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ROLE OF MOTIVATION IN SUSTAINABLE DEVELOPMENT OF NON-GOVERNMENT ORGANIZATIONS IN BANGLADESH

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ABSTRACT

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The success in the non government Organization (NGO) sector as a whole greatly depends on organisational growth and size, and slightly related to meet the needs of intended beneficiaries. When differentiating NGOs, the majority of Chief Executive Officer's (CEOs) focused on internal and management centred attributes rather than attributes of their clients and their services. There is little attention to quality of service, effects on beneficiaries or differentiating beneficiaries in any depth. A similar bias was evident in the analysis of current studies. Limited attention is given to change in the areas of target groups being assisted and interventions used compared to the area of management practices. The ways in which NGOs did differentiate themselves from each other by suggesting a very proximate focus, on their immediate methods of operation, rather than attributes of wider or longer-term significance, such as scale of coverage, or self-sustainability. This behaviour is consistent with the evolutionary perspective discussed in this article. NGOs have been defined and differentiated on the basis of their relationships with other parties. Thus, attention was given on the nature of the relationships between purchaser, user and provider of NGO services. Particular learning problems associated with this set of relationships have been identified in this study. The central problem was identified as the separation of the roles of purchaser and user of services. Other problems are found to be caused by the nature of the services being provided, and means used to overcome lack of monetary feedback from the users. A sub-set of NGOs described as supportive NGOs have additional difficulties caused by being at once removed from the final impact on the lives of NGO beneficiaries. Their problems have wider significance, because of using the same framework of analysis, NGOs can be seen as midway between state and market based forms of service provision. Most motivation theorists assume that motivation is involved in the performance of all learned responses; that is, a learned behavior will not occur unless it is energized. The major question among psychologists, in general, is whether motivation is a primary or secondary influence on behavior. That is, changes in behavior better explained by the principles of environmental/ ecological influences, perception, memory, cognitive development, emotion, explanatory style, or personality or concepts unique to motivation are more pertinent. It is known that people respond to increasingly complex or novel events in the environment up to a point and then responses decrease. This inverted-U-shaped curve of behavior is well known and widely acknowledged. However, the major issue is one of explaining this phenomenon. It can be recommended that motivation is too much needed in organizational development of NGOs in Bangladesh.

Key words: *incentives and recognition, profit sharing, micro-finance, complete pay programme, community based organization, Grameen Bank*

INTRODUCTION

Motivation is one of the most important incentives to employees working in an organization. To achieve the organizational goal, to meet the progressive and dynamic target and to get the optimum output from the employees, motivation to the employees working in the organization is the best-suited tool for the management. The employees working in the government organizations often lack motivation due to the traditional promotion system. Political pressure, corruption and lack of available scope to show and evaluate performance are also the great reasons for the employees working in government organization to have lack of motivations. But in the non-government organizations, employees always have huge motivators to enjoy.

The introduction of motivators may be different from organizations to organizations. Some Managers in NGOs use financial motivators to encourage and motivate the employees working under them whereas some Managers use non-financial motivators like job-sharing, sharing decision making power, group work environment, high appraisal on achievement of target and sound working environment, etc. Motivation is the key to organizational success and its effectiveness. The Manager in general has to get the work done through others. These ‘others’ are human assets or resources. They are to be motivated at work. It is a saying that, “You can take a horse close to water but you cannot bound it to drink water.”

So motivation is the only thing that can make the human resources to be used up to the top most level. Human resources are the total of knowledge, skill, talents and creative abilities. These need to be developed. The people at work are not men and women but they are now considered as resources skills and forces. Before directing or guiding the people at work, the management must know ‘why do people act as they do’ and ‘what will make them to give the best on the job’. The only answer to these questions is ‘an act of motivation’.

NGOs have gained increasing attentions among scholars and practitioners of development. They have become increasingly important agents of the development process in the countries of the South, in all of their main areas of work such as humanitarian relief, long-term development, policy formation and political advocacy (Attack 1999). On the other hand, there is a current view that NGOs constitute a viable alternative to government as channels of development assistance, particularly in the developing countries.

The relationship between NGO and empowerment as a particular virtue of NGOs, and second, the strategy and program undertaken by NGOs that contribute to sustainable community development. In other words, the purpose of this paper is to shed some light on the NGOs' program regarding issues of empowerment and sustainable community development. In particular, the paper seeks to highlight participation of NGOs in promoting sustainable community development.

