

**Measuring the Performance of Non Government
Organization: A Comparative Study of AMDA Nepal
and General Welfare Pratisthan (GWP)**

**Submitted to
Faculty of Management
Central Department of Public Administration
Tribhuvan University**

**Submitted by
Sangita Thapa
Roll No: 7**

**M. Phil. in Public Administration Central Department of
Public Administration**

**Kathmandu
April, 2015**



TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT
CENTRAL DEPARTMENT OF PUBLIC ADMINISTRATION



Jamal
Kathmandu, Nepal

Date:.....
2nd March 2015

f. No.

M.Phil. in Public Administration Program

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This is to certify that the Thesis

Submitted by

SANGITA THAPA

Entitled:

MEASURING THE PERFORMANCE OF NON GOVERNMENT
ORGANIZATION: A Comparative Study of AMDA Nepal and General
Welfare Pratisthan (GWP)

has been prepared as approved by this program in the prescribed format of the
Faculty of Management. This thesis is forwarded for examination.

Thesis Supervisor

1. Prof. Dr Govind Prasad Dhakal



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Jamal
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Kathmandu, Nepal

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ORGANIZATION: A Comparative Study of AMDA Nepal and General
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and found the thesis to be the original work of the students and written according to the prescribed format. We recommended the thesis to be accepted as the partial fulfillment of the requirements for Master of Philosophy.

Evaluation Committee:

Signature

1. Tek Nath Dhakal 
2. Dev Raj Adhikari 
3. Purushottam Sharma 
4. Gurind Pr. Dhakal 
5. Rajib Bickram Rana 
6. Ratna Raj Niroula 
7. Narendra Raj Paudel 
8. Shree Krishna Shrestha 
9. Prachanda Prasad 
10. Hari Bhakta Shahi 

DECLARATION

I hereby declare that this thesis work “**Measuring the Performance of Non Government Organization: A Comparative Study of AMDA Nepal and General Welfare Pratisthan (GWP)**” represents the results of research work carried by me as a partial fulfillment of the requirement of the course entitled "Master of Philosophy in Public Administration" Tribhuvan University. No part of the research has been submitted to any other University/Institution by me or by anybody and conferred with any degree.

April 2015

Sangita Thapa

Roll No: 7

T.U. Regd. No: 14712-92

ACKNOWLEDGEMENTS

This Research report is prepared for the partial fulfillment of Masters in Philosophy, Central Department of Public Administration, Faculty of Management, Tribhuvan University, Jamal, Kathmandu. I acknowledge my thanks and appreciation to those who have graciously helped me to prepare this thesis report.

I would like to extend gratitude to my supervisor Prof Govind Prasad Dhakal PhD, Chairperson of Public Administration Subject Committee and to Prof Tek Nath Dhakal PhD, Head Central Department Public Administration, Tribhuvan University.

I am grateful to inspiring faculty members Prof Shree Krishna Shrestha PhD, Prof Ratna Raj Niroula, Prof Rajib Bikram Rana PhD and Narendra Raj Poudel PhD, Coordinator Masters in Philosophy program for providing valuable suggestions and comment to come out with this research. I would like to thank M.K Bastola for his valuable support & suggestions. Likewise, I have to express my sincere thanks to all staff of Central Department of Public Administration.

My special thanks also go to Vimal Gurung, Tanka Ram Gautam, Bishnu Prasad Gyawali and Vishma Poudel who spared their precious time to perform most of the technical work of this thesis.

I am indebted to colleagues at Janamaitri Multiple Campus. I am specially grateful to Bhola Nath Ojha, Campus Chief who extended financial and non financial support to complete the thesis. I would also like to remember Neelam Subedi, Laxmi Upreti and Madhu Neupane for their encouragement.

At last I would like to share thanks to my husband Tilak, son Prayash and daughter Priya for patience. I want to thank my elder sister Sunita Lamichhane and sister in law Shyam Prasad Lamichhane for their encouragement. I can't remain remembering my father late Tanka Bahadur Thapa and mother Sabitri Thapa who has been in my heart as source of inspiration.

Sangita Thapa

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LISTS OF ABBREVIATIONS

AIN	The Association of International NGOs
AMDA	Association of Medical Doctors in Asia
BOAG	British Overseas Aid Group Agencies
BPR	Business Process Reengineering
BS	Balanced Scoreboard
CSO	Civil Society Organization
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
ES	Employee's Satisfaction
GO	Governmental Organization/ Grass-root Organization
GWP	General Welfare Pratisthan
HR	Human Resource
HRM	Human Resource Management
INGO	International Non government Organization
NAO	National Audit Office
NFN	NGO Federation of Nepal
NGO	Non government Organization
NPO	Non-profit Organization
NSAs	Non-state Actors
OD	Organizational Diagnosis
OP	Organization Performance
OP	Organizational Performance
OPM	Organizational Performance Measurement
OS	Organizational Strategies
PG	Personal Growth
PVO	Private Voluntary Organization
QO	Quality Oriented
OR	Organizational Relationship
ROA	Return on Assets
SHO	Self-help Organization
SMO	Social Movement Organization
SWC	Social Welfare Council

TQM	Total Quality Management
TSO	Third Sector Organization
UK	United Kingdom
US	United States of America
VFM	Value for Money
VO	Voluntary Organization
WC	Work Climate

CHAPTER I

INTRODUCTION

1.1 Conceptual Background

Role of the NGOs have been increasing in the present world and NGOs have been remained as a partner in development efforts of the country from the past. The NGOs and their contribution in the different sector of life like health, education, environment, agriculture, inclusion, social justice, democracy, good governance and many more in collaboration with different partners in local, national and global level is obvious. So their working is diverse and complex in nature.

The history of NGOs in Nepal is not very long. Before 1990, the Panchayat regime exercised tight control over NGOs. There were only 10 NGOs in 1960. It increased to 37 in 1977. But the situation changed dramatically after 1990. After that their number has increased to 10,555 in the year 2000. There are 30,284 NGOs registered with Social Welfare Council June 2014. A non-governmental organization (NGO) is a social organization motivated to work in sectors like religion, socio- cultural, economic, educational, environment, women, children, etc, irrespective of any political ideology and belief. NGOs are formally registered at the Chief District Officer's office and affiliated with the Social Welfare Council (SWC) and renewed annually.

NGOs activities in Nepal

In Nepal NGOs perform various activities. They are commonly classified as

1. Fire fighting NGOs
2. Income generation, helping resources, providing training
3. Planning and implementing the policies for different sectors in the society

These are voluntary, non-profitable, service oriented and autonomous organizations. The objectives, thoughts and visions of these organizations may vary as per the targeted areas and their areas of concern. In different countries various terms are used for NGOs, such as private voluntary organizations in the United States, civil

organizations in Latin America, voluntary development organizations in Africa and peoples' organizations in some parts of Asia. The World Bank treats them as private or voluntary organizations. These different terminologies denote what is referred to as NGOs in Nepal (Ghimire, 2013).

1.2 Concept of Organizational Performance

Organizations are established with certain objectives. Organization requires the resources to achieve the objectives. The main resources are man, machines, materials and money. Every organization has own system, procedure and policies to carry out the activities. Policies are the guidelines that help the organization to run smoothly and effectively. Among the resources employed, it is the human capital, which is central focus for achieving objectives. Human capital is an asset for any organization. The performance of the organization is dependent on utilization of the resources placed on them. Organizational performance is affected by internal and external environment which is no expectation to NGOs.

Organization does not have control over the external environment however, organization can exercise control over the internal environment. Internal environment includes staffing and their relationship, management and its attitude, organizational culture, financial and non-financial resources. Among the internal environmental variables affecting the organizational performance are employee satisfaction, growth and relationship, work climate, organizational strategies and diagnosis and how the quality of the work is defined in the organization and how people are held accountable for performance, work climate and organizational culture. There are other variables such as external, legal-political environment that affects the performance of the organization, which are not considered here in this study.

Organizational performance is the collective outcome of the organization in achieving the objective. Organizational performance can be measured from the different perspective. They can be measured either in term of financial, non-financial and operational aspects. Financial performance is related with measuring how the organization have generated and utilized the financial resources in terms of achieving the objectives. Such type of financial performance measures the financial soundness of the organization. Non-financial performance or programmatic performance is

related with achieving the set target of the programs or it is related with measuring the status of the desired outcomes of the program implementation.

Out of the above-mentioned methods, the operational performance of the NGOs has been considered here. To measure the operational performance the independent variables like work climate, employee satisfaction, growth and relationship, organizational strategies and organizational diagnosis are useful. Therefore, it is beneficial to understand these internal variables so that management can take appropriate action to improve the performance.

Performance is affected the quality of work. There should be programs in the organization to train and make aware about the quality, feedback mechanism and accountability to improve the quality of the work performed. Work climate such as suitable and safer environment, team spirit, personal commitment of the staff and level of awareness of the top level management about work division is essential. Employee satisfaction is necessary to retain and obtain the better performance in the organization. Organizational Strategies, vision and mission should be made clear and communicated properly. Relationship among employees is essential in the better performance in the organization. There must be professional and harmonious relationship between supervisors and subordinates in the organization.

A unified perspective of overall organizational performance is necessary to execute this research. A successful organizational performance can be equated to successful value creation for common stakeholders. The meaning of organizational performance can be better understood by studying the types of performance that can be measured in the research work. Performance is a contextual concept (Hofer, 1983). In the context of organizational financial performance, it is a measure of the change of the financial state of an organization, or the financial outcomes that results from management decisions and the execution of those decisions by members of the organization.

The concept of organizational performance is based upon the idea that an organization is the association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Barney, 2001; Alchian &

Demsetz, 1972; Jensen & Meckling, 1976). The influencing factors for performances are

1. Management
2. Employees contribution
3. Work environment

Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange. The essence of performance is the creation of value. So long as the value created by the use of the contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential performance criteria for any organization. How that value is created is the essence of most empirical research in management. Similarly the value of performance measurement is the focus of this study.

1.3 Statement of the Problem

In general the objectives of NGOs are social reform and citizen's awareness building. Now a day most of the NGOs wish to address their stakeholder's desire through the operational performances. Since no NGOs can afford to limit their role into a single sector because they work with the people and for the people. Thus, the measurement of the organizational performance becomes must.

The number of NGOs has grown significantly over the past several years which show that NGOs have growing roles in development partnership. The performance of NGOs play vital role in discharging the accountability placed on NGOs and to meet the expectation of the stakeholders or organizational management. Therefore performance of NGOs is key satisfier to the interest of the different stakeholders and society at large. The factors that contribute in the organizational performance need to be search out for improving organizational performance. There are few research studies done to find out what actually affects the performance of NGO'S in Nepal.

1.4 Research Questions

The following research questions are set for this research:

-) What are the factors that contribute to the performance of an NGO?
-) Does management play role to the operational performance?
-) Whether the employee's role is crucial in the operational performance?
-) Does the working condition differentiate the level of performance in NGOs?

1.5 Objectives of the Study

This research is focused on the performance of the NGOs. The organizations perform differentially for reasons of differential access in general, specific to the different variables. Accordingly, the objectives of the study are as follows:

1. To measure the operational performance of NGOs in Nepal
2. To identify the factors that contributes to the status of performance of NGOs in comparative perspective.
3. To develop or adopt the measurement criteria of performance.

Operational performance in this study denotes how the organization is taking into account quality orientation, work climate, employee satisfaction, growth and relationship, organizational strategies and organizational diagnosis. Organizational performance is dependent on organization's planning process, vision, communication of strategies, awareness of threats and opportunities and staff involvement in the decision making process. It is equally important how the quality of work is perceived within the organization and what organization does for making aware about quality. What is mechanism for feedback and accountability mechanism for improving performance. For better performance, employee should be satisfied, they should be provided with growth opportunities within the organization. There should be good relationship between and among employees. Work climate is considered as other important variable, employee should feel safer and suitable, they should feel fair behave from the management rewarding staff.

Operational performance is the product of Quality Oriented, Work Climate, Employee Satisfaction, Organizational Strategies, Organizational Diagnosis, Employee

Relationship, and Personal Growth. These independent variables are contributing factors of performance and have analyzed to assess the performance status in the sample of the study.

1.6 Research Hypothesis

The research hypothesis for this study can be outlined as:

H1: There is significant relationship between the operational performance and work climate.

H2: There is a significant intern relationship between the operational performance and the personal growth.

H3: Employee satisfaction has the significance relationship with the operational performance of an organization.

The significant relationship and association between these mentioned variables with the operational performance can be proved by the measurement of the p-value. The p-value will be derived from the correlation analysis.

1.7 Significance of the Study

As this study is related to measuring, the factors that affect the performance of NGOs selected for this case study. This study would be helpful in knowing what factors affects the performance most and what are the major contributors for the operational success of NGOs. The performance measurement gives the feedback mechanisms for the overall operation of the organization. This study will explore the relationship between the factors itself and its effect on the performance of the NGOs. The study of the various variables like quality enhancement, working conditions, employee's satisfaction, organizational strategies and diagnosis can help to improve overall performance of the organization. Similarly maintaining the good relationship with the employees and carrying out the programs for the personal growth can contribute in the development and growth of the organization. In the same way if the working staff get higher returns they are motivated positively and can contribute significantly in the operational performance of the organization. In short, this research helps to know the various variables, which directly or indirectly influence to the performance of the organization.

1.8 Research Design

As the study is carried out to measure comparative performance management of NGOs, both qualitative and quantitative approach of research has been used. Descriptive research design has been used for this study. The justification of applying qualitative approach is that the comparative study in measuring performance of NGOs has relationship with human psychological, interactive and humanistic method and their performance is fundamentally interpretive. The qualitative approach will help researchers to measure and analyze the performances and identify factors contributing for the NGOs performance. The rationale behind choosing quantitative approach is that this study will attempt to measure performance from numerical perspective.

1.9 Conceptual Framework

There are different theories and models based upon performance measurement. This research study have used performance measurement model as a major focus. The major indicators like the quality orientation, work climate, employee satisfaction, growth and their relationship, organizational strategies and organizational diagnosis has been used in this study. These indicators are derived from the related literatures, publications, and research undertaken in the field of measuring the performance of the NGOs have been collected and reviewed systematically. This has helped to build the solid background for the study. In this study, how quality orientation, work climate, employee satisfaction, growth and their relationship, organizational strategies and organizational diagnosis contribute to the performance of the organization have been analyzed.

1.10 Limitations of the Study

This study will be based on the information and data provided by the organization selected for this case study. We have taken only two samples among the different NGOs working in Nepal. AMDA and GWP both are working in the HIV and AIDS in the public health arena. Both of these organizations are national level NGOs and similar in the size in terms of budget and number of employees. AMDA is operating its programs in Kathmandu, Sunsari, Jhapa, Morang, Mahottari and Dhanusha districts of Nepal. GWP is operating its program in Kathmandu, Dhading, Makwanpur, Bara, Parsa, Rautahat, Dhanusa, and Lalitpur Districts.

Among many factors, that contributes the performance of organization, only six operational variables are considered. These factors are the internal environmental factors thus management can access these variable for better performance. In this study, the operational performance is considered as the dependent variable of above independent variables.

1. Since this is the case study specific to the particular organization, given their complex and diverse field of work, nature and characteristics of the organization, findings may not be replicable.
2. Due to the given resources and time constraints sample of only two NGOs are taken for this case study.
3. Only seven contributing variables would be the measurement units and to evaluate the performance of organization.

1.11 Organization of the Study

There are five chapters in this study. Chapter one contains introduction of NGOs, concept of organizational performance, statement of problems, research questions, research hypothesis, objectives of study, significance of the study, limitations of the study.

Similarly chapter two consists of historical background of NGOs, Concept of performance, Meaning and definition of NGOs, growing role of NGOs and their performance, measurement of performance of NGOs, dimensions of Performance studied by various researchers, financial and non financial measure of performance, Operational level, tactical level and strategic level and explanation of the independent variables are made.

In the chapter, three the research methodology for this study has been chosen. It contains information about research design, population and sample size, data collection and analysis method as well as the validity and reliability of data. Chapter four contains the analysis and presentation of the independent variables. Different statistical tools like means, standard deviation along with graphs, charts and figures has been used to summarize the research findings. Finally in the chapter five the summary, conclusion and limitation has been presented.

