

STRATEGIC MANAGEMENT OF NGO'S IN TAMILNADU STATE WITH SPECIAL REFERANCE TO CHENGALPATTU DISTRICT

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INTRODUCTION

A Non-Governmental Organization (NGO) or Non-Profit Organization (NPO) is a group, an organization, a non-profit establishment, or a non-profit entrepreneurship comprised of individuals, activists, volunteers, and social people. A non-governmental organization (NGO) or non-profit organization (NPO) is a social voluntary organization of social activists, a group of people, a community, people, volunteers, civilians, and citizens who work or are associated with social welfare and social development. If a group of people or a community wants to work for social change on specific issues, they can register as an NGO. In other words, non-governmental organizations (NGOs) can be registered or unregistered. When NGOs are registered by government registration agencies, they are recognized in their registered form and are eligible for all types of support, including financial help. The members of an NGO and other people connected to it that work toward social and moral goals can run, manage, and run it.

Understanding the advantages strategic management offers to an NGO is essential to answering the question "Why should a business implement strategic management practices?" A framework for managing managerial operations, allocating better resources, supporting goals and choices, and improving performance is provided by strategic management. Strategic management has significant advantages for NGOs as well as for-profit companies and the government (Allison & Kaye, 2005; Bryson & Roering, 1988; Fowler, 1996). This is a result of the complex, risky, and financially unstable environments in which NGOs operate. Lewis (2003) further asserted that NGOs operate in unstable, conflict-prone regions and alongside predatory or 'failed' states, which may be suspicious of their presence. According to Fowler (1997), the main issue facing NGOs in the industry is their inability to properly connect their vision, mission, and role. Strategic management provides these businesses with the compass, process, and strategy to deal with the transformation necessitated by challenging circumstances in order to provide clients with high-quality services at a reasonable cost (Koteen, 1997). According to Mosley, Maronick, and Katz (2012), strategic management initiatives help firms handle financial volatility. Without such a mentality, NGOs would be short-term focused, which could be detrimental to their capacity to sustain their financial operations. However, despite the possible financial advantages, strategic management can have a fundamental impact on NGOs (Crittenden & Crittenden, 2000). For instance, strategic management can assist NGOs in creating and enhancing connections with important stakeholders, including partners and donors, and forming partnerships with external organisations (Abzug & Webb, 1999; Allison & Kaye, 2005;



Balser&McClusky, 2005; Boyne & Walker, 2004; Brown, 2010; Bryson, 2011). According to Siciliano (1997), NGOs that plan better their social performance in addition to their financial success. Additionally, strategic management could help NGOs support the effectiveness and efficiency of programmes and projects in addition to helping them make the most of their limited resources (Mara, 2000; McHatton, Bradshaw, Gallagher & Reeves, 2011; Medley & Akan, 2008). Since management effectiveness lays the groundwork for the development and expansion of the programmes and services offered by NGOs, it supports the hypothesis that it may result in higher programme performance (Letts, Ryan & Grossman, 1999).

The adoption of strategic management in NGOs as a technique to improve performance has been heavily emphasised in the literature (Allison & Kaye, 2005; Bryson; 2011; Moore, 2000; Morrisette&Oberman, 2013; Poister, Pitts & Edwards, 2010). Nevertheless, there are constraints in terms of how strategic management in the NGO sector relates to performance, despite what has been published about it. This has been emphasized by certain authors, including Stone et al. (1999), who asserted that there is no clear relationship between the performance of NGOs and their strategic management method. Furthermore, Poister et al. (2010) emphasized that there is still no empirical evidence linking strategic management methods to the effectiveness of NGOs. In order to examine the effect of strategic management strategies on the performance of NGOs, this study focuses on the most Byemphasizing the most pertinent financial and non-financial performance measures, this study aims to examine the effect of strategic management strategies on the performance of NGOs. This paper's importance stems from the fact that it describes research that was done to support, enrich, and close gaps in the body of knowledge about strategic management and performance in NGOs. Additionally, it will increase understanding of the value of strategic management as a way to attain high organizational performance inside these businesses.

It is difficult to think of the success of NGOs as a variable to be measured because the primary objective of these organisations is to advance a social mission (Drucker, 2010; McHatton et al., 2011; Moore, 2000; Oster, 1995; Sawhill& Williamson, 2001). The linkages between these organisations' actions and the results of their interventions are also convoluted (Fottler, 1981; Hatten, 1982; Kanter& Summers, 1994; Newman & Wallender, 1978; Nutt, 1984). The primary NGO performance metric used in previous attempts to define performance in these organisations has always been NGOs' access to funding (Pfeffer&Salancik; 1978; Yuchtman& Seashore, 1967).Accesses to funding or effective fund raising are both legitimate indicators of an NGO's financial health, but they don't fully capture the organization's financial performance. A thorough evaluation of an NGO's ability to raise money should also take into account the NGO's ability to declare its financial activities and demonstrate financial transparency (Keating &Frumkin, 2003; McCarthy, 2007; Whitaker, Altman-Sauer & Henderson, 2004), in addition to its capacity to do so.

