aged employees. It was observed that the association between communication pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is

insignificant ( $P > 0.05$ ). it was concluded that communication pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees( 22 per cent ) have good Organisational Climate score for interpersonal relationships than the organisations with young or old aged employees. It was observed that the association between interpersonal relationships within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that the interpersonal relationships within the organization with specific age group of the employees and its impact on its Organisational Climate Is independent.

It was found that organisations with more number middle aged employees (16 per cent ) have good Organisational Climate score for supervision than the organisations with young and old aged employees. it was observed that the association between supervision pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that supervision pattern within the organization with specific age group of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees ( 64 per cent ) have good Organisational Climate score for orientation than the organisations with young or old aged employees. it was observed that the association between level of orientation within the organization with specific age group of employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that level of orientation within the organization with specific age group of employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle aged employees ( 22 per cent ) have good Organisational Climate score for level of trust than the organisations with young or old aged employees it was observed that the association between level of trust within the organization with specific age group of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that level of trust within the organization with specific age group of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with more number of middle age employees ( 14 per cent ) have good Organisational Climate score for decision making than the organisations with young or old aged employees. it was observed that the association between decision making practices within the organization with specific age group of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that decision making practices within the organization with specific age group of the employees and its impact on its Organisational Climate is independent .

It was found that organisations with more number of middle age employees (13 per cent) have good Organisational Climate score for problems management mechanism than the organisations with young or old aged employees. It was observed that the association between problem management mechanism within the organization with specific age group of the employees and its impact on its Organisational Climate is significant ( $P < 0.05$ ). It was concluded that problem management mechanism within the organization with specific age group of the employees and its impact on its Organisational Climate is dependent.

It was found that organisations with more number of employees with moderate work experience (18 per cent) have good Organisational Climate score for management rewards than the organisations having low or high work experience. it was observed that the association between management rewards within the

organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that management rewards within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees of moderate level of work experience (15 per cent) have good Organisational Climate scores for innovative practices than the organisations with employees having low or high work experience. It was observed that the association between innovative practices carried out within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that innovative practices carried out within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (22 per cent) have good Organisational Climate score for communication patter than the organisations with employees having low or high work experience. it was observed that the association between communication pattern within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that communication pattern within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (26 per cent) have good Organisational Climate score for interpersonal relationships than the organisations with employees having high or low work experience. it was observed that the association between interpersonal relationships within the organization with specific reference to the level of work

experience of the employees and its impact on the Organisational Climate is significant ( $P < 0.05$ ). It was concluded that interpersonal relationships within the organization with specific reference to the level of work experience of the employees and its impact on the Organisational Climate is dependent.

It was found that organisations with more number of employees with moderate level of work experience (19 per cent) have good Organisational Climate scores for supervisions than the organization with employees having low or high level of work experience. It was observed that the association between pattern of supervision within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that association between pattern of supervision within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (63 per cent) have good Organisational Climate score for orientation than the organisations with employees having low or high level of work experience. It was observed that the association level of orientation within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of orientation within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (26 per cent) have good Organisational Climate score for level of trust than the organisations with the employees having high or low level of work experience. It was observed that the association between level of trust within the organization with specific reference to the level of work experience of

the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of trust within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (11 per cent) have good Organisational Climate score for decision making practices than the organisations with employees having low or high level of work experience. It was observed that the association between decision making practices within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that the decision making practices within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is independent.

It was found that organisations with more number of employees with moderate level of work experience (11 per cent) have good Organisational Climate score for problem management mechanisms than the organisations having employees with low or high level of work experience. It was observed that the association between problem management mechanism within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is significant ( $P < 0.05$ ). It was concluded that problem management mechanism within the organization with specific reference to the level of work experience of the employees and its impact on its Organisational Climate is dependent.

It was found that organisations with employees having education up to graduation level (19 per cent) have good Organisational Climate scores for management rewards than the organisations having employees qualified upto higher secondary or post graduate level. It was observed that the association between management

rewards within the organization with specific reference to the level of education of the employees of the organization and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that management rewards within the organization with specific reference to the level of education of the employees of the organization and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (18 per cent) have good Organisational Climate scores for innovative practices than the organisations with the employees qualified upto higher secondary or post graduation. It was observed that the association between innovative practices carried out within the organization with specific reference to the level of education of the employees of the organization (Higher Secondary , Graduation and Post Graduation) and its impact on the Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that innovative practices carried out within the organization with specific reference to the level of education of the employees of the organization and its impact on the Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (31 per cent) have good Organisational Climate score for communication pattern than the organisations with the their employees qualifies upto higher secondary or post graduate level. It was observed that association between communication pattern within the organization with specific reference to the level of education of the employees of the organization (Higher Secondary , Graduation and Post Graduation) and its impact on the Organisational Climate is significant ( $P < 0.05$ ). it was concluded that communication pattern within the organization with specific reference to the level of education of the employees of the organization and its impact on the Organisational Climate is dependent.