CHAPTER II

CONCEPTUAL FRAME WORK AND REVIEW OF LITERATURE

2.1 Historical Background

The NGO have been existed in Nepal in the various forms of Guthi (Trust), Dhikur (saving & credit) and Parma (labour exchange) etc before the unification of Nepal in 1769. They were established for the common purpose and on the religious ground to serve the certain group. The formal form of NGO came into existence in 1926 after the establishment of *Shree Chandra Kamadhenu Charkha Mahaguthias* a social organization for the delivery of services other than the government, which was subsequently followed by *Paropakar Sanstha* (Dhakal, 2006).

According to Dhakal (2007) Establishment of modern NGOs in Nepal before 1950 was not easy for the common people as one should get permission from the Prime Minister. The aftermath of the democratic movement in 1951 created a favorable environment for creating such entities. However, the introduction of Panchayat polity (a party-less political system) in 1961 again created obstacles for the smooth growth of such organizations. It was simply because of suspicion on the role of social organizations contributing people's awareness level thereby creating a probable threat for the continuation of the autocratic nature of the then political system. As a result the growth of NGOs during 1961-90 was very slow".

In recent years the concern for quality has created a greater demand for more performance measurement strategies. The NGOs are under pressure to invest more in evaluating the work and measuring its implications both financially and non financially. A measure of non-financial performance is essential to provide a balanced view of organizational performance. The scarcity of resources and increased competition from other organizations for funds has elevated the need for the NGOs to measure and proactively manage organization performance. The NGOs are accountable to their stakeholders most importantly to their donors and beneficiaries. The analysis of financial statement is usually a post hoc measure detailing the result of the performance whereas on the other hand the non financial parameter elevates the

measurement for strategic re-organizing and continuous improvement to better the performance.

NGOS should consistently measure the impact of the activities and efforts on the society and individuals and the progress made towards achieving the set objectives. To determine the ability of an organisation to constantly grow and improve, the NGOs need to keep a track of the changes within and outside the organisation. Necessary skills and tools in employees are essential to drive the strategic goals and align with organizational objectives (Sharma, 2012).

Another measure of performance in NGOs could be the level of relationship maintained and built through the years. The number of new donors added during the year or the repeatability of donors through the years. The jobs created during the year are also an indicator of the organization's development each year. (Epstein and McFarlan, 2011)

After the introduction of democracy in 1990, number of NGO resumed growing in the number and there are 30,284 NGOs registered in Social Welfare Council in Nepal as of Ashad 2067 and 170 INGOs are operating in Nepal having agreement with Social Welfare Council as of (Baishakh, 2070).To strengthening role of NGOs, NGO Federation of Nepal (NFN) is working as umbrella organization. NFN provides forum for its member to discuss and present their agenda in other forums and to build networks. Since its establishment in 1991, the NFN apart from defending NGOs' autonomy has been fighting for promoting human rights, social justice and pro-poor development. Today, it has evolved as a leading civil society organizations in Nepal with over 5,370 NGOs affiliated to it from across the country.

As compared to Nepal, the number of NGOs operating in the United States is estimated at 1.5 million, Russia has 2, 77,000 and India has around 3.3 million just over one NGO per 400 Indians, and many times the number of primary school and primary health care center in India. The Association of International NGOs (AIN), formed by INGOs working in Nepal in September 1996, is an important network in the development sector of Nepal as members have been implementing various people-centered development programs in the country. There are 113 members in this association of INGOs as of June 2013 (Source: <http://www.ngofederation.org>).

2.2 Meaning and Definition of NGO

NGO word itself covers all the organizations except the government owned and a conventional profit oriented organization. The term NGO was originated with the establishment of the United Nations in 1945 to reflect that they are not a part of a government. The Norwegian bilateral aid agency Norwegian Agency for Development Cooperation (NORAD) (2004) defines development-oriented NGOs as organizations that attempt to improve social, economic and productive conditions and are found both as small community-based organizations at village and district levels and as large professional development agencies at state or national level.

Various terms are used interchangeably in the different context to denote the NGO. Some may call third sector organization (TSO), non-profit organization (NPO), voluntary organization (VO), civil society organization (CSO), grassroots organization (GO), social movement organization (SMO), private voluntary organization (PVO), self-help organization (SHO) and non-state actors (NSAs). NGOs work in the different sector health, education, food security, democracy and governance, advocacy, social awareness etc. Some of them have grown very well and working as National NGO and some of them could not sustain due to various reasons. NGOs may be divided on the basis of the nature of work carried out by them or based in the size/coverage taken by their projects.

According to Ali Mostashari & Iranian (2005) NGOs can be distinguished into two groups: Operational and advocacy NGOs. This may be interpreted as the choice between small-scale change achieved directly through projects and large-scale change promoted indirectly through influence on the political system.

Social Welfare Council has classified 30,284 NGOs registered with them into following categories based on their activities or the project they have been implementing.

Table 2.1
Social welfare council

Sector	Number of NGOs registered with Social Welfare Council
1. Child Welfare	951
2. Educational Development	492
3. Environmental Protection	1,318
4. Health Service	703
5. Women Service	2,305
6. Youth Service	4,321
7. Moral Development	876
8. Handicapped & Disabled	597
9. AIDS Abuse Control	88
10. Community and Rural Development	18,633
Total	30,284

Source: Social Welfare Council, 2014

2.3 Growing Role of NGOs and their Contribution

Growing number of NGOs have played important role in the different sectors of life. NGOs have been working as development partners in Nepal from the past and has supported the government's efforts towards building nation.

Most of NGOs in Nepal is performing agency function by obtaining fund from different donors and implementing the programs/projects in the community on their behalf to attain certain objective. It is obvious that there is involvement of the multiple stakeholder and some of them that are most prominent are the government (governing body), beneficiaries, donors, and NGOs itself. As the number of NGOs and the resources made available by donors are increasing day-by-day. Thus, this has put greater stress in NGOs to account for what they are supposed to perform in a transparent and accountable way to discharge the responsibilities placed on them.

NGOs need to satisfy different stakeholder and there are always pressure on the governing side to monitor them on their activities to have a certain level of assurance that NGOs are performing in the prescribed manner. From the donor's perspective, NGOs have to attain the deliverables agreed with them or they wanted to see the impact of the fund they have invested or committed to provide. There has always been

discussion to have mechanism to assess the impact of the activities performed by NGOs.

Therefore, a lot of trust from the public and society and expectation of the funding agencies that provide valuable resources should not be compromised. Shrestha and Dhakal (2006) has stressed the need for good governance in the organization “irrespective of nature, size, scope and mandate, is being increasingly recognized for its due contribution to the overall effectiveness of an organization”.

Jane (2007) has described that influencing the emergence of new business models, new corporate accountability mechanisms and institutional structures, non-traditional cross-sector alliances, and changes in the public policy, environments or framework conditions under which certain industries operate.

2.4 Concept of Performance

The organizational performance is the dependent variables for this study. To measure the operational performance of an organization the six independent variables has been used. Organizational performance is a complex and multi-dimensional phenomenon. Campbell (1977) imagined that the effectiveness criteria must be chosen with reference to the purpose of measurement. Galbraith (1977) stated that the effectiveness in accomplishing objectives could be affected by three kinds of bottlenecks with respect to theoretical, resource and organizational.

In the other hand Grinyer and Norburn (1977, 1978) found the relationship between consensus on organizational goals and performance and found alarming level of disagreement within the firms. The consensus on goals was negatively related to performance in highest performing firms. Bourgeois (1980) found that the consensus on both goals and means in relationship to performance did not yield the highest firm performance. Dess (1987) examined the consensus among top management team on company objectives, competitive methods and found a moderate support to its relationship to the measures of organizational performance.

Jesson and Mayston (1990) has identified three conditions for the use of performance indicators. These conditions are described as

- a. A clear conceptual framework within which the indicators are derived and the associated set of purposes that they are intended to serve.

- b. A selection process to determine which indicators are to be applied and how.
- c. A specification of how the indicators fit into the management and decision process. In common, the most widely used performance indicators has been return on assets (ROA) and growth in sales. The assessment of performance on objective and subjective basis by Dess and Robinson (1984) found a significant relationship.

An organization is a composite of groups and individuals tied formally or informally creating a pattern of interaction to lead to organizational effectiveness including performance. Systems, contingency and critical approaches have been theorized for a better understanding of organizational structures and processes. Holloway (1999) states of other contributory theories as well.

Performance as an element of effectiveness is an important focus of every organization. Predicting, understanding and shaping performance is full of complication. Organizations seek to emulate the successes of others by emulating their organizational forms and practices as 'best practice' (March and Sutton, 1997:698). They went on to add that many of the independent variables are not observed directly and sometimes are assessed after the performance is well known, as such most studies of organizational performance are incapable of identifying the true causal relations among performance variables (ibid: 702). Denisi (2000) states that performance is a multi level as well as a cross level phenomenon.

Apart from external factors, effective performance is an outcome of organizational factors and their fit with the organizations. Hansen and Wernerfelt (1989) examined firm performance from economic perspective, organizational perspective and integrated perspective and found it significant. Economic model was significant in terms of profit (but not the market share), organizational model was significant in terms of human resources (but not the goals), and integrated model was highly significant. Staw, Makechnie and Puffer (1983) compared the proportion of various causal attributions and found that they did not significantly differ between high performing and low performing organizations.

Walton (1985) suggested that commitment work systems would outperform control (traditional) work systems in the organizations. The characteristics of commitment work systems comprise of broadly defined jobs, job rotation, evaluation by peers, non-hierarchical structure, decentralisation of power, and a focus of differentiation

strategies. The characteristics of control work systems comprise of narrowly defined jobs, specialisation of employees, close supervision, monitoring of employees by management, hierarchical structure, centralisation of power and a focus on cost reduction strategies.

2.5 Measuring Performance of NGOs

Due to the growing number and trust of multiple stakeholders' expectation on NGOs, it is obvious that performance should be monitored and measured on some concrete basis. For doing so, different efforts have been made to satisfy the demands of different stakeholder and society at large, different measurement techniques have been introduced and tested to assess the performance of NGOs.

There has been adaptation of approaches that are used in the private sector to measure the performance of NGOs. This is also called a prominent trend. One of the techniques used to measure the performance is result Based Management a technique of measuring performance by setting targets and evaluating results which is also known as marketization of the non-profit sector.

Another concept for measuring accountability-Value for Money (VFM) is used before and after allocating resources to NGOs by donor. This concept considers how the activities or the project can be implemented in Economy, Efficiency and Effective way. This is basically a thought whereby we try to obtain the output through optimal use of resources (input) in a most efficient and effective way. Some may regard this as cost benefit analysis and there have been trend to have more benefits out of small cost or investment. Based on the above technique of measuring the performance the Based Management Technique is preferred and is used in this research work.

On the planning phase, a collaborative approach may be suitable. NGOs should take feedback from the beneficiaries and others. At the time of measuring performance, output or scope of work may be compared with the output/scope indicators. They must enhance and maintain good relationship with communities and other stakeholders. NGOs should follow and monitor the standard of work whether they have met the technical quality or not. NGOs should nurture the good organizational environment to have staff motivated for better contribution. Appropriate internal control environment, system approaches to work and visionary leadership are essential factors for moving organization to the right direction. Management should be ready for change and accept there is always room for improvement.

Reporting on the performance is another key factor on performance management. NGOs are responsible for reporting to the different stakeholders. They have to keep the verifiable records in a transparent way. They have to remain compliant with local laws and regulation of the concerned governing bodies, with their own policies and procedures and with the terms and condition agreed upon with donor agencies and promote best practices. The reports generated by them should be clear and easy to understand and they should fulfill the valid expectation of the society. NGOs should share their learning and practices to collaborators and it is good to know what are strengths and weakness they have and remain realistic in terms of their capabilities.

2.6 Dimensions of Performance Stated by Various Researchers

Different studies have considered several measures of organizational performance, exclusive of turnover, job satisfaction and citizenship behavior etc.

Researchers	Dimensions used for organizational performance
1. Georgopolous and Tannenbaum (1957)	Productivity, flexibility, absence of organizational strain
2. Mott (1972)	Productivity, flexibility and adaptability
3. Steers (1975)	Productivity, adaptability, profitability and resource acquisition
4. Blake and Mouton (1964)	Achievement of high production centered and high people centered enterprise
5. Katz and Kahn (1966)	Growth, storage, survival and control over environment
6. Lawrence and Lorsch (1967)	Optimal balance of integration and differentiation
7. Yuchtman and Seashore (1967)	Successful acquisition of scarce and valued resources
8. Quinn and Cameron (1983)	Productivity and efficiency, resource acquisition and growth, stability and control, and value of human resources.
9. Friedlander and Pickle (1968)	Profitability and societal value; Child (1974, 1975) stated of profitability and growth;

Venkatraman and Ramanujam (1986) argued for performance with narrowest concept centering on financial performance, enlarged domain taking on operational performance (market or value based measurements), and broadened domain

accommodating stakeholders satisfaction. The performance measures as such would include:

-) Financial performance: Growth in earnings, Returns (return on investment, return on equity, return on assets), (Ramanujam, Venkatraman and Camillus, 1986;
-) Market performance: Quality, Growth in sales, Profitability, Market share, (Dealney and Huselid, 1996;
-) Productivity: Value-added (Rico, Gil and Sanchez, 2005;
-) Stakeholders satisfaction: Customers satisfaction, Corporate social responsibility (Harrison and Freeman, 1999;

Rummler and Brache (1990) advanced three levels of performance: organizations, process and job/performer under the systems view. The organizations level emphasizes the organization's relationship with its market and the basic "skeleton" of the major functions. The process level is concerned with the work flow – how the work gets done at the general and cross functional levels. The job/performer level is concerned with individual's response to the job requirement to the task situation. Each level has three sub-stratum comprising of goals, design and management practices. Elaborating on this, Rummler and Brache (1990) stated that an effective set of organizations goal would include a) values of the organizations, b) customers requirements, financial and non-financial expectations, targets for each product family and market, expectations for each competitive advantage to be established or enhanced. Organizations design constitutes a relationship map (customer-supplier along the line and staff functions). Organizations management includes four dimensions: goal management, performance management, resource management and interface management.

Performance is all-encompassing (Corson, 2002), what an organization would want to achieve as a matter of performance is not limited to traditional concept of attaining the output target and generating profitability. The competing environment has brought to focus new dimensions in what we tend to consider as performance. Holloway (1999) states that the measurement of organizational performance has undergone welcome broadening in the 1990's away from the traditional dominance of financial performance measures criticized by the writers such as Eccles (1991) and Gasso et al

(1995) and towards the use of portfolio approach such as balance scorecard and total quality management (TQM).

2.7 Non Financial Measure of Performance

Performance management frameworks these days encourage a more balanced view between internal and external factors, and financial and non-financial measures. Salem (2003) proposed to measure and assess three Es: Three E's of Performance are economy, efficiency and effectiveness. These criteria can be regarded as financial measurement criteria or cost benefit analysis. Non financial performance related with achieving programme targets or outputs of the project implementation. There are also other measure of performances.

2.8 Operational, Tactical and Strategic Performance

There are three levels of performance in any organization according to the level of management. Performance of the each level contributes to achieve organizational goals. Wiley (1996) states of four dimensions of judging performance: leadership practices, employee results, customer results and business performance indicators. Organizational performance assessment could be characterized in terms of a) employee assessment, b) output assessment, c) management assessment, and d) outcome assessment.

With the publication of UK's Citizen's Charter in 1991 and US's reinventing Government in 1993, the public management elsewhere has strived to focus a quality thrust. The wave of performance measurement is fast catching up public service (Birgnall and Modell, 1999; McKevitt and Lawton, 1996), and voluntary sector (Payton and Pyne, 1997). The imperative in corporate management is obvious; the organizations tend to consider specific tools-focus approach to performance such as a) objectives matrix, b) benchmarking, c) balanced scorecard, and d) business process reengineering.

In responding to how to bring about improvement in performance constitutes redesign of business processes and the associated systems and organizational structures to achieve an improvement in business performance. Five components of the business,

namely, strategy, processes, technology, organizations, and culture are examined and changed. Reengineering constitutes fundamental rethinking and radical redesign of business processes that enable organizations to operate as effectively and efficiently as possible (Hammer and Champy, 1993).

The early focus on quality sprang from inspection to quality control and later to quality assurance. TQM evolved from the application of quality management principles to all aspects of the organizations including customers and suppliers and their integration with key business processes. Focus on customers, top management commitment, decision based on facts, focus on processes, improve continuously and let everybody be committed constitute the core values of TQM. (Bergmen and Klefsjo 1999). Organizations simply cannot wait at times, but, want to move fast as a matter of survival. Rapid change and improvement is at the core of BPR.