Thus, this article will review some literature regarding the NGOs' programs, and highlight how these programs would affect community empowerment, and finally contribute to sustainable community development. According to Ditcher (1997), depending on the definition of an NGO, the total number in the developing world could amount to as many as one million. In the developing world, NGOs are reckoned to impact on the lives of about 250 million people, with their diverse agendas and interest groups that include developmentalists, human rights advocates, gender and environmental activists, associations of landless and marginal farmers, ethnic minorities, and indigenous groups (Kabir 2000).

This paper will first outline the overall situation of NGOs in Bangladesh, then set out the legal issues in detail and finally make proposals for improvements. State-NGO relations in Bangladesh have moved through stages of indifference and ambivalence. When the government of Bangladesh tried to control the activities of NGOs, the donors put pressure on the state. The government then responded by imposing more paperwork on the NGOs, thus increased their transaction costs. The state has failed to make NGOs more transparent functionally or financially. So NGOs can easily violate laws because of the weakness of the state and their own strength that over time has been fortified by the donors.

Sustainable development means building our communities so that we can all live comfortably without consuming all of our resources. The number of NGOs proved to be active in the water sector in rural area. Programmes undertaken include the organization and capacity building of groups of poor people to undertake manual labor, irrigation-related activities, including the provision of tube wells and pumps to the poor, usually through the provision of credit. These programmes account for a small proportion of the budget of the NGOs involved and fall conceptually under the water sector, for which a separate study has been undertaken. Preliminary contacts in Bangladesh indicated that urban poverty is a problem upon which NGOs are increasing their focuses.

METHODOLOGY

In terms of methodological limitations, the main constraint is the relatively limited amount of work could be undertaken in comparison with the enormous scale of NGO Operation in Bangladesh. These directly reach more than four (4) million members, representing total beneficiaries in excess of twenty five (25) million. In this respect, it is important to emphasize that the role of the case studies undertaken of fifteen (15) NGOs is to provide insights into the achievements of NGOs in poverty alleviation in Bangladesh as a whole and into the overall contribution of NGOs assistance to these achievements.

The methodology of the research work can be followed by two (2) approaches such as documentary analysis and opinion survey. Data are facts, figures and other relevant materials, past and present, serving as the bases for this study and analysis. Both primary and secondary source were taken for data collection. Collected data from different books, publications, annual reports, journals and periodicals, in addition to relevant previous research reports, seminars, meetings and conference papers, etc. were also included. All the collected data from various materials were subjected to analyze the following statistical procedure.

The specific objectives of the study are to justify the efficacy of motivation in sustainable development of NGOs in Bangladesh; to identify the motivation that can be taken to enhance the efficiency of NGOs in Bangladesh; to assist in developing an understanding of participatory approaches to motivation; and to discuss the hierarchy of needs concept as one of the approaches to understand the motivation and to know the situations of NGOs in Bangladesh.

The Scenario of Non-Governmental Organizations

The term non-governmental organization or NGO was not in general known currency before the UN was formed. When 132 international NGOs decided to co-operate with each other in 1910, they did so under the label, the Union of International Associations. The League of Nations officially referred to its "liaison with private organizations", while many of these bodies at that time called themselves international institutes, international unions or simply international organizations. Thus, for this article, an NGO is defined as an independent voluntary association of people acting together on a continuous basis, for some common purpose, other than achieving government office, making money or illegal activities. This basic approach will be elaborated and modified below.

NGOs and their independence from governments

The most difficult question about the independence of NGOs is whether they come under government influence or not. Individual governments always try to influence the NGO community in a particular field, by establishing NGOs that promote their policies. This has been recognized by quite common use of the acronym GO-NGO, to label a government-organized NGO. There is a widespread prejudice that government funding leads to government control. In the field of human rights, it would damage an NGO for such a perception to arise, so Amnesty International has strict rules that it will not accept at all the direct government funding for normal activities. Development and humanitarian relief NGOs need substantial resources, to run their operational programs, so most of them readily accept official funds. While these NGOs would like the security of a guaranteed budget for their administrative overheads, governments generally only want to support field costs for projects.

Nominally NGOs may appear to be independent, when they design their own programs, but government influence can arise indirectly if the program is designed to make it more likely that government grants or contracts will be forthcoming. On the other hand, confident experienced NGOs can appeal for funding for new approaches and in so doing cause government officials to re-assess policy. The best example of this is the way in which NGOs, particularly the International Planned Parenthood Federation (IPPF), dragged governments into adopting population program. There is no obvious method to identify the direction of influence without detailed knowledge of the relationship between an NGO and a government. Environmental NGOs may have either type of funding relationship. Conservation and research groups may happily obtain government funds to support their programs: some are innovative and some are not. Beyond these situations, radical campaigning groups may be unwilling and unable to attract government funds.