It was found that organisations with employees having education up to Graduation level ( 22 per cent ) have good Organisational Climate score for interpersonal relationships than the organization with their employees qualified

upto higher secondary or post graduate level. It was observed that the association between interpersonal relationships within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that interpersonal relationships within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (16 per cent) have good organization climate scores for supervision than the organisations with their employees qualifying upto higher secondary or post graduate level. it was observed that the association between supervision practices within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is significant ( $P < 0.05$ ). it was concluded that supervision practices within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is dependent.

It was found that organisations with employees having education up to Graduation level (68 per cent) have good Organisational Climate score for orientation than the organisations with their employees qualified upto higher secondary or post graduate level. it was observed that the association between orientation level within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that orientation level within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.



It was found that organisations with employees having education up to Graduation level ( 24 per cent ) have good Organisational Climate score for level of trust than the organisations with employees qualifies upto higher secondary or post graduate level. it was observed that the association between level of trust within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of trust within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (15 per cent ) having good Organisational Climate for decision making than the organisations with employees qualified upto higher secondary or post graduation level. it was observed that the association between decision making practices within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that decision making practices within the organization with specific reference to the level of education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees having education up to Graduation level (15 per cent) have good Organisational Climate score for problem management mechanisms than the organisations with their employees qualified upto higher secondary or post graduate level. it was observed that the association between problem management mechanism within the organization with specific reference to the level of education of the employee (Higher Secondary, Graduation and Post Graduation) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that problem management mechanism within the organization with specific reference to the level of

education of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging open caste category (19 per cent) have good Organisational Climate score for management rewards than the organisations with employees falling under other castes. it was observed that the association between management rewards within the organization with specific reference to the caste category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that management rewards within the organization with specific reference to the caste category of the employee (and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste ( 19 per cent ) have good Organisational Climate score for innovative practices than the organisations with employees falling under other castes. it was observed that the association between innovative practices within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that innovative practices within the organization with specific reference to the caste category of the and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging open caste category (20 per cent ) have good Organisational Climate score for communication pattern than the organisations with employees falling under other castes. it was observed that the association between communication pattern within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that communication pattern

within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category ( 20 per cent) have good Organisational Climate score for interpersonal relationships than the organisations with employees falling under other castes. it was observed that the association between interpersonal relationship within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that interpersonal relationship within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category ( 19 per cent ) have good Organisational Climate score for supervision than the organisations with employees falling under other castes. it was observed that the association between level of supervision within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that between level of supervision within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (59 per cent ) have good Organisational Climate score for orientation than the organisations with employees falling under other castes. it was observed that the association between level of orientation within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on the Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that between level of

orientation within the organization with specific reference to the cast category of the employee and its impact on the Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category (24 per cent ) have good Organisational Climate score for level of trust than the organisations with employees falling under other castes. it was observed that the association between level of trust within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). It was concluded that level of trust within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that organisations with employees belonging to open caste category ( 13 per cent ) have good Organisational Climate score for decision making practices than the organisations with employees falling under other castes. it was observed that the association between decision making practices within the organization with specific reference to the cast category of the employee (Open, Other Backward Caste, Schedule Caste and Schedule Tribes) and its impact on its Organisational Climate is insignificant ( $P > 0.05$ ). it was concluded that decision making practices within the organization with specific reference to the cast category of the employee and its impact on its Organisational Climate is independent.

It was found that association between the Good Governance Practices and Organisational Climate has become statistically non significant in case of financial aid of school (Grant in Aid and Non-Grant-in -Aid) and the Type of School (Residential and Non Residential School) as the controlled variable was introduced. This state was that the association between Good Governance Practices and Organisational Climate depends on whether the school is Grant in Aid and Non-Grant-in -Aid condition and Type of School (Residential or Non Residential)

The Type of School ( Residential or Non Residential) and Financial Status ( Grant- In- Aid or Non- Grant- In- Aid) as controlled variable is introduced the association between Good Governance Practices and Organisational Climate become non spurious

## **CONCLUSIONS**

The study has come up with correlation between Good Governance Practices and Organisational Climate. This could be the reasons Governing boards of the organisations are designing and developing the policy to create the good organisational climate. The organisational climate depends on the Good Governance Practices and vice versa.

Governance practice is the method to operate in the organisations. Governing board of the organisations decide the practices and based on the certain norms the services and operations were carrying out in the organisations. In every organisation governance practices can be measured as it is based on certain characteristics. The characteristics of Good Governance can be assessed by governing board approaches to a mission of the organisation, stakeholders, leadership, human resource development policy, financial resources and aspects of the transparency, accountability, sustainability etc. The assessment scores are classified as “Good”, “Average” or “Poor”.