Strategic initiatives at the start of the reengineering process provide understanding of the markets, competitors, and the position of the organization within the industry. Following this, critical success factors required to compete are identified and prioritized. (Kehoe, 1994) Only then, individual business processes are addressed. BPR as such is accompanied by strategic planning.

Charlish, David, Foresti, Knight and Newens (2003) report that organizational performance (OP) framework that include range of stakeholder assessments help to increase attention on impact assessment as demonstrated by the experiences of British Overseas Aid Group agencies. They state that organizational performance frameworks need to maintain enough flexibility to accommodate the diversity and complexities. Accordingly, the focus is on tools that help to understand and capture social change at organizational level, and in the approaches that try to balance upward and downward accountability and trust.

2.9 Models for the Research

The performance measurement model is used to measure the organizational performance. Changing environment brings new challenges and those require new ways of performing the business and measuring organizational performance.

Therefore, different performances measuring models are developed to fulfill the changing expectations of managers for the better decisions.

The research work carried out is based on mainly two model, which are EFQM, and Contingency model. These two models contain the moderating variables for the research. There were different variables, which were used by this two theory based on this variables the variables for measuring the performance were derived. The two models are

1. EFQM Model: European Foundation for Quality Management
2. Contingency Model

One of the well-known patterns in the management and organization's evaluation literature is the EFQM Model. This model is applied because this model of excellence is an appropriate framework for quality management and continuous organization improvement. Today, excellence model of TQM is utilized as a powerful tool for continuous improvement in different countries. Similarly, this model has been used to derive the independent variables for this study. During previous decades, the paradigm of total quality management has been extending in the world's trade successfully. Usually TQM is defined complicatedly. However, there are key principles or common principles such as: customer's satisfaction and continuous improvement, commitment on excellent management, reinforcement and solving the problems related to employees, group work, and evaluation through applying indexes and feedback.

Peter and Waterman (1982) have applied the contingency framework for measuring results of organizational performance. The variables used to describe the performance are strategy, structure, staff, skills, system and shared values. There are many forms of contingency theory. In a general sense, contingency theories are a class of behavioral theory which argues that an organizational/leadership style that is effective in some situations may not be successful in others. In other words, the optimal organization/leadership style is contingent upon various internal and external constraints. According to these models, the effectiveness of a decision procedure depends upon a number of aspects of the situation: the importance of the decision quality and acceptance; the amount of relevant information possessed by the leader and subordinates; the likelihood that subordinates will accept an autocratic decision or cooperate in trying to

make a good decision if allowed to participate; the amount of disagreement among subordinates with respect to their preferred alternatives. The simple diagrammatic theory in organizational research is shown as below.

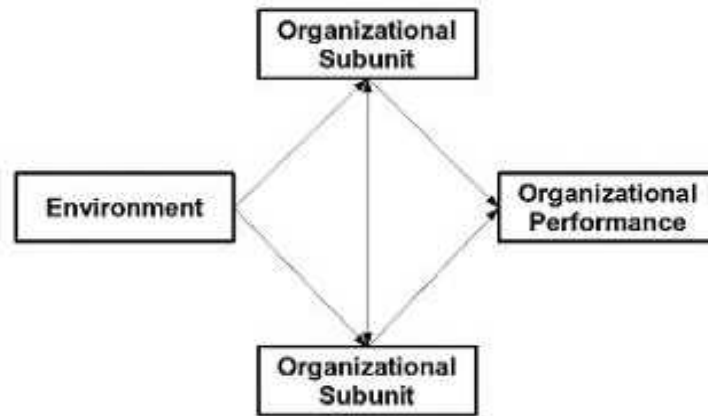


Figure 2.1: A Simplified model of contingency theory in organizational research.

The organizational performance can be measured by using the variables, which are explained by the above theory. According to the above mentioned theory the main factor which directly or indirectly affects the performance EFQM Model i.e. European Foundation for Quality Management and the contingency framework.

These theories have given the explanation of the variables like quality, strategy, structure, staff, skills, system and shared values, besides these there are other variables which are used by the researcher for measuring the performance of an organization. These variables are quality, work climate, employee's satisfaction, organization strategies, organisational diagnosis, employee's relationship and personal growth.

2.10 Performance Management

In order to perform activities smoothly and efficiently within organization the management structure, policies and strategies are the crucial factors. Along with these the planning activities, measuring performance, feedback and scope indicators, technical quality, managing relationship, communications, transparency, ethical fund raising, collaborating sector learning, are the other needed factors have to be managed

properly to increase the management performance. Some of these factors are described in following in brief.

a. Performance planning

First emphasis is placed on the planning. Planning is the vital tool that describes who is going to perform what and by when. This is also considered as a path to the desired state to achieve goals for the organization.

b. Setting strategy

NGOs strategies largely depends on its credibility with collaborators, understanding the context, technical skill, networks, funding availability and management capacity. NGOs are governed by the board or there is some sort of governing body that runs the organization playing role of the stewardship. There must be mission, vision and guiding principles that leads the organizations. NGOs structures should depend upon the program requirement and there should be own set of management policy and procedures, formal division of work between departments and clarifying relationship between them. NGOs should have an overall organizational vision and structure that they perceive would be an appropriate structure that could help the NGOs to achieve its goals. NGOs are governed by laws and statutes of its own as it prepares one at the time of registration at the concerned government body. After its incorporation, NGOs needs to comply and follow concerned rules and regulation. In the case of Nepal, there is Social Welfare Act which plays vital role in the governance of NGOs.

c. Planning activities

Performance of NGOs is largely depends on the planning. Planning provides guidelines and structured tract for the performance and brings clarity on “who does what” and by “when”. Therefore better planning produces better results. At the time of preparing plans, different level discussion should be held with different stakeholders identifying who would have to do what to achieve specific goals. NGOs’ activities and operational goals have to respond to their priorities. Plans should identify who has a significant influence on achieving goals, both allies and opponents, and what they are expected to do to achieve them.

d. Measuring performance

After the planning phase NGOs implement programs based on the strategy and plan. Plan is not a blue print and things does not go in way we expect and there are some changes and variations we face. We should be ready for the continual adjustment and changes in our plan.

e. Feedback and scope indicators

We can compare the actual performance with the plan and can analyze the variance whether that is positive or negative and find out the underlying causes to address the problem. Similarly, we should not forget our scope of work or the desired deliverables according to the time line. We should continually monitor the progress and take required action to have the deliverables at time.

f. Managing relationship

On the other part, try to have the feedback from others as they are keen to express their thoughts and opinions regarding the achievement. There are multiple stakeholders associated in the activities. The relationship with this stakeholder may have impact on the program. It is always good to build and maintain good relationship with the stakeholders and local communities.

g. Technical quality

It is always better to set a performance standard for activities and technical qualities of work should never be compromised. At the implementation stage adequate care should be given to maintain and perform to achieve the set standard of work.

h. Communicating performance

Communication and reporting of performance achieved is very crucial. NGOs should adopt a system of formal reporting to different stakeholders especially to donors and local government in a timely manner in a prescribed format.

i. Transparency

NGOs should maintain books of accounts and other documents in a transparent way. NGOs should disclose adequate information in its financial statement and fulfill social responsibility. NGOs should make information easily accessible to relevant collaborators.

Information is power. Transparency empowers the people an NGO works with. It makes it easier for them to collaborate with the NGO, as they understand its work better and how it can best contribute to other efforts. With proper information, collaborators can hold NGOs to account for their performance. This creates incentives for continual improvement within an NGO. It is a crucial tool for fighting corruption and the perception of corruption. At the sector level, transparency makes it easier for NGOs to learn from each other in pursuit of common goals. Funding can be better matched to strong performance, so resources can be used more effectively.

Naturally, NGOs need to keep the costs of transparency under control. In some cases, transparency can increase political and security risks. There are likely to be personal privacy considerations. Sensible judgments should be taken about what information is appropriate to publish and withhold, based on the presumption of transparency and collaboration, rather than privacy.

j. Ethical fund raising

NGOs need to handle relationship with different stakeholders. There should not be unrealistic expectation of donor on what the NOG can achieve or perform. If there are miscommunications about the performance of NGOs to donor, this will create a great pressure on the NGOs. NGOs should be realistic and set reasonable goals. Fund raising materials should describe how they can contribute to the other peoples' efforts to improve their lives and societies.

k. Collaborating sector learning

NGOs should share its learning in the wider networks as it is a part of the wider effort to tackle the poverty and injustice. NGOs should share the best practices in the forum working the same and across sectors. NGOs can set benchmark for the performance of their own and or NGOs can have common operating and standard policy.

1. Organizational capacity

NGOs should be aware of its organizational capacity. NGOs should know their strengths, weaknesses, opportunity and threats. Before accepting/bidding any new projects NGOs should refer its financial and non-financial capacity. There must be own set of policies and procedures, good governance and organizational cultures. (Ghimire, 2008).

a. Other Moderating variables which are related with the other organizational performance (intervening variables)

There are so many other factors that affect the performance of NGOs except those stated above. Such variables are called the intervening variable or moderating.variable. Performance is also affected by legal, economic and other external environmental factor and resources and capacity of the NGOs. These factors has been illustrated in the table 2.2.

2.11 Other Related Variables for Organizational Performance

There are other variables based on which the organizational performance can be measured. These variables are arranged in the table as follows.

Table 2.2

Other related variables for organizational performance

An NGO's <i>performance</i> is defined as how well it contributes to other people's efforts to improve their lives and societies.
Planning performance
1. <i>Setting strategy.</i> NGOs' strategies should set out what they will do to make the biggest contribution to other people's efforts to improve their lives and societies.
2. <i>Planning activities.</i> NGOs should develop activity plans in discussion with local people and other collaborators, identifying who would have to do what to achieve specific goals.
Measuring performance
3. <i>Feedback & scope.</i> NGOs should measure how well they are contributing to other people's efforts using a combination of feedback and scope indicators.
4. <i>Managing relationships.</i> NGOs should systematically build and monitor relationships with local people and other collaborators, and ensure they meet appropriate standards.
5. <i>Technical quality.</i> NGOs should systematically monitor the technical quality of their work and ensure it meets appropriate standards.
Managing performance
6. <i>Frontline staff.</i> NGOs' first priority should be to support and encourage frontline staff to contribute effectively to other people's efforts.
7. <i>Continual improvement.</i> NGOs should create organizational cultures of continual improvement.
Communicating performance
8. <i>Transparency.</i> NGOs should operate open information policies, based on the presumption of disclosure, and make information easily accessible to relevant collaborators.
9. <i>Ethical fundraising.</i> NGOs should systematically check that fundraising claims are ambitious but realistic, within the limits of what they can achieve.
10. <i>Sector learning.</i> NGOs should collaborate in a collective effort to continually improve performance and use resources as effectively as possible across the sector.

Source: www.ngoperformance.org, January 2014

2.12 Theoretical Framework

There are different theories on the basis of which the performance of an organization are measured for various purpose. The two common theories European Foundation for Total Quality Management and the Contingency theory have been studies to derive the various variables for this research purpose. Contingency theory provides

significant implications on performance management. This theory includes three important tools of an organization like strategy, environment and size of an organization. This theory also recognizes that neither democratic nor autocratic extreme is effective in all extension management conditions. This study examines the current state of operational management of two NGOs in Nepal with respect to contingency variables described below.

Theorists like P.R. Lawrence, J.W. Lorsch found that organizations operating in low stable environment operated more effectively if organization structure was less formulated more decentralized and more reliant on mutual adjustment between various departments in an organization. On the other hand, organization operating in more stable and certain environment functioned more effectively if the organization was formalized, centralized in decision making and less mutual adjustments between departments.

Regression model for the organization performance

$$\text{Organization Performance} = \text{QO} + \text{WC} + \text{ES} + \text{OS} + \text{OD} + \text{R} + \text{PG}$$

OP = Organization Performance

QO = Quality Oriented

WC = Work Climate

ES = Employee's Satisfaction

OS = Organizational Strategies

OD = Organizational Diagnosis

OR = Relationships

PG = Personal Growth

Through this regression model the independent variables will be used to analyze their affects on the organizational performance. Based on the various studies of research work and the variables used both the independent and depended variables the following framework has been constructed.

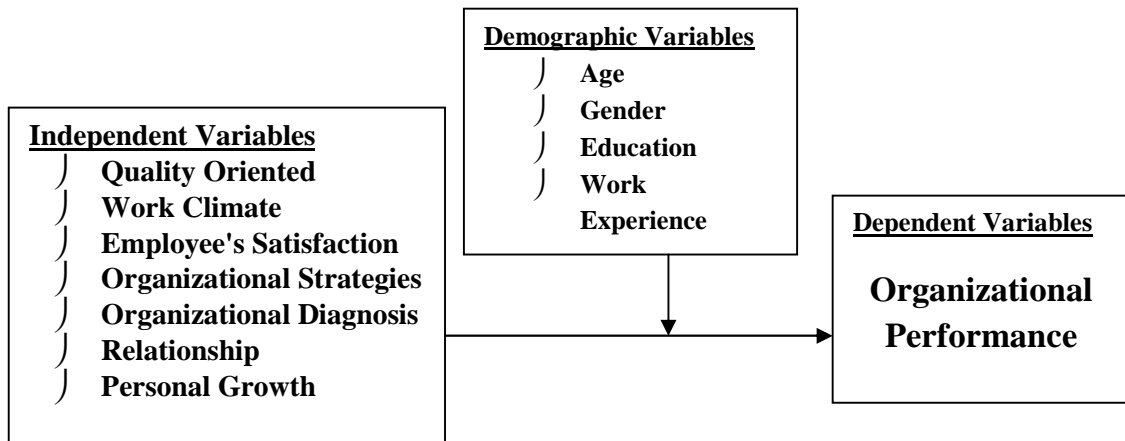


Figure 2.2: Theoretical Framework

Bases of measuring performance of non-government organizations

Age, gender, education and work experience are the moderating variables. They also affect directly or indirectly on the performance of the organization performance. There are numerous variables that are studied for measuring the performance of an organization. The variables which are derived from the different theories are quality, strategy, structure, staff, skills, system and shared values, beside these there are other variables which are extensively used by the researcher for measuring the performance of an organization. These includes

- ✓ Performance planning
- ✓ Setting strategy
- ✓ Planning activities
- ✓ Measuring performance
- ✓ Feedback and scope indicators
- ✓ Managing relationship
- ✓ Technical quality
- ✓ Communicating performance
- ✓ Transparency

Based on these variables theoretical framework has been designed by the researcher. The dependent variables is organizational performance whereas the intervening variables like age, sex, education and work experience has been introduced to see the level of influence that these moderating variable may cause.

The independent variables which have been considered for this research are quality, work climate, employee's satisfaction, organization strategies, organisational diagnosis, employee's relationship and personal growth.

2.13 Independent Variables

There are different factors that affect the performance of NGOs. For this study, factors that affect the performance of NGOs are divided in to six broad categories that plays crucial role in the success of the NGOs and its performance.

1. Quality orientation

Quality performance is the essence of building long term image for the company. Quality can be used as variables for measuring the performance of the organization. Any organization that performs quality work is remembered and acknowledged in the society. Employee should be trained on what quality means for performance of the work assigned to them. For the improvement of the performance, feedback mechanism and awareness of the employee is important. Different trainings and making employee accountable for the quality of the performance play vital role in quality orientation education to employee.

According to Webster's II New Revised University Dictionary, quality is essential character: nature, an ingredient or distinguishing attribute: property, a character trait, superiority of kind, degree of grade or excellence.

Quality = Meeting or Conforming to Specifications

The attributes a product has to display in order for customers to be satisfied depend on the individual customer's expectations. But, there is no such thing as absolute quality, but only customer specific quality is there. Therefore, quality means meeting customer's expectations. However, since we live in time of fierce competition, meeting customer expectations is not sufficient but, we must strive to exceed customer expectations all the time.

Drawing on his previous researches stated that the majority of companies in the Czech Republic see the quality of their product or service standing qualitatively above the average. Simultaneously, these companies recognize that good quality of their products has a positive influence on their corporate performance and competitiveness (Blazek et al., 2009).

In this light, the article focuses on an analysis of specific traits of quality perception and management in the tourism sector. The last example of a group of firm performance measures could include four indicators used by Morrison and Teixeira (2004). In their research concerned with small business performance focused particularly on tourism sector, firm performance was measured by bedroom occupancy rate, annual revenue, break-even point, and guest satisfaction.

2. Work climate

Work climate relates to the work atmosphere within the organization. For performing better, workplace should be safer and suitable to carry out the activities. Employees should have spirit of team work, organization system should comply with the core values of the organization, higher level authority should be conscious and personnel commitment are essential to build good working climate. Better working climate or environment in an organization ensure the better working of the employee and higher efficiency which has been proved by many research.