NGOs and the political use of violence

There has been no compromise in any political system with the idea that the use of violence is not a normal part of the political process. In the UN, aggressive behavior by individuals is sufficient to raise the question of suspension of an NGO's consultative status. In the exceptional circumstances where group of guerrillas wish to claim their use of violence is acceptable as part of the struggle against an oppressive regime, the group does not call itself an NGO. Their supporters call them a national liberation movement, whereas their opponents call them terrorists. Sometimes these groups gain admittance to inter-governmental organizations, as if they were the governments of the recognized states. At the UN, they have never been classified as NGOs, but a few have been given a different status, as observed at the General Assembly and at UN conferences. Within individual countries, there are rare examples of the use of violence as a deliberate tactic, by groups that would normally be referred to as NGOs. A clear example is the Animal Liberation Front in the United Kingdom. They are simply regarded as criminals by the government and by the public, including many who support their goals. A commitment to non-violence is the best respected of the principles of defining what an NGO is.

Different types of structures among NGOs

There is a great variety of ways in which NGOs are structured. The classic model is of a membership organization, co-ordinate in a geographically-defined hierarchy. Individual people work in local groups, which co-ordinate in provinces or zones as of location and then have a headquarters in the capital city for the country as a whole. Such country wide organizations are called national NGOs. Frequently, the national NGOs combine in an international NGO, or INGO, which may consists of regional groups of countries and be capped by a global body. Not all the levels of the hierarchy need existence.

Many countries are too small to have provincial structures. Smaller specialist NGOs may simply enroll individual members at the national level, without having any local branches. Occasionally, individuals are enrolled at the international level. On the other hand, in large organizations, the international level often seems relatively remote and attracts little attention; even between the NGOs own members. The group running a local Family Planning Clinic does not necessarily know about the work of the International Planned Parenthood Federation (IPPF) at the UN World Conference on Women in Beijing.

Coalition-building among NGOs

Once NGOs do decide to influence public policy, they organize, in broad coalitions, specifically for this purpose. This means there is a large number of NGOs that bear no resemblance to the classic model of a unified hierarchy. Coalitions may take the form of umbrella NGOs, networks or caucuses. In the days when the main form of communication was by mail and even trans-national telephone conversations were expensive and time-consuming to arrange, multi-national coalitions generally took the form of institutional structures. Many international institutions like the International women's organizations, the International Council of Voluntary Agencies and the World Conservation Union are the examples that date from this era. They are referred to as the umbrella organizations, to signify the presence under the single umbrella of a variety of different NGOs that does not share a common identity.

The geographical spread of NGOs

It is used to be widely argued that NGOs were predominantly a feature of Western Societies. This false proposition was derived from a mixture of ignorance, Western presumptions of their superiority in the Cold War and nationalist rhetoric from authoritarian regimes. All societies in modern times have had large numbers of NGOs at least at the local level. Under the most authoritarian regimes or in the Least Developed Countries (LDCs) there are still self-help co-operative groups, community welfare associations, religious groups, professional and scientific associations, sports and recreational bodies, etc. Even Romania during the dictatorship of President Ceausescu was the host to the International Federation of Beekeepers' Associations. The presence or absence of a democratic political culture is one of the major variables determining the number of NGOs, but the size of a country, its ethnic, religious and cultural diversity, the complexity of its economy and the quality of its communication infrastructure is also of crucial importance. Thus, there are tens of thousands of NGOs in the countries such as Bangladesh and India, while there are relatively few in Iceland or Finland.

Types of NGO activities

Much as observers wish to gain greater understanding by defining different categories of NGOs, it is not possible to do so. We may distinguish different activities, but specific NGOs will often change the balance of the activities they pursue. The most common distinction is between operational and campaigning 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. Operational NGOs have to mobilize resources, in the form of financial donations, materials or volunteer labor, in order to sustain their projects and programs. This process may require quite complex organization. Charity shops, staffed by volunteers, in premises provided at nominal rents and selling donated goods, end up providing finance to the national headquarters. Students in their vacations or during a break in their education provide labor for projects. Finance obtained from grants or contracts, from governments, foundations or companies require time and expertise spent on planning, preparing applications, budgeting, accounting and reporting. Major fund-raising events require skills in advertising, media relations and motivating supporters.