The study has concluded that the Good Governance practices depend on the type, its services pattern and funding of organisations. Financial aspects of Good Governance Practices which includes appropriate financial systems, accountability, and transparency are the major component, which are influenced by the type of special school as its residential or non residential, and the funding pattern as grant-in-aid or non-grant- in- aid of the special schools.

Organisational climate is the reflection of the governance practices. The organisational climate can be accessed through the approach perceived by the employees of the organisations and their perception on how the management gives them orientation, keep trust, supervise, involved in decision making, communication patterns, co-operation, interpersonal relationship, management of reward etc.

The study has also conclude that the organisational climate depend upon the governance practices and it also depend on the types of the organisations, services as it could be residential or non-residential, size of the organisations, funding source etc..

Area and further scope of the study about the good governance practices and the organisational effectiveness, organisational climate and the rehabilitation services provided to the special school.

## **LIMITATION OF THE STUDY**

### **The Research study has faced the following limitations**

The Governing Board members of the Special School were not available for the interactions as their timing and appointments were difficult to match with the visit for the data collection of the special school.

Due to the time constraint only Pune district was considered for the study and 266 employees and 50 Principal of the special school were selected for the study

## **SUGGESTIONS**

The study revealed urgent need for the Social work intervention to improve overall Good Governance Practices and Organisational Climate of the organization working in the field of special education of the children with special ability.

The study recommends need to organize in-depth training to improve Good Governance Practices and Organisational Climate selected for the study.

The study suggests urgent need to train organization and Government agencies working in the field of special education of the children with special ability regarding Good Governance Practices and Organisational Climate.

The study proposes classroom discussion, in-depth interview (IDIs) and Focus Group Discussion (FGDs) along with the staff of special school and its management by the faculty member of Social Work during the Social Work training to made students aware about various component of Good Governance Practices and Organisational Climate

The study suggests placement of Social Work trainee students especially students in special school with a specific Field Work plan which include Social Work assessment and intervention in the areas of Good Governance Practices and Organisational Climate

The study proposed need for In-depth qualitative research on the same area for further effective Social work intervention.

**PROPOSED FRAMEWORK FOR SOCIAL WORK INTERVENTION TO  
IMPROVE GOOD GOVERNANCE PRACTICES AND**



## **ORGANISATIONAL CLIMATE OF THE ORGANISATION WORKING IN THE FIELD OF SPECIAL EDUCATION**

The prime objective of the proposed framework is the strengthening of Good Governance Practices while improving the Organisation's Climate. To this end, the following Social Work intervention has been proposed:

### **INITIAL PHASE OF INTERVENTION**



In the initial phase, the following social work intervention has been proposed:

(1) Building a rapport with the management and school officials: To initiate the intervention into the making of better Organisational Climate and Good Governance Practices in the organisation, developing cordial relationship with the school management board and staff of the school is of vital importance which shall be initiated by the concerned Social Worker. In doing so the Social Worker's activity would include meeting the Management President, Board Member(s), School's Principal with the intention of explaining the aim and objective of the intervention process. Besides, the Social Worker would also strive towards getting the necessary permissions from the relevant authority. In the entire exercise, the Social worker shall try and involve the Management and

Governing staff of the organisation and highlight the importance of the Good Governance Practices and healthy Organisational Climate.

(2) Ventilation phase by Staff and Management of through FGDs, GDs and personal interviews: On obtaining the necessary permission(s), the Social Worker shall organize personal meetings with the President, Board Member(s) and Principal of the Special School to understand the various aspects of existing Good Governance Practices and Organisational Climate of the organisation. In doing so, Social worker shall organize Focus Group Discussions (FGDs) and Group Discussions (GDs) with the staff mentioned above besides others for better listening of the staff.

(3) Assessing the existing Good Governance Practices and Organisational Climate of the Organisation using relevant tools and techniques of Social work: Social work as a profession applies various tools and techniques in the process of problem identification. To assess existing Good Governance Practices and Organisational Climate of the Organisation, the selected Social worker shall utilize observation, and interview techniques.

(4) Identification of the issues and challenges which impacts on Good Governance Practices and Organisational Climate: The designated Social Worker shall try and identify issues and challenges currently impacting overall Good Governance Practices and Organisational Climate of the organisation as also make an effort to document the same.

(5) Usage of research scale to assess overall Good Governance Practices and Organisational Climate of the organisation: With the aim of obtaining accurate information on existing Good Governance Practices and Organisational Climate of the school/organisation, the designated Social Worker shall use all relevant research scales.