Different researcher has defined the work climate in different way. Schneider and Reichers (1983) define organizational climate as a shared or summary perception that people attach to particular features of the work setting. According to Watkin and Hubbard (2003) organizational climate is "how it feels to work in a particular environment and for a particular boss, more precisely it is a measure of employees' perception of those aspects of their environment that directly impact how well they can do their jobs". Another, more elaborate, definition of organizational climate is given by Bowen and Ostroff (2004) "Organizational climate is a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards what is important and what behaviors are expected and rewarded and is based on shared perceptions among employees within formal organizational units". Work climate is increasingly critical to employee satisfaction and productivity levels. Employees often work on multiple teams and report to a variety of managers.

3. Employee satisfaction

Employee satisfaction is all about meeting the expectations of the employee aligning with organizational performance. Higher the employee satisfaction higher will be the employee performance. Satisfied employee is asset of the organization and work as the brand ambassador and creates organizational image. Employee satisfaction creates commitment, drives personally for better performance and creates affection toward organization. Employees satisfied are the pillars for organization and provides input for organizational growth and expansion.

There are numbers definitions which are given by different experts and researchers. Price (2001) defines employee satisfaction as the effective orientation that an employee has towards his or her work. It may also be recognised as the individual's perception and evaluation of the overall work environment (Sempene, Rieger & Roodt, 2002). Lu, While and Barriball (2005) define employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various facets of the work environment. Employee satisfaction may also be perceived as a 'positive emotional state resulting from the appraisal of one's job or job experiences' (Islam & Siengthai, 2009:4). A common aspect that connects these definitions is that employee satisfaction is concerned with what people in an organisation feel about their overall work.

Additionally, other researchers uphold that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organisation itself, organizational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision (Ilies, Wilson & Wagner, 2009). For most management scientists, meeting the needs of employees remains the prime employee satisfaction-enhancement strategy (Giannikis & Mihail, 2011).

Employee satisfaction and organizational performance

The body of research on the relationship between employee satisfaction and organization performance continues to grow. Organizational productivity and

efficiency are attained by satisfying employees and being sensitive to both their physiological and socio-emotional needs in a holistic manner (Schneider *et al.*, 2003). A study conducted by Cole and Cole (2005) reports that there is a positive correlation between the job attitudes of individuals and their performance. In a meta-analysis conducted a positive relationship between individual employee satisfaction and factors such as motivation, job involvement, organizational citizenship and job performance was found. In another meta-analysis conducted by Harter, Schmidt and Hayes (2002), it was found that there is a positive relationship between employee satisfaction and productivity, profit, turnover and customer satisfaction in nearly 8000 business units in 36 organizations across the five continents of the world.

It is important for management in organizations to create a work environment that facilitates higher employee satisfaction levels. This is because employee satisfaction has a stimulus effect on the loyalty and confidence of employees, improves the quality of outputs and also increases productivity (Surujlal & Singh, 2003; Yee *et al.*, 2008). Satisfied employees tend to perceive that the organization will be more satisfying in the long run, they care about the quality of their work and are more committed to the organization, leading to a demonstration of organizational citizenship behaviours (Fraser, 2001; Sempane *et al.*, 2002) is also of the opinion that satisfied employees have higher retention rates and are more productive. When employees are dissatisfied, their physical and mental health is negatively affected.

4. Organizational strategies

Organizational strategies are important for setting the direction for the organization. It indicates how far organization wants to move and how. Organizational strategies provides notion on how it is moving forward. Strategies are also affected by the external environment, organizational capacity, resources and attitude of the leadership.

Clear communication of Organizational vision and mission is necessary to have the similar understanding among employees. Organization itself should be clear on its strengths and weaknesses. Strategies to convert weaknesses into strengths should be taken. Appropriate involvement of staff at different level in the formulation of plan should be encouraged in the organization. This helps to build the ownership and

shared feeling in the staffs. This may be useful to create a feeling of shared responsibility in the organization.

A core managerial function is to shape strategy content, which can be defined as the patterns of service provision that are selected and implemented. Some scholars have argued this is a central influence on public-service performance (Boschken 1988; Boyne, Martin, and Walker 2004).

The relationship between strategy and performance has been widely discussed over the past three decades (Parnell, 2011; Spanos, Zaralis & Lioukas, 2004; Venkatraman & Ramanujam, 1986). Hahn & Powers (2010) argue that, despite of the great importance given to an adequate strategy implementation for performance, the relationship between strategy formulation quality and its implementation did not received the deserved attention.

5. Organizational diagnosis

Organizational diagnosis is an exercise attempted to make an analysis of the organization, its structure, subsystems and processes in order to identify the strengths and weaknesses of its structural components and processes and use it as a base for developing plans to improve and/or maximize the dynamism and effectiveness of the organisation.

Organizational diagnosis could be done as a periodic routine exercise like the case of periodic medical checkup of an individual or may be undertaken whenever there is a cognizable problem that is affecting the functioning of an organisation. Steps, method and process of organization analysis Steps – Analyzing the organisation, in terms of its components and their functioning is the first step in a comprehensive diagnosis. Every organisation can be conceived as consisting of various subsystems or parts.

Those in charge of organizational diagnosis need to know the type of organizations in order to make decisions as to the choice of appropriate patterns and theories. Incorrect understanding can cause inappropriate problems (Smither, 1996).

Managers use human resources, materials and other equipment for helping the purposes of organization come true. They increase cooperation between the staff for

the production of a single product. Some of the methods they use for such a purpose are intensive leadership style, focusing on duties and relations, identifying management purposes and problems and being responsive. The efficacy of a manager is the degree of authority his staff feel he has (Binder, 1995).

Ramazani (2001) in his research revealed there to be a direct relationship between desirable working life qualities, the reduction of working problems, absence, leaving the job or getting promotions and employers can reduce these problems by increasing personnel quality of work life. Robert and Foti (2002) analyzed the relationship between “self leadership, job structure and their relationship with job satisfaction.

Another study was conducted by Bissel, (2008) titled “organizational assessment and organizational diagnosis” in which he found out that organizational problems put personnel under a lot of stress and if this stress continues, it can paralyze the whole organization.

Zali (2009) started working on organizational diagnosis in public company. This company had problems in the areas of purposes (mean: 2.78), leadership (mean: 2.78), structure (mean: 2.51), rewarding (mean: 1.94), coordination mechanisms (mean: 2.52) and organizational changes (mean: 2.46). The most problematic area was rewarding system whereas the least was company purposes.

6. Employee relationships

Employees are an asset for any organization. Without employees, an organization cannot run smoothly. An organization should motivate the employees to do the work. Best employees should be rewarded which helps to increase employees satisfaction towards their job. An organization should provide encouragement to employees, which help the organization to build long term relationship with employees. Employee means an individual who works part time or fulltime under a contract of employment whether oral or written, express or implied, and has recognized rights and duties. (Source: www.businessdictionary.com.)

Human relation in the organization plays important role. Employees should have harmonious relationship with supervisors and subordinates, employees can share their problem openly when they have work related problems and this helps to support each other and builds a strong team that performs better. Employees are one of the major stakeholders for every organization, both commercial and nonprofit organizations. Employees give the best part of their lives to organization; there is therefore a moral obligation to let them know how they are performing.

Torrington and Hall (1998) refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment Employee relationship techniques.

Promotion, credits for work done and job security create relationship with employees. There must be appreciation for the good performer and recognition of the work performed, increasing the monetary benefits by management. Job security is the another concern for employees and lab our unions. The underlying need of general security is also high on the list of priorities in the suggested need hierarchy of Maslow (Sultan Kermally, 1997).

7. Personal growth

Employees need personal growth in terms of role, pay and hierarchy to keep them motivated and to retain the good performer. The opportunities provided to the employee for their personal growth has also contributing role in the development of their performance. Organization should have plans for career progression and succession in the organization. Personal growth generally based on the competencies developed in the employee. Competence development in relation to the personal growth can be studied from the personality perspective. To make competence development, personal growth needs are considered essential motivational elements of an employee's personality that form a stable basis to effectuate personal change concerning competence development. Therefore, competence development seems to have quite strong relationships with social aspects of work and good cooperation

between colleagues, with openness towards new behavior patterns or new ways of doing things and with being goal directed.

Rainer et. al (2009) show that personal growth needs are related to a positive attitude concerning competence development, with only personal qualities as developmental goals. They also demonstrate that the effect of personal growth needs on this attitude was fully mediated by the experienced meaningfulness of competence development with personal qualities as developmental goals. In their study, the need for personal growth is conceptualized as a latent variable, measured by several indicator variables. Although Hogan (2004) stresses that a need can be qualified as a stable, situation independent characteristic describing a person, it is unclear whether the need for personal growth can be conceptualized as a personality trait.

CHAPTER III

RESEARCH METHODOLOGY

This chapter describes the methodology that has been adopted for this study and rationality for selecting this approach to this study. As this study is centered around the measuring performance factors of NGOs in Nepal and factors affecting the performance of NGOs selected for case study are accumulated and analyzed further. Thus, we can say that this study employs both qualitative and quantitative approach in the study.

3.1 Research Design

As the study is carried out to assess comparative performance management of NGOs, both qualitative and quantitative approach of research has been used. Research design provides a framework for the research study. Descriptive research design has been used in this study. The justification for applying qualitative approach is that the comparative study in the measuring performance of NGO will have a relationship with human psychological, interactive and humanistic method and their performance. The qualitative approach helps researchers to understand and analyze the performances and identify factors contributing for the NGOs performance. The rationale behind choosing quantitative approach is that this study is an attempt to measure performance from numerical perspective.

3.2 Population and Sample Size

There are 31,284 NGOs working in the country having registration with Social Welfare Council as of Ashad 2071 and out of those only 88 NGOs working in the area of AIDS Abuse Control. Therefore population size of this research is 88 NGOs. Two NGOs one from Kathmandu valley and other from Makwanpur district have been selected as the sample unit respectively.

Types of data used for the analysis

1. Primary data
2. Secondary data

Primary data were collected from the structured questionnaire. Each questionnaire was coded immediately after collection for making convenient entry for computer use. The collected data was processed by using SPSS version 19 software and Microsoft Office Excel to derive the value of different parameters. The values thus obtained has been analyzed, interpreted and finally concluded. The four point likert scale was follows,

- 1 = disagree strongly
- 2 =disagree
- 3 = agree
- 4 = agree strongly

Out of 50 questionnaires distributed at AMDA, we got back only 35 and out of 50 questionnaires distributed at GWP, we got back 45 questionnaires. A set of questions have been categorized into the different independent variables. 4 to 6 questions were asked in each independent variable. To analyze the factors contributing the growth and causes of poor performance separated group of questions were asked in the questionnaire.

In this study, a questionnaire has been be used due to their cost effectiveness, and also due to the fact that they are easy to analyze. There are other reasons for using questionnaires as well. First, questionnaires offer respondents greater anonymity, thus encouraging respondents to disclose their true feelings and attitudes more readily. Second, the use of questionnaires can reduce bias. A set of questionnaire has been distributed and collected from varying level of staffs in both the organization chosen for the study. Completed questionnaires has been collected and coded for further analysis. As secondary information, reports published and unpublished from both organizations have been used to assess the status of performance. Information collected through formal discussion with the management of both organizations will be analyzed further to describe the characters of the variables.

3.3 Data Analysis

Performance of NGOs is dependent variable. This depends upon the different other independent variables. They are

- a. Quality Oriented
- b. Work Climate

- c. Employee's Satisfaction
- d. Organizational Strategies
- e. Organizational Diagnosis
- f. Relationships
- g. Personal growth

There are so many intervening factors that affects the performance of NGOs such as external legal and economic environment, resources and capability NGOs have in their field. Data collected through the questionnaires coded and cleaned for further analysis in SPSS. Statistical tools like mean, standard deviation, correlation and regression analysis has been used to analyze the collected data. Validity and reliability of the data is being tested. Similarly, the correlation and regression analysis has been used to study the relationship between the dependent and independent variables of this research.

The questionnaire has been divided into two different sections. The first section consists of demographic questions related with gender, age, academic qualification, position in organization and work experience and second section consists of questions regarding NGO's organizational performance.

3.4 Reliability Test

Reliability means the extent to which a scale produces consistent result measurement has been made. Approaches for assessing reliability include the test-retests reliability, alternative forms reliability and internal consistency reliability. One of the internal consistency reliability has been used for this research. Internal consistency reliability is an approach of assessing the internal consistency of the set of items when several items are summated in order to form a total score for the scale. The most commonly used statistics for estimating internal consistency is the Cronbach's Alpha. It is only coefficient of reliability of consistency result of the correlation of collected data. It generally increases when the correlation between the different items are increased. For this reason the coefficient is called the measured of internal consistency. For this study, Cronbach's alpha and correlation among the determinants of NGOs management are calculated. The Cronbach's alpha is individually calculated of two variables for the reliability test of the collected data. Cronbach's Alpha helps to measure the reliability of the data.

3.5 Correlation Analysis

Correlation analysis is another popular statistical tool which is widely used in research to identify the mutual associations between the two or more than two variables in the research work. The value of correlation ranges from 0 to 1. Correlation analysis helps to determine the strength and direction of the association between two scales or ordinal variables. In this project, correlation analysis has been used to assess the impact of one variable with the others.

3.6 Validity

To validate the research the two types of validity are used. They are

- a. Convergent validity
- b. Discriminant validity

Convergent validity is referred to as “the degree to which multiple methods of measuring variable provide the same results” (O’Leary-Kelly & Vokurka, 1998, p. 339) whereas discriminant validity is pertaining to “the degree to which measures of different latent variables are unique, i.e., the variance in the measure should reflect only the variance attributable to its intended latent variable and not to other latent variables” (O’Leary-Kelly & Vokurka, 1998, p.339).

3.7 Regression Analysis

Linear regression analysis is a strong statistical tool, which shows the closeness of the relationship between the variable. The linear regression model assumes that there is a linear or straight line relationship between the dependent variables like organizational performance and the independent variables like Quality Oriented, Work Climate, Employee’s Satisfaction, Organizational Strategies, Organizational Diagnosis, Relationships, Personal Growth. In order to develop model for measuring the performance of NGO the regression analysis has been used. The multiple regression models has been formatted as below

$$Y = f (X_1, X_2, X_3, X_4... ..)$$

In quantitative terms:

$$Y = \beta_0 X_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \dots + e_{ix4}$$

Where,

Y = Organizational performance

β_0 = Slope constant

X₁ = Quality oriented

X₂ = Work climate

X₃ = Employee's satisfaction

X₄ = organizational strategies

X₅ =organizational diagnosis

X₆=Relationships

X₇=Personal growth

3.8 Limitations of this Research

This study is based on the information and data provided by the organization selected for this case study.

-) Given the complex and diverse field of work, nature and characteristics of the leaders in organization, capacity and resources of the NGOs, findings may not be replicable to all the NGOS equally.
-) Organizational performance is a multi-dimensional construct. This research focused only on one of the primary dimensions, namely operation performance which is also the non-financial performance.
-) Due to the given resources and time constraints sample of only two NGOs are taken.
-) Only four contributing variables are analyzed to evaluate the performance of organization.
-) Further, it limits the application of the results of this research primarily to for-non-profit NGO/INGO. The financial dimensions were not examined. The measurement of operational performance in profit organizations is not addressed in this research.
-) The sample sizes selected were very limited to two, which means that the results may be not necessarily meeting the required objectives of this research.

3.9 Associations of Medical Doctors for Asia (AMDA)

3.10 Background and History

In 1979, a Japanese doctor, Dr. Shigeru Suganami, and two medical students rushed to Thailand to extend assistance to Cambodian Civil War Refugees. Their good intentions and enthusiasm, however, could not be achieved, as circumstance did not allow them the opportunity to visit the refugees. These very circumstances served as the impetus for the Japanese doctor and medical students to eventually reach out to their colleagues in other countries. It dawned to them that things would have been facilitated if they have known some health practitioners in the local communities. It is with this frustration and helplessness, that these medical practitioners conceived the idea of building bridges with their neighbors.

Association of Medical Doctors of Asia-Nepal (AMDA-Nepal) was established in 1989 as a chapter of AMDA International as was officially registered in the government office as a NGO in 1990. Like its mother organization, AMDA-Nepal is also a humanitarian, nonprofit-making, non-political, non-sectarian, non-governmental organization working with its mission to promote the health and well-being of the underprivileged and marginalized people under the slogan “Better Quality of Life for Better Future”.