Importance of Motivation in the Non-Governmental Organizations in Bangladesh

Bangladesh being a developing country needs help from other countries and organizations to maintain its huge population apart from the government. The NGOs role in this sector is very important. That’s why to operate the NGOs accurately and to maintain its employee’s mental strength high motivation is very important. While visiting different NGOs like Grameen Bank, CARE, ASA, CCDB, Proshika, Pathfinder International and talking to the Head of the Human Resources department, it was realized the importance of motivation on the employees.

NGOs in the new nation of Bangladesh

The suffering of the Bengali people due to a combination of the cyclone of 1970 and the political turmoil that leads to the emergence of Bangladesh as an independent nation following liberation war from March to December 1971 prompted a massive response in multilateral, bilateral and non-government aid. In addition to the outside humanitarian organizations, which responded, many local organizations were created to care for Orphans and Widows and assist the many refugees returning from neighboring India after the war ended. BRAC, the largest NGO in Bangladesh today, was formed in 1972 as the Bangladesh Rural Advancement Committee.

Its early objective was to deliver relief and rehabilitation programmes for the refugees returning from India to resettle in Bangladesh (BRAC 2004). Rangpur Dinajpur Rehabilitation Service (RDRS), then a field programme of the Lutheran World Federation, India, began providing relief and rehabilitation to some of the one (1) million refugees returning home from India after the nine-month War of Independence. Food, shelter and health-care were the priorities; later, there was rehabilitation of the farms, the schools, and the hospitals. With one disaster following quickly after another, RDRS also found it providing emergency relief to those caught up in the famines and droughts that devastated the young country into the next decade (RDRS 2005).

From relief to development

In spite of working in an extended emergency environment, the organizations involved in relief and rehabilitation soon saw their mission in terms of development. After only one year working with returning refugees in the Sulla area of North-East Bangladesh (Begum 2004), BRAC commenced a 'program of integrated community development' seeking to develop 'agriculture and horticulture, fisheries, adult education, health and family planning, vocational and other training programs' (Chen 1986). RDRS also describes itself as shifting 'from relief-and-rehabilitation to Sectorial Development Programme' (RDRS 2006).

RDRS grew from a small, somewhat slapdash charitable body working in the remotest corner of Bangladesh into a major player in the country's development. It became known for its innovative spirit, its readiness to improvise according to the resources available and to the needs of the poor (RDRS 2005). Integrated Rural Development had become the 'dominant methodology' for community development (Hailey 1999), so it was natural that the NGO sector would adopt this approach, especially in the context of multi-sectoral needs of Bangladesh.

Targeted development assistance

In 1977, BRAC adopted a 'targeted approach' to development. Its target was the poor and landless and the main vehicle through which BRAC sought to address their needs was the establishment of Village Organizations (VO). The basic groups or *Samity* were comprised of 20-25 poor people, their homogeneity based on land-ownership class. The *Samity* were to eventually be linked 'into a federation of the poor' (Chen 1986) which would act as a buffer between the poor and the village power structure, which BRAC had shown was the most immediate constraint on mobilizing the poor (BRAC 1983). Subsequently the BRAC approach was adopted by other NGOs working in rural community development. That these ideas were widely adopted within the NGO sector is shown by *Gono Unnayan Prochesta* which itself claims to be ' the first non-government organization in Bangladesh to build associations of the poor as a core poverty alleviation strategy' (Gono Unnayan Prochesta, 1997).

Community based organizations (CBOs)

The next major innovation in NGO philosophy and strategy was the extension of the community group structure by incorporating them into secondary associations and even tertiary federations in 'community based people's organizations' (CBO) in the early 1990s (RDRS 2005). This formulation of CBO shows its antecedents in the 'federation of the poor' proposed by BRAC in 1977. Blair (1985) demonstrates how four (4) successive regimes from Ayub Khan to H M Ershad had planned or initiated institutions for local participation along similar lines. Each of these regimes collapsed partly because the ruling elite sealed off the institutions preventing them from influencing elite politics. While there are inherent contradictions in participatory institutions which are not related to democratic government, Blair (1985) argues collusion between the nation's ruling elites and local rural elites to channel patronage to the village ensures that pressure for changing is kept in check. The CBO approach has been adopted by many NGOs. However there appears to have been no examination of their impact or their consequences for the communities and governance.

Micro-finance life line for NGO`s

Credit programme or revolving loan funds, were common among NGOs from the beginning of their involvement in Bangladesh. In 1974 BRAC launched a savings and credit programme (BRAC 2004). Some NGOs offered loans to individuals and some to groups (Maloney and Ahmed, 1988). By about 1990 trialing of the Grameen Bank model had developed micro-credit as an intervention ready to be 'scaled up'.