**MIDDLE PHASE OF INTERVENTION**



During the middle phase following Social work intervention has been proposed:

(1) Putting fact finding before management which impact Good Governance Practices and Organisational Climate of the organisation: At the end of the initial phase of assessment, the Social worker shall put forward the necessary findings related to the existing situation of the Good Governance Practices and Organisational Climate of the organisation. At this stage, the intention would be to try and present all document and related facts which were recorded during the first phase of Social work intervention.

(2) Involvement of Management and Staff of the organisation for development of strategic programme to improve Good Governance Practices and Organisational Climate of the organisation: The role of the Social worker in this process would include garnering participation of the management and staff to create further platform to improve overall Good Governance Practices and Organisational Climate of the organisation. To initiate the same, management and staff as mentioned before shall come up with a review committee to monitor and improve

overall Good Governance Practices and Organisational Climate of the organisation.

(3) Trust building through Problem solving training, educational programme and empowerment process: The research study made an observation that the management board and the staff of the organisation involved in the study did not have any opportunity to put into practice various simple managerial actions. Also observed was the lack of trust amongst the management board and the staff of the organisation. To improve the same, the designated Social Worker shall arrange the organisation of various managerial skill building programs, educational programme and training classes. The study specifically recommend the 'problem solving' technique in the process.

(4) Staff and Management's combined review committee to monitor organization of the organisation: The study proposes that the Social worker initiate the setting up an internal review committee within the organisation comprising, member(s) for the management board, staff, nominee of the Dept. of Social Welfare Maharashtra, Social Work College, Management Consultant, Social activist(s) of eminence and other as the organisation may feel so. The core role and responsibility of the review committee will be to review the progress, issues and challenges in the process of Good Governance Practices and Organisational Climate of the organisation.

(5) Developing Plan of action to improve overall Good Governance Practices and Organisational Climate of the organisation: The committee shall endeavor to recommend strategies to improve overall Good Governance Practices and Organisational Climate of the organisation. Further, the management and staff shall make an effort to plan various tasks and activities to overcome the issues and challenges impacting the overall Good Governance Practices and Organisational Climate of the organisation. During this process the role and individual responsibility of the management and staff shall be decided which shall be reviewed during the next review committee which monitor Good Governance Practices and Organisational Climate of the organisation.

## FINAL PHASE OF INTERVENTION



During the tertiary phase, the following Social work interventions have been proposed: 24 Aug

(1) Organizing workshop(s) pertaining to training and sensitization: The study brought out the fact that the organisation involved did not get an opportunity to participate in training programs and workshops meant to inform on ways to improve Good Governance Practices and Organisational Climate of their organisation. The Social Worker shall thus organise training and sensitization workshop(s) on the importance of Good Governance Practices and healthy Organisational Climate of the organisation and for the same, develop training modules as also audio-video and organise the latter's screening within the organisation..

(2) Program developed within the organisation be exchanged with others to improve Good Governance Practices and Organisational Climate of the former: The research study observed that the organisation involved in the study did not have any exchange program with its peer organisations in the same field. It is thus imperative that the Social worker arrange exchange of ideas with other leading

sister organisation(s) to better Good Governance Practices and Organisational Climate.

(3) Involvement of Government officials: The study observed that the government machinery does not have a structured plan to monitor Good Governance Practices and Organisational Climate of the organisation. What the Government does do is monitor various administrative details of the organisation regularly in the absence of a specified mandate in the form of a resolution. The appointed Social worker shall have to try and engage with and involve Government officials (especially Social Welfare Dept, Government of Maharashtra) dealing in the field of Special education regarding the importance of the Good Governance Practices and healthy Organisational Climate at the special schools.

(4) Involvement of stake holders of the organisation: The appointed Social worker shall engage with and educate the stake holders associated with special school and also make sure they participate in the process of monitoring and improving Good Governance Practices and Organisational Climate of the schools. For the same, the Social worker shall organize meetings, Networking event, workshops, seminars and conferences to disseminate the information and importance of Good Governance Practices and healthy Organisational Climate within the organisation. It shall also involve writing articles on the subject in local, national and international media.

(5) Grievance resolve mechanism and follow ups: The Social worker thus appointed shall make sure the special school/organisation has a formal and functional grievance resolution mechanism to deal with issues and challenges pertaining to Good Governance Practices and healthy Organisational Climate. The study found that a lethargic attitude and style of functioning exists in most grievance resolution mechanism currently functioning in the organisation.

The above Initial, Middle and Final intervention method will be useful to create the healthy Organisational Climate by understanding and developing of Good

Governance Practices in the Special School. The Social worker can play the major role and while dealing with the social problem, it is necessary to have systems in place and climate is healthy for the effective services of the organisations .

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