3.11 Vision of AMDA

In line with global peace and development

- ✓ AMDA Nepal will be working to initiate, promote and strengthen the country's health services through national and international cooperation with principles of political non-alignment, equality and non-discrimination.
- ✓ AMDA Nepal will be a NGO where volunteerism and humanitarian work of staffs are well recognized and consequently opportunity for the training and further study is provided to enhance their technical knowledge and skill.
- ✓ AMDA Nepal will keep continue to provide charity service to underprivileged and marginalized community in Nepal.

3.12 Mission and Objectives of AMDA

The powerful principles that have been binding the medical doctors and other professionals together within AMDA family are friendship, brotherhood, commitment and zeal for excellence of service they provide. Guided by the mission to promote the health and well-being of underprivileged and marginalized people the specific mission of AMDA-Nepal are:

1. Underprivileged and marginalized community people are served in Nepal providing high quality medical services.
2. Medical doctors are facilitated to enrich their professional expertise through mutual exchange of experience, research findings and standardization of services among themselves.
3. Establish coordination and functional relationship with other relevant national and international organizations, agencies or governments in carrying out its mission.

3.13 Board Structures (The Executive Committee)

The General assemble of AMDA Nepal elects the executive committee consists of nine members. The tenure of each executive committee is of two years. The regular meeting of the executive committee used to hold once in a week. There are 9 persons in Executive Committee whose structure is as follows:

- | | | |
|--------------------|---|-----------|
| 1. President | – | 1 person |
| 2. Vice President | – | 1 person |
| 3. Secretary | – | 1 person |
| 4. Treasurer | – | 1 person |
| 5. Joint Secretary | – | 1 person |
| 6. Members | – | 4 persons |

AMDA Nepal had carried out number of projects since its inception in 1990 as NGO. Some projects have already been phased out and some projects are still ongoing and AMDA is implementing the projects. Most of the projects that AMDA has implemented are related with health. Some of the major projects carried out by AMDA are presented below.

1. Youth Friendly Community VCT Program
2. AIDS Prevention Program
3. STI Service Delivery Program
4. Primary Health Care for IDUs in Eastern Nepal
5. Primary Health Care Project for Bhutanese Refugees
6. Drug Treatment Programs
7. Community Support Program
8. Maternal & Child Health Project
9. AMDA HAMI Project
10. AMDA Saath-Saath Project

Currently AMDA Nepal has been running its own hospitals and other projects funded by donor agencies such as AMDA Hami Project Pool Funded and Saath-Saath Project-Funded By USAID and some other projects. Following are the brief explanation of the program and activities that AMDA Nepal is conducting.

1. AMDA Hospital : Jhapa

AMDA Hospital was established as the referral health center in Damak in 2 November 1992 (2049/07/17 BS) and in April 1996 it was upgraded to a 50 bedded general hospital. In 2008, it got 75 bedded hospital approval with the status of Charity Hospital from the Government of Nepal. In 1995 AMDA Hospital had started working as an implementing partner of UNHCR for the medical treatment of Bhutanese Refugee in Nepal. By this time, AMDA-Hospital is a popular hospital in eastern Nepal and provides services not only to the refugees and the local municipality, but also to the people from remote districts who need to walk even days to reach this Hospital.

2. AMDA Mechi Hospital – Jhapa

AMDA Mechi Hospital was established as a 15 bedded Hospital in Dhulabari, Jhapa with the support of Embassy of Japan, Mechinagar Municipality, Federation of Nepalese Chamber of Commerce and Industries (FNCCI), Dhulabari, Jhapa. Hospital services were formally inaugurated on 2065 Mangsir 20 (5th December 2008). It provides mainly general curative health services. Land for the hospital was acquired from a local donor.

It is the only hospital in Mechinagar Municipality. Besides the Mechinagar Municipality the people are coming for the health services from Bahundangi, Dhaijan, Shantinagar, Duwagadhi, and Jyamirgadhi VDCs. According to 2058 National Census AMDA Mechi Hospital is providing health service to approximately 114,859 populations.

3. Siddhartha Children and Women Hospital- Rupandehi

AMDA Nepal established Siddhartha Children & Women Hospital in Butwal (Town in Western Nepal) on 2 November 1998 (2055/07/16 BS) in collaboration with local municipality and Federation of Nepalese Chamber and Commerce (FNCCI). This is the first pediatric hospital outside the capital city. The hospital has very peculiarly integrated the general hospital services for women.

Popular Japanese newspaper 'Mainichi' had taken the initiative to raise funds for the construction of this hospital. The hospital itself has been named after Buddha in his childhood that is Siddhartha. Local Municipality, Chambers of Commerce and District Development Committee are being mobilized to contribute for the maintenance phase of the hospital.

4. AMDA Saath-Saath Project- Kathmandu, Jhapa, Morang, Sunsari, Dhanusha, Mahottari&Sarlahi

The period of AMDA Saath-Saath Project is from October 2011 to June 2016, AMDA Nepal implemented Saath-Saath Project in partnership with FHI360 Nepal funded by USAID. The main aim of the project was to decrease the transmission of HIV and STI by providing clinical services in Jhapa, Morang, Sunsari, Dhanusha, Mahottari and Sarlahi districts. It had provided technical assistance to many other implementing agencies of Saath-Saath Project and conducted capacity building trainings to the implementing agencies as well as health institution of Nepal Government.

Besides these, it had provided clinical services (STI diagnosis and treatment, Voluntary Counseling and Testing and Essential Package of Care) to Female Sex Workers (FSWs), Clients of FSWS and Most-At-Risk Populations (MARPs) through its Integrated Health Services (IHS) Clinics. Through Static Clinics, these services were provided daily in Birtamod, Itahari, Biratnagar and Janakpur and through Satellite Clinics once in a month, in Kakarvitta, Damak, Dharan, Bardibas and

Lalbandi sites in the close collaboration of Prevention Partners (Sahara Nepal and Rural Development Foundation).

5. Primary Health Care Project for Bhutanese Refugees– Jhapa& Morang

Since January 2001, AMDA Nepal is working as an implementing partner of UNHCR for the Primary Health Programs to the Bhutanese Refugees. Bhutanese Refugees are currently residing in the camps of Jhapa and Morang districts in different sites after third country resettlement of them. As an implementing partner of UNHCR, AMDA Nepal is providing entire Health and Nutrition services as a Care and Maintenance support for 54,944 numbers of persons from Bhutanese Refugees. Refugee patients are examined and treated in the PHCs inside the camp, headed by the medical officer. If the patient requires, they are referred to Primary Referral Centers – AMDA Hospital Damak and Mechi Zonal Hospital. Eventually, patients are referred to Secondary Referral Centers – Koshi Zonal Hospital and to BPKIHS Dharan and/or Kathmandu for the Tertiary level of the Care and Treatment, based on the referral policy guideline introduced by UNHCR.

6. AMDA Institute of Health Science (Health Manpower Development Center) – Jhapa

In the year 1996, with the permission from Council for Technical Education and Vocational Training (CTEVT), AMDA-Nepal started training program on Auxiliary Nurse Midwives-18 months (ANM) and Laboratory Assistant-15 months (LA) in order to produce paramedical manpower for the district hospitals, primary health centers and health posts. In 1997, Community Medical Assistant-15 months (CMA) program was added. Thus, the hospital is also functioning as a teaching institute to produce trained paramedical. Every year 160 students are enrolled in the course: 40 staff nurse, 40 in ANM, 40 in CMA and 40 in Lab. Assistant course. In 2008, Proficiency Certificate Level course in Nursing (PCL Nursing) program has been added. Academic course for Health Assistant is planned to start soon.

AMDA Kanagawa has supported for the establishment of library for the students. The library consists of remarkable volumes of books. Total 1487 trainees have been graduated (364 in Laboratory Assistant, 610 in Auxiliary Nurse Midwives, 474 in Community Medical Assistant and 39 in PCL nursing program) till now.

7. AMDA Maternal & Child Health Project (MCH Project)– Rupandehi

Since November 2010, AMDA Nepal MCH Program is working as an implementing partner of AMDA MINDS and JICA partnership program for the community support activities in the Western Terai Area, in few VDCs of Rupandehi and Nawalparasi districts. In this area 80% of the population is Madeshi and the minority tribe such as Tharu. Women are also one of the vulnerable groups in the traditional male-centered society whose accessibility in education and health is quite limited. As a result women and children health is poor. Considering the above situation AMDA Nepal Maternal and Child Health Project is conducting community activities. Community empowerment is designed by providing basic knowledge on health through training to women groups. Peer education model is adopted by providing health messages to raise awareness in the community through selected mother group called Action Members (AMs) in coordination with Female Community Health Volunteers (FCHVs). Community health fund is established in all wards of program VDCs by community mother's monthly contribution and support of ANC scheme. This fund is being utilized taking as a loan to attend health facilities during illness by the community people. Action Members from Mother groups are encouraging pregnant women for ANC checkup, full immunization of the children, delivery at health facility, nutrition education, use of FP devices etc. These activities aimed to reach the expected outcome of the AMDA MCH Project.

8. AMDA HAMI Project is also related with HIV and AIDS prevention care and support. The working area covered by this project is Morang, Sarlahi, Dhanusha, Parsa, Kaski, Syangja, Kavre, Bardiya, Kailali, Kanchanpur, Bajura, Darchula, Surkhet, Salyan, Rukum, Jajarkot, Kalikot, Humla, Mugu & Dolpa districts of Nepal.

3.14 General Welfare Pratisthan (GWP)

3.15 Background and History

General Welfare Pratisthan (GWP) is a non-profit and non-governmental organization. GWP is registered (Reg. No. - 336/049/050) in the Kathmandu District Administration Office, affiliated with the Social Welfare Council (Affln. 1366/049/050) and registered in with the Inland Revenue Department.

GWP is actively working in 20 districts in Capital, Central, Mid& Far Western Regions of Nepal. They are Kathmandu, Lalitpur, Bhaktapur, Dhading, Chitwan, Makwanpur, Bara, Parsa, Rautahat, Sarlahi, Dhanusa, Mahottari, Banke, Jumla, Mugu, Dailekh, Surkhet, Rukum, Dang and Bardiya. GWP has been able to reach more than 500,000 beneficiaries through multi-sectoral programming.

GWP has been involved in advocacy as part of HIV/AIDS programs. GWP has been implementing HIV/AIDS/STI, VCT, Care & support to migrant and their families in Bara &Rautahatin collaboration with PLAN International as well as collaboration with FHI 360 Nepal in Dhanusha, Mahottari, Sarlahi, Parsa, Chitwan, Dhading, Makwanpur, Banke, Bardiya, and Dang. GWP has been organizing different kinds of trainings among migrant population and their families. GWP has been developing and mobilizing peer educators from Mobile Population too.

3.16 Organizational Human Resource

GWP has 110 paid staffs including 1 Executive Director, 1 Associate Director, 3 Project Coordinators, 2 Managers, 12 Program/Admin/Logistic Officer, 13 field coordinators, 48 outreach educators, 12 motivators and other supporting staffs. GWP has 1 central office at Kathmandu, 2 field offices at Hetauda and Nepalgunj and 12 district offices in Central, Mid and Far Western Region for implementing program in field level. The table below gives the organizational human resource

Table 3.1
Organizational human resource

Staff	Number
Executive Director	1
Associate Director	1
Project Coordinators, 2 Managers,	3
Program/Admin/Logistic Officer,	12
Field coordinators,	13
Outreach educators,	48
Motivators and other supporting staffs	12

3.17 Vision / Mission / Goals

Vision: To work for creating a healthy, well-cultured, empowered society free of economic disparities in Nepal.

Mission: To actively work towards creating an organized, self-reliant society, free of social and economic disparities.

Goals:

-) To improve the existing health in the society
-) To improve the existing education in the society,
-) To reduce the number of girls from trafficking and from the sex trade,
-) To reduce violence (conflict/gender related) and increase peace building in the community,

3.18 Conclusions

According to the study of the both organization i.e. ADMA-Nepal and GWP the objectives set for former organization are to provide quality medical services and establish relationship among national and international agencies whereas the objectives of the latter organization is to work for creating a healthy, well cultured, empowered, society. Although the objects of these two NGO may be related with quality and relationship nevertheless in this research the objectives of this research paper is to measure the operational performance of these two NGO and to identify the factors that contributes to the performance of the these two NGO in comparatives perspectives.

GWP started its Social Welfare Activities since 1993 and it seems that GWP has worked in the different sector like health, education, community awareness, personal growth, environment etc. with the support from the different donor agencies. Some of the activities performed by GWP in partnership with different donors are as follows:

1. Education and training about HIV/AIDS

GWP started its AIDS awareness program since 1993. In this program GWP is working collaboratively with Nepal Traffic Police, Truck Driver Association and

Truck Owner Association. Through this program GWP encourages Condom use during sexual contact with sex workers.

Later on, this program was expanded next 450 k.m. in the central region of Nepal that is from Naghdhunga to Janakpur through the projects called "STD/HIV/AIDS outreach and Peer Education in the Central Region Program" getting Grant support from FHI/USAID/Nepal.

Similarly UoH also supported GWP to address FSWs in Kathmandu through the project called "strategizing of STD prevention and care for Sex workers and clients in Kathmandu City". Similarly GWP received support from Save the Children-US-enhanced Support for HIV Prevention in western region of Nepal particularly for Dang, Bardiya, Kailali, Kanchanpur and Bankay Districts. GWP also received a small grant support from National Centre for AIDS and STD Control (NCASC) for the project "care and Support for people living with HIV/AIDS in Central development Region".

Swiss Agency for Development Cooperation/Nepal appointed GWP for one year period as "the consultant" to integrate HIV/AIDS awareness message into their development project within Nepal. GWP during the year 2011 to 2015 will continue to handover the activities and program to the local CBOs, concerned target population groups or and government line agencies as we have started the handover process from Kathmandu. After working 6 years with FSWs in Kathmandu, GWP has encouraged FSWs to create their own CBO and handed FSWs related program to them, which they are running successfully and now looks sustained. Similarly GWP has handed over HIV prevention to Care program to local CBOs and NGOs in the respective districts like in Banke, Bardiya, Kailali, Kanchanpur, Dang, Chitwan, Sarlahi, Dhanusa and Dhading.

After mid-term evaluation of the plan GWP is now concentrating on developing capacity building of the CBOs as well as personal's working in the area of HIV and AIDS prevention to care program. The result of this effort has been reflected in most of the CBOs and NGOs, where we can see people practically trained by GWP. The organization is making every effort to train people as well as the CBOs by providing information and education about HIV/AIDS, training on Behavior Change communication activities.

GWP has already trained more than 2500 people including peer educators, health workers, influential community persons, traditional hailers, laborers and some of the general population as well. It is hoped that these trained persons will disseminate HIV/STD prevention messages in their respective communities. GWP has carried out a need–assessment exercise about the target groups and has produced a curriculum that is suitable for application. The information media that has been developed includes leaflets, brochures, poster, magazines banner music, opera and role-play.

Beside this, GWP is continuing its intervention activities in the districts like Makwanpur, Bara, Parsa and Rauthat. GWP is utilizing these districts as a ground for field testing its strategy for preventing HIV and AIDS in the community as well as using these field for providing on the job training to the new participants who are interested to learn the tools and tips for HIV prevention to care aspects.

2. Community support program for PLWHIV and for FSWs.

This program is generally aimed at changing the community attitude of rejecting or isolating girls returned from trafficking, people suffering from HIV/AIDS as well as FSWs who have chosen this occupation for their livelihood. The activities that are carried out here to provide the necessary services to the target population include:

- Dignified and Friendly Services
- STD treatment and other health service
- Arrange meeting among AIDS patients support groups
- Arrange meeting among FSWs active in the GWP project area
- Advocating Services
- Creating self-help group
- Provision of Medicine

3. Send your daughter to school Program

Through this campaign, GWP encourage parents to send their daughter to school as they send their boys to school. GWP give away schoolbags, school dress, support physical construction of the community schools and stationery to the girls who go to school with GWP initiation. Every year, GWP stipend supports more than 2400

students to go to schools. These activities will be continued rather than will be tried to increase the number of supporters in the future.

4. Education and empowerment against Girls Traffic.

Among marginal girls (child) and among their parents GWP is making every effort to provide information and empower for the control of sex traffic from Nepal. This involves reaching marginal families their children as well as their parents, before the traffickers reach to them, creating safety-net making them defensive from trafficking incidence. GWP creates girls groups, organizes regular interactions among them, regularly informs them about trafficking, through their own groups provides them skill trainings as well as seed fund for starting micro business so that their parents may not sell them just thinking them as burden in the family, we also provide trainings on street drama and conduct street drama in the community for educating general population. GWP has also developed Video film, and organizes talk program for this purpose.