Grameen Bank developed from an action research project of Professor Muhammad Yunus of Chittagong University in Bangladesh. He observed that although considered 'un-bankable' by commercial banks due to their lack of collateral and low earning capacity, most of the rural poor he met actually had loans. These loans were obtained from traditional moneylenders at exploitative rates of interest (Hashemi and Morshed, 1997).

In 1976, Yunus lent USD 27 of his own funds to 42 people for income generating activities (Associated Press, 2006). The recipients formed groups of five members who assessed the proposed use of the loan and administered repayment. The project expanded in an extensive trial through some branches of the Bangladesh *Krishi* (Agriculture) Bank. In 1983 the Grameen Bank was gazetted as a specialized financial institution.

NGO growth and multiplication

A few Bangladesh NGOs grew very substantially in the early 1990s with the help of 'large-scale donor support' (Fernando and Devine, 2003, p230). At the same time the number of NGOs registered to receive foreign donations has increased six-fold to 2006 (Table 1).

Table 1. Data source from national and international level NGOs

Year	National NGOs		International NGOs		Total	
	F & D	ADB	F&D	ADB	F & B	ADB
1990-1	395	395	99	99	494	494
1991-2	523	521	111	111	634	632
1992-3	600	596	125	126	725	722
1993-4	683	684	124	122	807	806
1994-5	790	848	129	139	919	986
1995-6	882		132		1,014	
1996-7	997		135		1,132	
1997-8	1,096		143		1,230	
1998-9	1,215		146		1,361	
1999-2000	1,223		147		1,370	
2004					1,882	
Oct-06	1,870		194			

Sources: F&D denotes data from (Fernando and Devine, 2003) and ADB from Asian Development Bank (1999, p.4), both of whom cite as their sources the Government of Bangladesh NGO Affairs Bureau (2004) data from World Bank (2006). The author obtained the data's for 2006 from the NGO Affairs Bureau

Not shown in Table 1 are the many thousands of local NGOs, over 21,000 according to Fernando and Devine (2003), who are not registered with the NGO Affairs Bureau because they do officially receive foreign donations. However, not all of them have development programmes. The Association of Development Agencies in Bangladesh listed a total of 2,152 NGOs in Bangladesh in 2004 (World Bank 2006). As the numbers of NGOs increased rapidly, the amount of international aid funds coming to NGOs 'ballooned from roughly USD 150 million in 1990 to nearly USD 450 million in 1995, the peak year of the decade to 2000 (Stiles 2002).

Interestingly 1995 was also a peak year internationally, with gross outflows of USD 18,000 million from all NGOs in OECD countries (Van Rooy 2001). Since the early 1990's '15% of all foreign aid to Bangladesh' has been going to NGOs (Begum 2004).

The proportion of foreign aid to Bangladesh going to NGOs increased from about 11% in 199-91 to about 27% in 2004 as shown in Fig. 1 taken from World Bank (2006). The graph also indicates that the importance of foreign aid has declined from over 6% of GDP to under 4% in the same period.

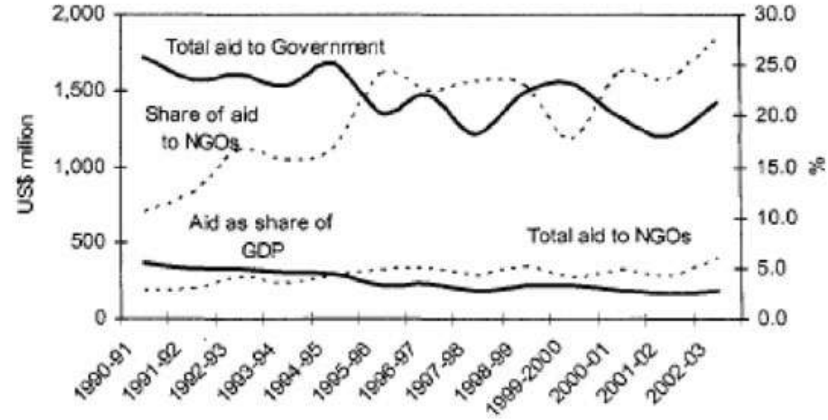

Fig. 1. Comparison of foreign aid sent to NGOs and the Government of Bangladesh from 1990-91 to 2002-03 fiscal years. Dotted line denotes NGO funding and solid line aid to government (World Bank 2006)