5. Program for providing Skills and income generation activities

This program is directed at marginal females who are vulnerable to trafficking, already involved in sex trade or may be involved in sex trade at any time because of their marginality in the community in order that they may get choice not to be involved in sex trade. The activities in this program among others include:

- Training of skill for easy and small business activities.
- Consultation about improvement in their present business.
- Merchandise their product for better economic return.
- Creating solidarity among marginal self-employed people

Through this program GWP reaches to the marginal females in the community and tries to organize them with simple as well as low-cost income generation projects, which they can manage very easily. Presently GWP has supported to start more than 75 micro enterprises in the community.

6. Partnership in prevention against HIV/AIDS and Girls trafficking.

GWP always works in close cooperation with government, local NGOs and INGOs. In the districts GWP and Government line agencies are collaboratively working

against girls trafficking. In the coming years GWP will accelerate the activities and efforts.

7. Non Formal school education for child stone breakers

Since 1999, GWP is successfully conducting non-formal school for marginal child workers who are working as child workers (Stonebreakers) with their parents in Mahadevbesi area. In one session 80 students get benefits. Now GWP has build its separate school building for supporting them to their education. This effort will be enhanced and continued in the coming years too.

8. Reforestation Program

Through this program GWP encourage local village community to protect their forest area and also encourage them to grow forest even in their private land which is by any reasons barren now and not going to use for agriculture purpose. GWP try to convince local community that by doing so they can even earn extra income by selling their forest based product. During this program GWP not only gives lecture to the local community but trying to convince them by doing own private forestry project. GWP has supported the local community for Lokta Farming (Raw Materials for Nepali Hand Made paper) and Loth Sallow farming (Medicine for Cancer). This activities is getting success at our pilot project site at Gotikhel Village in Lalitpur district. GWP is committed to continue this efforts in future also.

9. School Renovation Program

Through this program GWP try to improve the physical condition of the school which is located in the village set-up and which is very poor in condition. PanchaKaney School at Bhdhanilkantha is the classical example of GWP's endeavor.

10. Save Environment Program

Through this program encourages/ motivates students to come out from their school for environment cleaning on event basis. GWP organizes talk program, oratory contest and essay competition etc among students about the environmental issue.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

Introduction

This chapter consists of the data presentation. In order to analysis the data, this chapter has been classified into three sections. The first section consists of the data analyzes of the general variables. Whereas in the second section it consist of the statistical tool which are used to analyze the variable used to measure the operational performance of an organization. In order to analyze these variables the descriptive statistics, correlation analysis, regression analysis and reliability has been used. In the last section of this chapter the remarkable findings has been presented.

4.1 Demographic Variables

4.1.1 Academic Qualification of the Respondents

Table 4.1
Academic qualification of AMDA and GWP

Level	Frequency	Percent
Post Graduate	1	1.3
Graduate	18	22.5
Undergraduate	61	76.3
Total	80	100

In the above table 4.1 the numbers of the respondents who were post graduate was only 1 whereas most of the people were under graduate. They were 61 in number which is 76.3%. Similarly 18 of them were Graduate which consists of 22.5 percent. Therefore the majority of the undergraduate respondents are high in this research.

4.1.2 Gender Distribution of AMDA and GWP

Table 4.2
Gender

	Frequency	Percent
Male	43	53.8
Female	37	46.3
Total	80	100

In the above table 4.2 the numbers of the male respondents who are 43 a 37 respectively out of 80 are male i.e. 53.8% of respondents are male and 46.3% respondents are female.

4.1.3 Work Experience of AMDA and GWP

Table 4.3
Work experience

	Frequency	Percent
Less than one year	16	20
1-5 Year	30	37.5
6 Years and above	34	42.5
Total	80	100

In terms of the experiences of the respondents, 16 respondents are with experience of less than a year, 30 respondents with 1-5 years of experience, 34 respondents with experience with 6 years and above. It is clearly seen that majority with of the respondents with experience of 1 year and above. It is seen that the 20% respondents with a less than one year, 37.5% with 1-5 year and 42.5% with 6 years and above. This shows that there are experienced staffs in both of the organization.

4.1.4 Nature of the Organization

Table 4.4

Name of organization

	Frequency	Percent
AMDA	35	43.8
GWP	45	56.3
Total	80	100

One hundred questionnaires are distributed equally to AMDA and GWP for this study. Only 35 respondents filled and returned the questionnaires from AMDA and only 45 respondents from GWP filled the questionnaire. Due care was given to include both genders with different positions and varied level of experience and their qualifications to include in the samples for the study. Out of total respondents, 35 questionnaires are filled by respondents from AMDA which is 43.8% and 45 respondents from GWP filled the questionnaires which is 56.3%.

4.1.5 Position in Organization

Table 4.5

Position in organization of AMDA and GWP

Position	Frequency	Percent
Executive Officer	1	1.3
Senior Officer	7	8.8
Junior Officer	14	17.5
Others	58	72.5
Total	80	100

It is clearly seen from the above table that 1 executive officer, 7 senior officers, 14 junior officers and 58 others which is 1.3%, 8.8%, 17.5% and 72.5% of the total respondents respectively participated in the study.

4.2 Explanation of the Variables

4.2.1 Quality Oriented

Table 4.6
Quality oriented

	Frequency	Percent
Disagree	64	80
Agree	16	20
Total	80	100

As shown in the above table, 64 respondents disagreed that people are held accountable for the quality of work they produce, quality of their products and services are very important to the organization, organizations carries various training programs to aware about the quality in the organization and their organization has the feedback mechanism to measure quality of the work they perform. Only 16 respondents agreed on the above statements. This indicates the clear demarcation that staffs are not aware about the quality orientation in their respective organizations. Vast majority of the respondents 80% are not in the position to agree the statements and rest 20 agreed on the quality orientation and related activities.

4.2.2 Working Climate

Table 4.7
Work climate

	Frequency	Percent
Agree	5	6.3
Strongly Agree	75	93.8
Total	80	100

It was found that the work climate related questions like working atmosphere in their organizations are suitable and safer, employees working in the organizations have the stronger feeling of team work, organization system fully comply the work agreement on core values, the higher level authority is conscious regarding the division and all the personnel working in the organizations have commitment. Respondents have

either agreed or strongly agreed that the work climate in the organizations they work have a conducive and supportive environment for the better performance of the organizations. There are no disagreements that working climate is very favourable for the staff to perform better for operational performance.

4.2.3 Employee Satisfaction

Table 4.8
Employee satisfaction

	Frequency	Percent
Agree	10	12.5
Strongly Agree	70	87.5
Total	80	100.0

The table above shows the employees satisfaction regarding the operational performance. Almost all the employees agree and strongly agree that higher satisfaction in their working results. No any respondents seem to be disagreeing or strongly disagree with the fact that employee satisfaction does not affect the operational performance.

4.2.4 Organizational Diagnosis

Table 4.9
Organizational diagnosis

	Frequency	Percent
Disagree	3	3.8
Agree	33	41.3
Strongly Agree	44	55

Under the organizational diagnosis, several questions related with the division of labour of the organization and its flexibility, the organization is not resistant to change, the pay scale and benefits of this organization treat each employee equally, organization introduces enough new policies, procedures, and the organization's leadership efforts results in the organization's fulfilment of its purposes. The results in the above table show that 77(96.3%) respondent either agree or strongly agree the

above statements and only 3 (3.8%) respondents doesn't agree on the above statements.

4.2.5 Organizational Relationship

Table 4.10
Organizational relationship

	Frequency	Percent
Agree	11	13.8
Strongly Agree	69	86.3
Total	80	100

All the respondents have either agreed or strongly agreed on the questions related with the relationship between and within employees and organizations. It seems that respondents have the required and harmonious relationship with their supervisor, they can express or share work related problems, there is friendly as well as professional relationship between groups, staffs have established the relationship for performing the job properly and there are encouraging relationship with co-worker and supervisors in the organization.

4.2.6 Personal Growth

Table 4.11
Personal growth

	Frequency	Percent
Agree	4	5
Strongly Agree	76	95
Total	80	100

Through the data analysis in the table 4.11, it was found that almost 95 percent of the responded were strongly agreed with the statement that the operational performance could be increased by increasing personal growth. Whereas only 4 percent agree that personal growth can be the main factors, which can contribute in the operational performance of organization.

4.2.7 Gender Wise Position in an Organization

Table 4.12
Gender and position in organization

		Gender		Total
		Male	Female	
Position in organization	Executive Officer	1	0	1
	Senior Officer	5	2	7
	Junior Officer	8	6	14
	Others	29	29	58
Total		43	37	80

Gender wise positions are shown in the above table. There are no female in the Executive Officer level. Women's have 5 positions as Senior Officer, 6 positions in Junior Officer and 29 positions as Others. It is seen from the above table that male has occupied 43 positions and female has occupied only 37 positions as compared with male counterpart. There are lower numbers of female respondent as compared to the male.

4.2.8 Contribution to the Growth of the Organization

Table 4.13
Contribute to the growth

items	Frequency	Percent
Collective decision making	30	37.5
Good working condition	14	17.5
Employee participation	2	2.5
Motivation	34	42.5
Total	80	100

What contributes to the grown of the organization is categorized in the four options of choosing from collective decision making, good working condition, employee participation and motivation to the respondents. Motivation has been chosen as contributory factor for organizational growth by 42.5% which is the first choice of the respondents, the second choice of the respondent that contributes to the growth of the organization is collective decision making which is chosen by 37.5% of the

respondents, the third factor that contributes growth of the organization is chosen by 17.5% and only 2.5% respondents have chosen employee participation as the contributing factor for organizational growth.

4.2.9 Main Cause of Poor Performance

Table 4.14
Main cause of poor performance

Items	Frequency	Percent
lack of motivation	73	91.3
lack of effective communication	7	8.8
Total	80	100

While analyzing the causes of the poor performance in the organization, respondents are provided with the four options. The first option is lack of motivation, second lack of effective communication, third poor working condition and fourth lack of promotion. None of the respondents have chosen poor working condition and lack of promotion as the causes of poor performance in the organization. The respondents who have chosen lack of motivation as the main cause of the poor performance is 91.3% and the respondents who have chosen lack of effective communication as the main cause of poor performance is only 8.8%.

4.2.10 Reliability

Table 4.15
Reliability statistics

Cronbach's Alpha	N of Items
.738	7

The overall Cronbach's alpha is 0.738 which indicates the internal consistency of the data is excellent and reliable. Thus these variables can be used for further analysis.

From this analysis in table 4.15, all the constructs were higher than significance level of 0.7. Therefore, we can conclude that all the constructs (variables) used for this study were highly reliable.

4.2.11 Descriptive Analysis

Descriptive analysis of the variables of the operational performance

Table 4.16
Descriptive statistics

Operational performance variables	Name of Organization			
	AMDA		GWP	
Variable items	Std.		Std.	
	Mean	Deviation	Mean	Deviation
Work Climate	3.8571	.35504	4.0000	.00000
Employee Satisfaction	3.7429	.44344	3.9778	.14907
Organizational Strategies	3.7429	.50543	3.9333	.25226
Organizational Diagnosis	3.5429	.65722	3.4889	.50553
Organizational Relationship	3.8286	.38239	3.8889	.31782
Personal Growth	3.8857	.32280	4.0000	.00000

While looking at the descriptive statistics for the variable items taken for operational performance in AMDA, personal growth has means score of 3.8857 highest mean score, similarly, work climate, employee satisfaction, Organizational Strategies, Organizational Diagnosis and Organization Relationship with mean score of 3.8571, 3.7429, 3.7429, 3.5429 and 3.8286 respectively. Organizational Diagnosis has highest standard deviation (.65722) and personal growth variable with the least standard deviation of .32280.

Similarly, while analyzing the operational performance variables of the GWP, it is seen that the organizational diagnosis has the lowest mean score 3.4889 and two variables work climate and personal with have highest mean score of 4. Organization diagnosis has the highest standard deviation of .50553 and least standard deviation of .000 for variables work climate and personal growth in GWP. From the above descriptive tables of the operational performance variables, variables with higher mean score and lower standard deviation (work climate and personal growth) has contributed more to the performance of the organization as compared to the other operational performance variables.

4.2.12 Descriptive Analysis of Quality Oriented

Table 4.17
Descriptive statistics

Quality oriented	Name of organization			
Variable items	AMDA		GWP	
	Std.		Std.	
	Mean	Deviation	Mean	Deviation
People are accountable for quality of work	1.9143	0.81787	2.0667	0.96295
Quality of products and services are important	2.9143	0.85307	2.9111	0.84805
Carries training programs to aware the quality	2.000	0.87447	2.1778	1.00654
Organization has feedback mechanism to measure quality	2.3714	1.00252	2.4222	1.05505

In the above table 4.17, "quality of products and services are important" has the highest mean 2.9143 with standard deviation of .85307 in AMDA as compared to GWP which has mean of 2.9111 with standard deviation of .84805 in the same line. Another, variable "organization has feedback mechanism to measure quality" has mean of 2.3714 with standard deviation of 1.00252 in AMDA and mean of 2.4222 with standard deviation of 1.05505 in GWP. The third quality oriented variable "organization carries training programs to aware the quality" has third highest mean of 2 with standard deviation of .87447 in AMDA and mean of 2.1778 with standard deviation of 1.00654 in GWP. The fourth quality oriented variable "people are accountable for quality of work" has mean of 1.9143 with standard deviation of .81787 in AMDA and mean of 2.0667 with standard deviation of .96295 in GWP.

From the above comparison, two factors are seen particularly important in performance of the organization among the four variables i.e. 1) quality of products and services are important 2) organization has feedback mechanism to measure quality.

4.2.13 Descriptive Analysis of Work Climate

Table 4.18
Descriptive statistics

Work Climate	Name of Organization			
Variable items	AMDA		GWP	
	Std.		Std.	
	Mean	Deviation	Mean	Deviation
Working atmosphere is very suitable and safer	1.9429	.87255	2.0889	.97286
Employee have the strong feeling of teamwork	2.2571	.95001	2.3556	.90843
The organization system fully comply work agreement	2.8571	.80961	2.9333	.86340
Authority is conscious regarding the division	2.5143	1.06747	2.5111	1.03621
All the personnel have the commitment	3.3143	1.27813	3.4667	1.15994

In the above table 4.18, among the work climate variables, "all the personnel have the commitment" has the highest mean score of 3.4667 with standard deviation of 1.15994 in GWP whereas AMDA has mean score of 3.3143 with standard deviation of 1.27813. This denotes that most of the respondents have chosen that "all the personnel have commitment" more in GWP than AMDA. In the work climate related variables it is seen that second third, fourth and fifth variable of preference to respondents are "authority is conscious regarding the division, the organization system fully comply work agreement, employee have the strong feeling of team work and working atmosphere is suitable and safer" respectively in AMDA and GWP.

4.2.14 Descriptive Analysis of Employee Satisfaction

Table 4.19
Descriptive statistics

Employee Satisfaction	Name of Organization			
Variable items	AMDA		GWP	
	Std.		Std.	
	Mean	Deviation	Mean	Deviation
Very satisfied with job	2.8000	1.02326	2.8222	.98371
Highly Committed to this organization	2.0571	.68354	2.1556	.76739
I feel personally driven to this organization	2.6571	.87255	2.6222	.96032
I am extremely proud for this organization	2.4571	1.01003	2.5333	1.05744
I will consider for other organization	2.8571	.69209	2.9333	.71985

Out of the five variables related with employee satisfaction, "I will consider for other organization" has the highest mean score of 2.857 with standard deviation of .69209 and mean score of 2.9333 with standard deviation of .71985 both in AMDA and in GWP. Similarly, another variable "highly committed to this organization" has the lowest mean score of 2.0571 and mean score of 2.822 with standard deviation of 1.02326 and .98371 respectively in AMDA and GWP. This denotes that employees are keen on seeking the opportunities outside of the organization and on the other hand data shows that they have least mean score of on "highly committed to this organization" shows that in both organization people are less committed.

4.2.15 Descriptive Analysis of Organizational Strategies

Table 4.20
Descriptive statistics

Organizational Strategies Variable items	Name of Organization			
	AMDA		GWP	
	Mean	Std. Deviation	Mean	Std. Deviation
We have a formal strategic planning process	2.22	.843	2.35	.957
We have a clear vision	2.16	1.128	2.268	1.162
The organization's vision and plans for future	1.68	.993	1.88	1.152
Aware of internal & external environments	3.23	1.156	3.4762	1.0415
People involvement	2.41	1.104	2.5714	1.085

From the table 4.20 it is clear that the mean value of the variable item 'aware of internal and external environment' has the highest in case of both the AMDA and GWP. However, the mean for GWP is higher than AMDA, which proves that most of employee in GWP is more aware of the internal and external environment. The mean of the variable item 'organization's vision and plans for future' is lowest in both the organization.

4.2.16 Descriptive Analysis of Organizational Diagnosis

Table 4.21
Descriptive Statistics

Organizational Diagnosis Variable items	Name of Organization			
	AMDA		GWP	
	Mean	Std. Deviation	Mean	Std. Deviation
The division of labour	2.1765	1.05803	2.2857	1.04264
Organization isn't resistant to change	2.7714	1.00252	2.8889	.93474
This organization treat each employee equally	2.0857	.95090	2.0667	.98627
Organization introduce new policies and procedures	1.6471	.64584	1.7619	.75900
Organization's leadership efforts results in fulfillment of its purposes	2.3529	.94972	2.4286	.96633

In above table 4.21 while comparing the descriptive analysis of mean and standard deviation of AMDA and GWP, the variable "organization introduce new policies and procedures" have the lowest mean score of 1.6471 and 1.7619 with standard deviation of .94972 and .96633 respectively in AMDA and GWP. On the other hand, the variable "organization's leadership efforts results in fulfillment of its purposes" has highest mean score of 2.3529 and 2.4286 with standard deviation of .94972 and .96633.

Therefore comparison from the above table most of the respondents have agreed on the "organization's leadership efforts results in fulfillment of its purposes" where as respondents have least agreed on that "organization introduce new policies and procedures." Thus, it is said that more or less both the organization have similar pattern of preference in the organizational diagnosis variable. In both organizations, respondents have chosen similar variables affecting the performance of the organization.

4.2.17 Descriptive Analysis of Organizational Relationship

Table 4.22
Descriptive Statistics

Organizational Relationship Variable items	Name of Organization			
	AMDA		GWP	
	Mean	Std. Deviation	Mean	Std. Deviation
Relationship with supervisor is harmonious	2.3235	1.03633	2.2857	1.08843
Talk with someone at work	3.5000	1.10782	3.6429	.98331
My relationships with members of my work group	2.4571	1.01003	2.4000	1.07450
Established the relationship	2.7941	1.14890	3.0238	1.04737
Relationship with co-worker and supervisor	2.4118	.92499	2.5476	1.01699

Five variables among the organizational relationship, both AMDA and GWP, the variable "talk with someone at work if I have a work-related problem has the highest mean score of 3.5000 and 3.6429 with standard deviation of 1.10782 and .98331 respectively. Another variable "relationship with supervisor is harmonious" has the lowest mean score of 2.3235 and 2.2857 with standard deviation of 1.03633 and 1.08843 respectively in AMDA and GWP. There are similar pattern of mean and

standard deviation can be seen in both organization, therefore relations among and within organization seems more or less similar in both organization in the achievement of organizational performance.

4.2.18 Descriptive Analysis of Personal Growth

Table 4.23
Descriptive statistics

Personal growth Variable items	Name of Organization			
	AMDA		GWP	
	Mean	Std. Deviation	Mean	Std. Deviation
Immediate supervisor is supportive to my efforts	1.7353	.70962	1.7619	.79048
Job offers me opportunity	2.0000	.69631	2.0000	.73252
Agreement with stated goals	2.0588	.98292	1.9048	.90553
Information for good job	2.0294	.93696	2.1190	1.01699
Opportunity for promotion	2.0000	.72761	2.1778	.77720

In above table 4.23 related with personal growth variables, AMDA respondents have chosen "agreement with stated goals" with mean of 2.0588 with standard deviation of .98292 where as GWP respondents have chosen "opportunity for promotion" as the first preference with mean of 2.1778 with standard deviation of .77720. These personal growth variables differ between two organizations. However, both the organization have least mean of 1.7353 with standard deviation of .70962 in AMDA and mean score of 1.7619 with standard deviation of .79048 in GWP on "immediate supervisor is supportive to my efforts." There are some commonalities as well as difference in the preference on variables related with personal growth between two organizations.

4.3 Comparative Analysis of the Operational Performance of NGO

4.3.1 Comparison of the Gender Distribution in AMDA and GWP

Table 4.24
Gender

Name of organization	Gender	Frequency	Percent
AMDA	Male	24	68.6
	Female	11	31.4
	Total	35	100
GWP	Male	19	42.2
	Female	26	57.8
	Total	45	100

The above table 4.24 shows that 24 male and 11 female respondents have filled the questionnaires from AMDA whereas 19 male and 26 female respondents have filled the questionnaires from GWP. Looking the same from the percentage wise, It is seen that 68.6% and 42.2% are male respondents from AMDA and GWP respectively where as 31.4% and 57.8% are female respondents from AMDA and GWP respectively.

4.3.2 Comparison of the Academic Qualification in AMDA and GWP

Table 4.25
Academic Qualification

Name of organization		Frequency	Percent
AMDA	Post Graduate	1	2.9
	Graduate	10	28.6
	Undergraduate	24	68.6
	Total	35	100
GWP	Graduate	8	17.8
	Undergraduate	37	82.2
	Total	45	100

Source: Field Survey 2071.

While analyzing the respondents in terms of the academic qualification, none of the respondents have academic qualification of Ph. D. There are 1, 10 and 24 respondents of post graduate, graduate and undergraduate level from AMDA and 8 and 37

respondents with graduate and undergraduate qualification from GWP. In other words, there are 2.9% post graduate, 28.6% graduate and 68.6% undergraduate respondents from AMDA and 17.8% post graduate and 82.2% undergraduate respondents from GWP. There are more participation of the respondents with undergraduate academic qualification from both AMDA and GWP. Out of total 80 respondents who participated in this study, 61 respondents which is 76.25% of the overall total of the respondents who participated in this study.

4.3.3 Comparison of Work Experience of AMDA and GWP

Table 4.26
Work experience

Name of organization		Frequency	Percent
AMDA	Less than one year	7	20
	1-5 Year	10	28.6
	6 Years and above	18	51.4
	Total	35	100
GWP	Less than one year	9	20
	1-5 Year	20	44.4
	6 Years and above	16	35.6
	Total	45	100

Source: Field Survey, 2071

The above table shows that there are 7, 10 and 18 respondents with work experience of less than a year, 1-5 years and 6 years and above have participated from AMDA which is 20%, 28.6% and 51.4% of the total participation from AMDA. There are 9, 20 and 16 respondents with work experience of less than a year, 1-5 year and 6 years and above which is 20%, 44.4% and 35.6% respectively participated from GWP in this study. Out of the total of 80 respondents, there are 34 respondents which is 42.5% of the total respondents have work experience of 6 years and above. Similarly, there are 30 respondents which is 37.5% of the total respondents of 80 have work experience of 1-5 years. There are 64 respondents in terms of the total frequency which is 80% of the total respondents out of 80.

4.3.4 Comparison of Position in Organization in AMDA and GWP

Table 4.27
Position in organization

Name of organization		Frequency	Percent
AMDA	Executive Officer	1	2.9
	Senior Officer	5	14.3
	Junior Officer	6	17.1
	Others	23	65.7
Total		35	100
GWP	Senior Officer	2	4.4
	Junior Officer	8	17.8
	Others	35	77.8
	Total	45	100

In terms of the participation of the respondents according to their position in the organization, the above table shows that there are 1, 5, 6 and 23 no of respondents in AMDA with position of Executive Officer, Senior Officer, Junior Officer and Others. Similarly, there are 2, 8 and 35 respondents with their position as Senior Officer, Junior Officer and others have participated from GWP. There are more participation of the Junior and others as their position in the organization have participated as compared to the Senior Officer and Executive Officer as their position in organization. Out of the total frequency of 80, 72 have frequency either as Junior Officer and Others as the position in the organization which is 90% of the total frequency. The same information has been presented as below in the graphical format.

4.3.5 Comparison of Operational Performance for AMDA and GWP

Table 4.28
Descriptive Statistics for both NGO

variables items	Name of organization					
	AMDA			GWP		
	Mean	Std. Deviation	Variance	Mean	Std. Deviation	Variance
Work Climate	3.857	0.355	0.126	4.000	0.000	0.000
Employee Satisfaction	3.743	0.443	0.197	3.978	0.149	0.022
Organizational Strategies	3.743	0.505	0.255	3.933	0.252	0.064
Organizational Diagnosis	3.543	0.657	0.432	3.489	0.506	0.256
Organizational Relationship	3.829	0.382	0.146	3.889	0.318	0.101
Personal Growth	3.886	0.323	0.104	4.000	0.000	0.000
Quality Oriented	2.171	0.382	0.146	2.222	0.420	0.177

In the comparative study of ADMA and GWP through the mean, standard deviation and variance, it can be found that work climate, personal growth, organizational strategies, organizational relationship and employee satisfaction at GWP were found higher as compared to the AMDA. This indicates that most of the variables items for the operational performance in the GWP are found with higher mean and low standard deviation along with low variance therefore we can say that the overall operational performance of the GWP is higher as compared to AMDA.

4.3.6 Correlation Analysis

Table 4.29
Correlations

		OP	WC	ES	OS	OD	OR	PG	QO
OP	Pearson Correlation	1	.693**	.422**	.649**	.542**	.332**	.735**	-0.06
	Sig. (2-tailed)		0	0	0	0	0.003	0	0.597
WC	Pearson Correlation		1	.642**	.869**	.629**	.271*	.691**	-0.082
	Sig. (2-tailed)			0	0	0	0.015	0	0.468
ES	Pearson Correlation			1	.505**	.345**	.232*	.426**	0.079
	Sig. (2-tailed)				0	0.002	0.038	0	0.488
OS	Pearson Correlation				1	.669**	.268*	.751**	-0.046
	Sig. (2-tailed)					0	0.016	0	0.683
OD	Pearson Correlation					1	.330**	.590**	0.135
	Sig. (2-tailed)						0.003	0	0.234
OR	Pearson Correlation						1	.301**	-0.004
	Sig. (2-tailed)							0.007	0.969
PG	Pearson Correlation							1	0.05
	Sig. (2-tailed)								0.658
QO	Pearson Correlation								1
	Sig. (2-tailed)								

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Where,

OP = Operational performance

WC = Working Condition

ES = Employee's Satisfaction

OS = Organizational Strategies

OD = Organizational Diagnosis

OR = Organizational Relationship

PG =Personal Growth

QO= Quality Oriented

From the correlation analysis in the table 4.29 it is obvious that the correlation between operational performance and the personal growth is found highest i.e. .735** as well as the sig. value is also highly significant at the 0.01 level. Thus the alternative hypothesis that “**H2: there is a significance association between the operational performance and the personal growth**” is proved.

Similarly the working conditions and organizational strategies are also found to be highly correlated with operational performance i.e. .693**, .647** respectively as their p-value is found to be highly significant. This statement therefore proves the alternative hypothesis H1 and H3 that

1. ***‘H1: There is a significance relationship between the operational performance and work climate’.***
2. ***H3: Employee satisfaction has the significance relationship with the operational performance of an organization.***

Operational performance is also correlated with employee’s satisfaction, organizational diagnoses, relationship and personal growth. The relationship of operational performance with the quality oriented was not found significant which indicates negative correlation between them.

4.3.7 Regression Analysis

Table 4.30
Model Summary

Model	R	R Square
1	.675a	0.455

a. Predictors: (Constant), Quality oriented, Work Climate, Organizational Diagnosis, Personal Growth, Organizational Relationship, Employee Satisfaction, Organizational Strategies

b. Dependent Variable: Operational performance

Since the value of R ranges from 0 to 1. Larger value of R indicates stronger relationship between dependent and predictor variables which is R (0.455) in this model. The adjusted R square value reflects the goodness of fit of the model in the population. The linear regression summary model also indicates that this model can explain about 45.5 percent of the proportion of variance of operational performance by the variables i.e. Quality oriented, Work Climate, Organizational Diagnosis, Personal Growth, Organizational Relationship, Employee Satisfaction, organizational Strategies.

4.3.8 ANOVA

Table 4.31
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.456	7	1.065	8.586	.000 ^a
	Residual	8.932	72	.124		
	Total	16.387	79			

a. Predictors: (Constant), Quality oriented, Work Climate, Organizational Diagnosis, Personal Growth, Organizational Relationship, Employee Satisfaction, Organizational Strategies

b. Dependent Variable: Operational performance

In table 4.31 the value of p is highly significant (i.e. $p < 0.05$) which says that the test is significant and the independent variables (i.e. quality oriented, work climate, organizational diagnosis, personal growth, organizational relationship, employee satisfaction, organizational strategies) can explain the dependent variable (i.e. operational performance) very properly. In conclusion, we can say that quality oriented, work climate, organizational diagnosis, personal growth, organizational relationship, employee satisfaction, organizational strategies) explain the large proportion of variation in the operational performance.

4.3.9 Coefficients

Table 4.32
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.216	.796		1.529	.131
	Work Climate	1.377	.266	.202	1.417	.001
	Employee Satisfaction	.519	.195	.379	2.661	.010
	Organizational Strategies	.235	.169	.202	1.391	.039
	Organizational Diagnosis	.085	.087	.108	.982	.049
	Organizational Relationship	.425	.163	.324	2.604	.011
	Personal Growth	1.175	.268	.084	.652	.017
	Quality oriented	-.020	.018	-.102	-1.123	.265

a. Dependent Variable: Operational performance

According to the table 4.32 the constant value is 1.216. The value 1.377, .519, .235, .085, .425, 1.175 and -.020 which is the partial regression coefficient of the work climate, employee satisfaction, organizational strategies, organizational diagnosis, organizational relationship, personal growth and quality oriented respectively. The model thus conclude that 1 unit change in product quality, service delivery and price will change 1.377, .519, .235, .085, .425, 1.175 and -.020 change in unit in operational performance respectively. Work Climate and personal growth are most influential variables items and highly influences the operational performance. In other hand the partial regression coefficient of quality oriented is found to be negative and is insignificance i.e. $p < 0.05$. therefore quality oriented seems to be less influential factor which hardly affect the operational performance in this research. By applying the model we can calculate the organizational performance as below.

$$\text{Operational performance (OP)} = + {}_0\text{WC} + {}_1\text{ES} + {}_2\text{PS} + {}_3\text{OD} + {}_4\text{R} + {}_5\text{PG} + {}_6\text{QO}$$

Or

$$\text{Operational Performance (OP)} = 1.216 + 1.377\text{WC} + .519\text{ES} + .235\text{PS} + .085\text{OD} + .425\text{OR} + 1.175\text{PG} + -.020\text{QO}$$

OP = Operational performance

WC = Working condition

ES = Employee's Satisfaction

PS = Organizational strategies

OD = Organizational Diagnosis

R = Relationship

PG = Personal Growth

QO = Quality Oriented

4.3.10 Higher Preferences given by Organization

Activities	Ranking	
1. Goals and work plans	1 st	191
2. Communication	2 nd	230
3. Quality enhancement	3 rd	300
4. Rewarding performance	4 th	352
5. Integrity and uniqueness of the individual or group	5 th	373
6. Conflict management	6 th	381
7. Learning through feedback	7 th	416

When asked with the respondent about the preferences given by organization. Goals and work plans were amongst the top priority of the respondents, which was then followed by communication. The employees in the organization also opined that quality enhancement and rewarding performance were also placed in the 3rd and 4th position. The integrity and uniqueness of the individual or group, conflict management and learning through feedback were placed at 5th, 6th and 7th position respectively.