Ins and outs of different kinds of incentives used for motivation

Wage incentives for more production

Basically, wage incentives provide more pay for more production. It always increases productivity while decreasing unit labor costs. Workers under normal conditions without wage incentives have the capacity to produce more, and wage incentives are one way to release that potential. In order to be successful, a wage incentive needs to be simply enough for employees to have a strong belief that reward will follow performance. If the plan is so complex that workers have difficulty relating performance to reward, then higher motivation is less likely to develop. The objectives, eligibility requirements, performance criteria, and payment system all need to be established and understood by the participants. When incentive systems operate successfully, participants evaluate them favorably, probably because they provide psychological as well as economic rewards. Employees receive satisfaction from a job well done, which fulfills their achievement drive. Their self-image may improve because of greater feelings of competence. They may even feel they are making a contribution to society by helping in the attempt to regain a productivity leadership position among nations.

Profit Sharing

Profit sharing is a system that distributes to employees some portion of the profits of business, either immediately or deferred until a later date. Basic pay rates, performance pay increases, and most other incentive systems recognize individual differences, while profit sharing recognizes neutral interests. Employees become interested in the economic success of their employer when they see that their own rewards are affected by it. Greater institutional teamwork tends to develop. Smaller organizations in competitive industries that demand high commitment from employees in order to make technological breakthroughs or bring new products to market luster are prime candidates for profit-sharing programs. If the farms are successful, the rewards are greater. This possibility builds strong motivation among employees to see the “big picture” and allows the organization to forge ahead of its competitors. In general, profit sharing tends to work better for last growing, profitable organizations in which there are opportunities for substantial employee rewards. It also works better, of course, when general economic conditions are favorable. It is less likely to be useful in stable and defining organizations with low profit margins and intense competition. Profit sharing generally is well received and understood by managers and high-level professional people, because their decisions and actions are more likely to have a significant effect on their firm’s profits. Since operating workers, especially in large firms, have more difficulty connecting their individual actions with the firm’s profitability, profit sharing may have less initial appeal to them.

Gain sharing (production sharing)

The performance factors measured include inventory levels, labor hours per unit of product, usage of materials and supplies, and quality of finished goods. The idea is to pinpoint areas that are controllable by employees and then give them an incentive for identify and implementing ideas that will result in cost savings. An example of gain-sharing plans is the one used at Turner Brothers Trucking: a company that tears down and reassembles drilling rigs, services pipe, and operates large cranes. To reduce its huge liability and workers’ compensation premiums, the company offered a group of employees USD 50 each for every month in which total losses from injuries, cargo damage, and driving accidents were less than USD 300. The results were dramatic; the ratio of the gain-sharing amount paid to employees compared with expected safety costs was 1:4 for the first few years after the program was introduced, and it dropped even further thereafter. This win-win program demonstrated that employees could not only control their safety record but would do so for a fairly modest cost to the organization.

Behavioral basis

Gain-sharing plans use several fundamental ideas from organizational behavior and are much more than pay systems. They encourage employee suggestions, provide an incentive for coordination and teamwork, and promote improved communication. Union-management relations often improve, since the union gains status because it takes responsibility for the benefits gained. Attitudes toward technological change improve because workers are aware that greater efficiency leads to larger bonuses.

Gain sharing broadens the understanding of employees as they see a larger picture of the system through their participation, rather than confining their outlook to the narrow specialty of their job.

Contingency factors

The success of gain sharing is contingent upon a number of key factors, such as moderately small size of the unit, sufficient operating history to allow creation of standards, existence of controllable cost areas, and relative stability of the business. In addition, management must be receptive to employee participation, the organization must be willing to share the benefits of production increases with employees, and the union should be favorable to such a cooperative effort. Managers need to be receptive to ideas and tolerant of criticism from employees. Some gain-sharing programs have broadened the basic idea to include the notion that employees must share in both gains and losses. Du Pont's fibers departments designate a portion of the employee's base salary (for example, 6 percent of it) as at-risk pay. If the work unit does not achieve its growth, objectives, employees may receive as lit as 94 percent of their target pay rate; if objectives are met, workers may receive up to a 12 percent bonus. In this way, employees can truly experience both the positive and negative effects of their efforts.

Skill-Based Pay

In contrast to salaries and wage incentives, skill-based pay rewards individuals for what they know how to do. Employees are paid for the range, depth, and types of skills in which they demonstrate capabilities. They start working at a flat hourly rate and receive increases for either developing skill within their primary job or learning how to perform other jobs within their work unit. Some companies provide increases for each new job learned; most others require employees to acquire blocks of related new skills, which may take several years to learn. Substantial amounts of training must be made available for the system to work, and methods for fairly pricing jobs and certifying employee skill levels need to be established. So skill-based pay systems have supervisors evaluate the knowledge and skill of their employees; others allow work teams to assess the progress of each trainee.

A complete pay program

Many types of pay are required for a complete economic reward system. Job analysis and wage surveys rate jobs, comparing one job with another to determine base pay. Performance appraisal and incentives rate employees on their performance and reward their contributions. Profit sharing rates the organization in terms of its general economic performance and rewards employees as partners in it. Together these three (3) systems *viz*., base pay, performance rewards, and profit sharing are the incentive foundation of a complete pay program (Fig. 2). The three (3) systems are complementary because each reflects a different set of factors in the total situation. Base pay and skill-based pay motivate employees to progress to jobs of higher skills and responsibility. Performance pay is an incentive to improve performance on the job. Profit sharing motivates workers toward teamwork to improve an organization's performance.

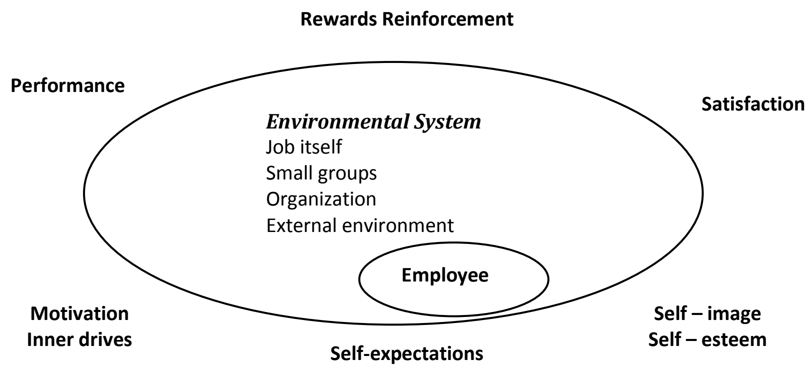

Fig. 2. A Reward-Performance model of Motivation

Creating and sustaining motivation in non-governmental organizations

So how do we create and sustain motivation. Basically styles of motivation differ from organization to organization. Different researchers have also pointed towards various motivational factors.

Motivating employees starts with 'Motivating Me'

It's amazing how, if I hate my job, it seems like everyone else does, too. If I am very stressed out, it seems like everyone else is, too. Enthusiasm is contagious. If I am enthusiastic about my job, it's much easier for others to be, too. Also, if I am doing a good job of taking care of your own job, and myself I'll have much clearer perspective on how others are doing in theirs.

A great place to start learning about motivation is to start understanding my own motivations. The key to helping to motivate my employees is to understand what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How is your job configured to support your own motivations? What can you do to better motivate yourself?

Always work to align 'Goals of the Organization with Goals of Employees'

As mentioned above, employees can be all fired up about their work and be working very hard. However, if the results of their work don't contribute to the goals of the organization, then the organization is not any better off than if the employees were sitting on their hands: may be worse off! Therefore, it's critical that managers and supervisors know what they want from their employees. These preferences should be worded in terms of goals for the organization. Identifying the goals for the organization is usually done during strategic planning. Whatever steps I take to support the motivation of my employees, I will ensure that employees have strong input to identifying their goals and these goals are aligned with goals of the organization.

Key to supporting the motivation of my employees understands 'What motivates each of them'?

Different things motivate each person. Whatever steps I take to support the motivation of my employees, they should first include finding out what it is that really motivates each of my employees. I can find this out by asking them, listening to them and observing them. Recognize that supporting employee motivation is a process, not a task. Organizations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where employees can strongly motivate themselves. If I look at sustaining employee motivation as an ongoing process, then I'll be much more fulfilled and motivated myself.

Make of list of three to five things that motivate each of your employees

Recognize the differences between your impressions of what you think are important to them and what they think is important to them. Then meet with each of your employees to discuss what they think are the most important motivational factors to them. Lastly, take some time alone to write down how you will modify your approaches with each employee to ensure their motivational factors are being met. Much of what's important in management is based very much on "soft, touchy-feely exercises".

Work with each employee to ensure their motivational factors are taken into consideration in your reward systems

For example, their jobs might be redesigned to be more fulfilling. You might find more means to provide recognition, if that is important to them. You might develop a personnel policy that rewards employees with more family time, etc.

Have one-on-one meetings with each employee?

Employees are motivated more by your care and concern for them than by your attention to them. Get to know your employees, their families, their favorite foods, names of their children, etc. This can sound manipulative and it will be if not done sincerely. However, even if you sincerely want to get to know each of your employees, it may not happen unless you intentionally set aside time to be with each of them.