4.4 Major Findings

-) The majority of the undergraduate respondents are high in this research. The male and female participation are nearly equal. There are experienced staffs in both of the organization. The respondents consist of fewer executive.
-) From the findings, it can be indicated the clear demarcation that staffs are not aware about the quality orientation in their respective organizations. Vast majority of the respondents 80% are not in the position to agree the statements and rest 20 agreed on the quality orientation and related activities.
-) Respondents have either agreed or strongly agreed that the work climate in the organizations they work have a conducive and supportive environment for the better performance of the organizations. There are no disagreements that working climate is very favorable for the staff to perform better for operational performance.
-) It can be remarked that almost all the employees agree and strongly agree that higher satisfaction in their working results in the higher organization. No any respondents seem to be disagreeing or strongly disagree with the fact that employee satisfaction does not affect the operational performance.
-) From the data analysis it was found that 96.3 percent of respondent either agree or strongly agree that operational performance are influenced by the organizational diagnosis whereas only 3.8% respondents doesn't agree on the above statements.
-) From the data analysis it can be seems that respondents have the required and harmonious relationship with their supervisor, they can express or share work related problems, there is friendly as well as professional relationship between groups, staffs have established the relationship for performing the job properly and there are encouraging relationship with co-worker and supervisors in the organization.
-) It can also be concluded that that personal growth can be the main factors, which can contribute in the operational performance of organization.
-) According to the data analysis, no female was in the Executive Officer level. Women's were found only in 5 positions as Senior Officer, 6 positions in Junior

Officer and 29 positions as other. Thus male have the dominant position in the organization and they main role in the decision making process.

-) It was found that motivation has been chosen as contributory factor for organizational growth by 42.5%, which is the first choice of the respondents, the second choice was collective decision making.
-) According to the findings, none of the respondents has chosen poor working condition and lack of promotion as the causes of poor performance in the organization.
-) Through the data analysis, the overall Cronbach's alpha is 0.738, which indicates the internal consistency of the data is excellent and reliable.
-) From the correlation analysis it is obvious that the correlation between operational performance and the personal growth is found highest i.e. .735** as well as the sig. value is also highly significant at the 0.01 level.
-) In the correlation analysis the working conditions and organisational strategies are also found to be highly correlated with the operational performance i.e. .693**, .647** respectively as their p-value is found to be highly significant.
-) From the regression analysis, it was found that the linear regression summary model can explain about 67.5 percent of the proportion of variance of operational performance by the independent variables.
-) According to the ANNOVA table the value of p is highly significant (i.e. $p < 0.05$) which says that the test is significant and the all the independent variables (i.e. quality oriented, work climate, organizational diagnosis, personal growth, organizational relationship, employee satisfaction, organizational strategies) can explain the dependent variable (i.e. operational performance) very properly.
-) According to the table 4.36 the work climate and personal growth are most influential variables items and highly influences the operational performance. In other hand the partial regression coefficient of quality oriented is found to be negative and is insignificance i.e. $p < 0.05$.
-) It was found that most of the variables items for the operational performance in the GWP were with higher mean and low standard deviation along with low

variance therefore it can be concluded that the overall operational performance of the GWP is higher as compared to AMDA.

-) While looking at the descriptive statistics for the variable items taken for operational performance in AMDA, personal growth has means score of 3.8857 highest mean score, similarly, work climate, employee satisfaction, Organizational Strategies, Organizational Diagnosis and Organization Relationship with mean score of 3.8571, 3.7429, 3.7429, 3.5429 and 3.8286 respectively. Organizational Diagnosis has highest standard deviation (.65722) and personal growth variable with the least standard deviation of .32280.
-) Similarly, while analyzing the operational performance variables of the GWP, it is seen that the organizational diagnosis has the lowest mean score 3.4889 and two variables work climate and personal with have highest mean score of 4. Organization diagnosis has the highest standard deviation of .505 and least standard deviation of .000 for variables work climate and personal growth in GWP.
-) From the above descriptive tables of the operational performance variables, variables with higher mean score and lower standard deviation (work climate and personal growth) has contributed more to the performance of the organization as compared to the other operational performance variables.
-) From the comparative study of descriptive statistic for both NGO it was found that that most of the variables items for the operational performance in the GWP are found with higher mean and low standard deviation along with low variance. The overall operational performance of the GWP is higher as compared to AMDA.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is an accomplished specific and indicative enclose which contains summary and conclusion of findings and recommendations. Brief introduction to all chapters of the study and genuine information of the present situation under the topic of the study is defined on summary. Conclusions are analysis of applicable data by using statistical tools. And recommendations are obtainable in suggestions, which is arranged on the based from finding and conclusions.

5.1 Summary

In the framework of mixed economy of Nepal, it accommodated state participation into economic activities and created environment for the private sector i.e. NGO & INGO. A number of establishments were promoted in the public sector till 2000 A.D, when the country initiated a policy change towards economic liberalization. Meanwhile the shy private sector too expanded the sphere of economic activities first in a protected environment that now has transitioned into a competitive regime. This study on operational performance in private sector organizations in Nepal is an attempt to understand the relationship between them and the significance of influence of different variables on operational performance. Performance is viewed as a composite of several indicators of which the study has included six organizational specific indicators (working environment, quality oriented, personal growth, organizational strategies, organizational relationship, and employee satisfaction).

The private sector like NGO or INGO sector plays an important role in the economic development of the country. These organizations are one of the vital aspects of this sector, which deals in the process of channeling the available resources in the needed sector. In the absence of such institution, it is possible that the saving will not be safely and profitable utilized within the economy. It will be diverted aboard into unproductive sectors. The study is about the performance of the INGO based on its primary and secondary data. By different statistical tools, the overall organizational performance of the INGO has tried to analyze. Correlation analysis helps to establish the relationship between two variables which can be useful to know how one variable affect the another variable. Likewise regression analysis is used to find out the trend

of some very important elements. This can be used in predicting the value of these elements.

The primary objectives of the study were to analyze and compare the overall performance of the two NGOS i.e. GWP and AMDA respectively. However, other objectives are to examine the overall performance in terms of all the variables taken in to consideration for analysis of operational performance.

The other supporting objectives were to study the achievement of INGO or NGOS, to evaluate the effectiveness the explained variables items, to provide suggestion and recommendation for the improvement of future performance and maximum utilization of deposit.

The results indicate that majority of the undergraduate respondents are high with fewer executive. It was also found that staffs are not aware about the quality orientation in their respective organizations. Respondents have either agreed or strongly agreed that the work climate in the organizations they work have a conducive and supportive environment for the better performance of the organizations. There are no disagreements that working climate is very favourable for the staff to perform better for operational performance.

It was also found that all the employees agree and strongly agree that higher satisfaction in their working results in the higher organization. There is friendly as well as professional relationship between groups, staffs have established the relationship for performing the job properly and there are encouraging relationship with co-worker and supervisors in the organization.

The result also indicated that the male have the dominant position in the organization and they main role in the decision making process. None of the respondents has chosen poor working condition and lack of promotion as the causes of poor performance in the organization.

From the ANNOVA table all the independent variables (i.e. quality oriented, work climate, organizational diagnosis, personal growth, organizational relationship,

employee satisfaction, organizational strategies) can explain the dependent variable (i.e. operational performance) very properly.

5.2 Conclusion

It is concluded that personal growth can be the main factors, which can contribute in the operational performance of organization. From the correlation analysis it is obvious that the correlation between operational performance and the personal growth is found highest.

Similarly it can be concluded that working conditions and organizational strategies are also highly correlated with the operational performance. This section focuses on the key conclusion of the research work. The major aim of this research was to study measure the operational performance by the various variables. Amongst all the independent variables, the work climate and personal growth are most influential variables items and highly influences the operational performance.

It can also be concluded that the overall operational performance of the GWP is higher as compared to AMDA. The variable items taken for operational performance in AMDA, personal growth has the highest impact on the performance while personal growth variable has the least affect on the performance. Whereas in case of GWP organization diagnosis has the highest impact and work climate and personal growth has least impact on the performance in GWP.

Among the variable items considered at the employee's level, degree of job satisfaction and personal growth and working conditions is found to influence the operational performance. It was found that low in these stated variables, would affect more in performance. Among the six variables considered at the organizational level, quality orientation and personal relationship, organizational diagnosis makes the differences in performance. Organizational conditions or environment was also found to influence the operational performance.

It is also concluded that there is a significance association between the operational performance and the personal growth. There is a significance relationship between the operational performance and work climate. Likewise, employee satisfaction has the

significance relationship with the operational performance of an organization. These statements have been proved through the hypothesis where the sig value of all these three statement has been found highly significant (i.e. $p < 0.5$).

From the descriptive tables of the operational performance variables, variables with higher mean score and lower standard deviation (work climate and personal growth) has contributed more to the performance of the organization as compared to the other operational performance variables.

According to the comparative study of descriptive statistic for both NGO it was found that that most of the variables items for the operational performance in the GWP are found with higher. The overall operational performance of the GWP is higher as compared to AMDA.

Another significant contribution from the study is the effect of the variations at the employee's satisfaction level, the organizational level and the conditions or the environment prevailing in the organization, which is also termed as working condition.

However, there are many other untouched dimensions, which need to be studied. Such works are the responsibility of future researchers who can expound the different lens to view and research in this area of knowledge.

5.3 Recommendation for Further Research

Based on analysis, findings, following are the recommendations for further research. The INGO/NGO can make use of these recommendations for further research to overcome their weakness, inefficiency and improve their overall organizational operational performance.

) The NGO and INGO in Nepali must realize that apart from employee satisfaction and personal growth, quality orientation, personal relationship, organizational diagnosis, strategies and working condition they should carefully monitor the other factors like leadership, resources, people and society and others.

-) The organizational performance can be measured for each department like the Production, Administrative, Management, Technology etc.
-) Monitoring and evaluating the job performance can be measured annually or twice yearly. These will help to provide employers to identify what they are doing well, what areas need improvement.
-) Through the research, it can be suggested that the organization should support employee personal growth and development by providing education and learning opportunities, cross training, coaching, and any other interactions.
-) Employee's satisfactions were also amongst one of the factor, which contribute in the overall performance of an organization. Therefore, it is suggested that the organization should increase their human resource in the short-term obligation.

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Internet Source

1. (Source: <http://www.ngofederation.org>).
2. (Source: www.Businessdictionary.com.)
3. (Source: <http://www.swc.org.np>).

Appendix-A

Item statistics of the variables of the performance

Item Statistics

	Mean	Std. Deviation	N
Working Climate	19.2250	1.93551	80
Employment Satisfaction	18.2750	1.85537	80
Organizational Strategies	18.8875	2.37067	80
Organizational Diagnosis	16.9125	2.77052	80
Relationship	19.7250	4.87820	80
Personal Growth	22.7000	2.36215	80
Quality oriented	9.4125	2.33679	80

Appendix-B

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Working Climate	105.9125	116.840	.717	.823	.670
Employment Satisfaction	106.8625	125.943	.509	.455	.706
Organizational Strategies	106.2500	109.684	.711	.813	.656
Organizational Diagnosis	108.2250	105.468	.658	.523	.658
Relationship	105.4125	95.537	.328	.141	.804
Personal Growth	102.4375	111.338	.676	.593	.664
Quality oriented	115.7250	143.518	.029	.116	.783

Appendix-C
Research Questionnaire

Dear Sir/ Madam,

My name is Sangita Thapa. I am a M.Phil. student in Public Administration at Tribhuvan University. As a part of the research for my thesis, I am undertaking a study on " Measuring the Performance of Non Government Organization: A Comparative Study of AMDA Nepal and General Welfare Pratisthan". I would like to request you to answer this questionnaire from your bank's point of view.

I would also like to confirm that the results of this questionnaire are subject to data privacy and will be treated in the strictest confidence. They will be used exclusively in a statistical format for the research purpose of my M. Phil. thesis. All data and data reports will be presented only in a statistical format for research purpose. Thank you for agreeing to participate in this study.

A. Personal Information

1. What is your name?

.....
.....
.....

2. What is your age group?

a.	Under 30	
b.	30-40	
c.	41-50	
d.	Over 50	

3. Are you male or female?

a.

Male	
------	--

 b.

Female	
--------	--

4. What is your highest academic qualification?

a.	Ph. d.	
b.	Post Graduate	
c.	Graduate	
d.	Undergraduate	

5. What is your organization's name?

- a. AMDA
- b. General Welfare Pratisthan

6. What is your position in your organization?

a.	Executive officer	
b.	Senior Officer	
c.	Junior Officer	
d.	Others	

7. How many years have you been working at this organization?

a.	less than one year	
b.	1-5 years	
c.	6-20 years	
d.	21-40 years	
g.	Over 40 years	

Part B

Variable Related Questions

Instructions: Please tick the following in the Strongly disagree (1), Disagree (2), Agree (3), Strongly agree (4), and respond to each item below that best expresses the accuracy of each statement as the description of you and your organization.

Quality Oriented

Items	Disagree Strongly	Disagree	Agree	Agree Strongly
a. People are held accountable for the quality of work they produce.				
b. The quality of our products and services are very important to this organization.				
c. In this organization we maintain very high standards of quality.				
d. My organization is conscious towards quality and related activities.				
e. Our organization has the feedback mechanism to measure the quality.				

Work Climate

Items	Disagree Strongly	Disagree	Agree	Agree Strongly
a. Working atmosphere in my organization is very suitable and safer				
b. All the employee working in the organization have the strong feeling of Teamwork,				
c. The organization system full comply the work Agreement on core values and				
d. The organization upper level authority are consensus regarding the vision,				
e. All the personnel working in the organization have the Commitment to the unit.				

Employee's Satisfaction

Items	Disagree Strongly	Disagree	Agree	Agree Strongly
a. I am very satisfied with my job.				
b. I am highly committed to this organization.				
c. I feel personally driven to help this organization succeed and will go beyond what's expected of me to ensure that it does.				
d. I am extremely proud to tell people that I work for this organization.				
e. I have applied for another job outside this organization in the past six months.				

Organizational Strategies

Items	Strongly disagree	disagree	Agree	Strongly Agree
a. Planning function: we have a formal strategic planning process that is continually implemented each year? (Please do not consider formal budgeting processes when answering this question.)				
b. Vision: We have a clear vision of the future and a path to get there that is shared by all?				
c. Communication of strategy: The organization's vision and plans for the future have been clearly communicated through all levels of the organization				
d. Awareness of threats and opportunities: we are aware of the internal and external environments that may pose future growth opportunities or threats to our organization.				
e. People involvement: Individuals at all levels of the organization are appropriately involved in the development and achievement of organizational goals				

Organizational Diagnosis

Items	Strongly disagree	disagree	Agree	Strongly Agree
1. The division of labour of this organization is flexible.				
2. This organization is not resistant to change.				
3. The pay scale and benefits of this organization treat each employee equitably				
4. This organization introduces enough new policies and procedures.				
5. This organization's leadership efforts result in the organization's fulfilment of its purposes.				

Relationships

Items	Strongly disagree	disagree	Agree	Strongly Agree
1. My relationship with my supervisor was a Harmonious one.				
2. I can always talk with someone at work if I have a work-related problem				
3. My relationships with members of my work group are friendly as well as professional				
4. I have established the relationships that I need to do my job properly				
5. My relationship with my supervisor was a Harmonious one.				

Personal growth

Items	Strongly disagree	disagree	Agree	Strongly Agree
1. My immediate supervisor is supportive of my efforts.				
2. My job offers me the opportunity to grow as a person.				
3. I am personally in agreement with the stated goals of my work unit.				
4. I have the information that I need to do a good job.				
5. The opportunity for promotion exists in this organization.				
6. The organization encourages individual growth through systematic training and development programs				

Organization Performance

1. The organization performance has improved over the last five years?

Strongly disagree	disagree	Agree	Strongly Agree
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2. The organization operation works are performed according to the system of the organization.

Strongly disagree	disagree	Agree	Strongly Agree
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3. My organization provides the opportunities for the personal growth by providing the training and development programs.

Strongly disagree	disagree	Agree	Strongly Agree
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4. The organization generally involves the employees during their strategies formulation.

Strongly disagree	disagree	Agree	Strongly Agree
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5. The working climate in the organization can contribute a lot in the performance of the my organization.

Strongly disagree	disagree	Agree	Strongly Agree
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6. What do you think have contributed to the growth?

Collective decision making	<input type="checkbox"/>	Good working condition	<input type="checkbox"/>
Employee participation	<input type="checkbox"/>	Motivation	<input type="checkbox"/>

7. What do you suggest your organization should do to improve performance?

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8. What could be the main cause of poor performance in your organization?

Lack of motivation	<input type="checkbox"/>	Lack of effective communication	<input type="checkbox"/>
Poor working condition	<input type="checkbox"/>	Lack of promotion	<input type="checkbox"/>

Which of the following activities your organization gives the higher preferences?

Please rate them starting from 1st, 2nd,.....7th according to the priority.

Activities	Ranking
8. Goals and work plans	
9. Communication	
10. Quality enhancement	
11. Conflict management	
12. Integrity and uniqueness of the individual or group	
13. Learning through feedback	
14. Rewarding performance	

Thank you for your cooperation

Sangita Thapa

M.Phil. 2013, Roll.No.7

Mail: sangitathapa271@yahoo.com