Cultivate strong skills in delegation

Delegation includes conveying responsibility and authority to your employees so they can carry out certain tasks. However, you leave it up to your employees to decide how they will carry out the tasks. Skills in delegation can free up a great deal of time for managers and supervisors. It also allows employees to take a stronger role in their jobs, which usually means more fulfillment and motivation in their jobs, as well.

Reward it when you see it

A critical lesson for new managers and supervisors is to learn to focus on employee behaviors, not on employee personalities. Performance in the workplace should be based on behaviors toward goals, not on popularity of employees. You can get in a great deal of trouble for focusing only on how you feel about your employees rather than on what you're seeing with your eyeballs.

Reward it soon after you see it

This helps to reinforce the notion that you highly prefer the behaviors that you're currently seeing from your employees. Often, the shorter the time between an employee's action and your reward for the action, the clearer it is to the employee that you highly prefer that action.

FINDINGS OF THE STUDY

NGOs are often interpreted as non-profit organizations that are outside the public and private sectors and that tend to address the needs of disadvantaged citizens (Farrington and Lewis, 1993). However, there are conceptual overlaps among terms such as voluntary organization, charitable organization, grassroots organization, independent organization, civil society organization, civic association, community-based organization, informal sector, and non-governmental organization (Holloway 1997).

Researchers identify four (4) major typologies of these diverse definitions of NGO including the legal definition, economic or financial definition, functional definition, and structural-operational definition. Synthesizing such diverse sets of interpretation, one can safely conclude that in general, NGOs usually originate from private initiatives; enjoy considerable structural autonomy from the state; operate in line with the rule of law; hold private status but pursue the common public interest; possess their own organizational rules without coercive power; and pursue humanitarian (not profit-driven) objectives like poverty reduction, sustaining basic human needs, environmental protection, and gender equality.

Interviews with Chief Executive Officers (CEOs) of several NGOs such as *Proshika*, BRAC, Grameen Bank, Caritas, and ASA showed that there were weak correlations between missing values and the variables of interest. This suggested that the missing values are not biasing the estimation results. ASA programmes were not included in either category because they would have to be placed in different categories in the two (2) sample years. Two (2) rivalry political parties dominate Bangladeshi politics, and most civil society organizations, including many development NGOs, are allied with one or the other.

The variables for political party were used in this analysis only to control for the role of political alliances in NGO location decisions and were not the main focus of the inquiry. While some political variables were significant in the estimations below, excluding them did not change the findings in any substantial way. There are eight (8) different geographical areas in which Bangladesh has been divided. To mitigate problems related to unobserved village specific effects, we ran regressions in which we controlled for the religious composition of the population, types of earning activities, quality of the roads, electrification of the village, existence of telephones, and sources of drinking water. In no case did the substantive results change.

The poverty measure used in the regressions was the poverty gap based on the lower poverty line. Replacing it with the upper poverty line, the headcount ratio, and Foster-Green-Thornback (FGT) indices did not change the signs or significance of the coefficients. Correlations among the regresses were very low in each case except for that between poverty and the logarithm of per capita expenditure. Because multi-co-linearity may inflate the variances and consequently deflate all the T-values, it is harder to reject the null. Hence we tested the joint hypothesis that the coefficients on poverty, average income, landlessness and literacy be jointly zero. The F-test cannot reject the null, suggesting that the insignificance (low T-values) of the coefficients is not caused by multi-co-linearity. Also, we have tried slightly different specifications, like dropping one or two variables, adding them sequentially, and this did not produce big shifts in the estimated coefficients.

CONCLUSION

Overall, the interviews with NGO, CEOs suggest that the survival and growth of NGOs was seen as an important value in itself. While there was agreement on which changes reported by the interviewed NGOs had the greatest potential to have an impact on poverty in Bangladesh these NGOs were not those reported by the largest and most successful NGO.

RECOMMENDATIONS

The following recommendations would improve the existing legal status of NGOs in Bangladesh: By reducing bureaucracy, removing legal contradictions and making NGOs more accountable: State Rules, Acts and Ordinances should be replaced or modified to reflect the current critical atmosphere. The state should remove all administrative and procedural bottlenecks created through promulgation of various Ordinances and streamline the existing working procedures, enabling NGOs to complete all formalities within the shortest time possible. The state should evaluate the strength and weakness of current measures for regulating NGOs and ensure promulgation of flexible and effective rules and regulations.

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