It is also critical to treat these NGOs as project-based organisations, with programme and service delivery performance scrutinised alongside financial performance. Kareithi and Lund (2012), for example, addressed the fact that these organisations are engaged in providing services and projects to their targeted beneficiaries, so their performance must consider the effectiveness of these services. According to Lewis (2009), efficiency and effectiveness are performance indicators for NGOs' interventions. Even if there is no universal agreement, several frameworks have suggested that NGO programmes can be evaluated based on their impact, efficiency, and outcomes (Benjamin & Misra, 2006; Carman, 2007; Teelken, 2008). In addition to the previously mentioned indicators, quality (Hatry, 1997; Niven, 2008) and partnership (Hall & Kennedy, 2008) are important measures of NGOs' operations. The purpose of this study was to investigate the impact of strategic management process on

the performance of non-governmental organisations (NGOs). And also this study will helps us to examine the extend the application of prime core competence in the NGO's of Chengalpattu District in Tamilnadu.

RELATED LITERATURE REVIEWS

Hedayat Allah Nikkhah and Ma'rof Bin Redzuan (2010) This paper demonstrated the importance of NGOs in achieving sustainable community development through micro-finance, capacity building and self-reliance. NGOs through the micro-finance help members of community to access jobs, income-generation and improve economic situation. And then they would become empowered economically. On the other hand, NGOs develop the capacities of community such as skills, abilities, knowledge, assets and motivates the community to participate in the project to improve the quality of their lives. NGOs act as a capacity builders that help the community to achieve the empowerment particularly indi-vidual empowerment.

NorhasniZainalAbiddin, Irmohizam Ibrahim, ShahrulAzuwar Abdul Aziz(2022) The challenges faced by these NGOs in their efforts towards the sustainability of community development has also been identified. Although NGOs play a significant role to facilitate the sustainability of community development strategies, effective networking and teamwork between stakeholders, capability development, or training for continuous improvement in the quality of life, good financial planning, as well as ongoing consultation or facilitation and advocacy are very much needed. As they are facing various challenges, stakeholders should emphasise strengthening the efficacy of NGOs in delivering community development services, as well as encouraging economic growth, development, and stability in the region. Overall, it is intended that NGOs would be more imaginative in the future in terms of picking a suitable, interesting, and effective medium for executing their programmes, thus contributing to being more successful in tackling the difficulties faced. A considerable increase in the contribution of NGOs to community development may be obtained with a clear grasp of the study's purpose.

Langmann, S., Bezemer, P.J. & Pick, D. Knowledge Sharing (2021) we contend that a renewed focus on KS among local-level NGOs and a more in-depth consideration of the foundational organizational challenges these NGOs face in the field will be of benefit to NGO research and practice. As discussed in this study, local-level NGOs run the risk of being unable to capitalize on collective local-level knowledge due to barriers that impede effective KS. Our findings suggest ways in which these boundaries might be overcome, and we hope that this will assist policy makers and NGO practitioners in harnessing the future possibilities KS offers as well as giving researchers impetus to explore this topic further.

NiazMurtaza Michael j. Augustin (2005) with the growth and rapid spread of non-governmental organizations in many regions, dealing and managing these organizations turned to be a big challenge. One of the approaches that non-governmental organizations have to rely on is strategic management. By acting strategically, these organizations can promote their capabilities and keep their obligations toward communities. It has been underlined by many researchers that if these organizations would like to be successful, they have to give an importance to strategy since it represents the most critical task of these organizations. In general, it is uncontroversial that the major part of the scientific contributions in strategic management was heavily focused on the business sector. For this reason, the aim of this paper is to provide, on one hand, a review of the strategic management process and concepts. On the other hand, the paper mainly gives an explanation of how these concepts are applied in nongovernmental organizations taking into account the distinctive nature of these organizations.

PanelSeyedesmaeilMousavi^{ab}BartBossink^b (2020) This research comprises an in-depth, longitudinal case study of a corporate-NGO partnership for ESI, with both partners, KLM and WNF, working together to develop and promote a market for sustainable aviation biofuels, thereby reducing CO₂ emissions. Using the dynamic capabilities approach as a theoretical lens, the findings reveal that both of the partners used learning, coordination, and reconfiguration capabilities to initiate and develop a niche market for aviation biofuels.

Mohammed Aboramadan (2018) NGOs are a rich potential subject for more in-depth research, both in developed and developing countries. More interest and attention should be shed on the world of NGOs, which also includes more research on the matter; this would bring numerous benefits for different stakeholders of these organizations. NGOs' tasks that put pressure on the processes and outputs of NGOs push these organizations to adopt many techniques that have been adopted by the private sector to increase efficiency and effectiveness and that by achieving the most outputs from the least inputs, among other targeted criteria. In this paper, NGOs management framework was suggested and was based on the idea of how different business practices can function in the NGO sector. Business practices must be adopted by NGOs in an integrated framework to achieve organizational objectives and sustain financial stability. These practices include strategic management, marketing, human resources, logistics and supply chain management, project management, organizational culture, performance measurements, relationship management, and financial management.

Olivier Chatain Elena Plaksenkova (April 19, 2018) Firms and NGOs often collaborate to establish new supply chains. With a formal model, we analyze how NGOs can alleviate market failures and improve supplier economic inclusion while strategically interacting with firms. We account for the specific goals of the NGO and the need to induce collaboration between firms and their suppliers. The analysis reveals a —valley of frustration", when NGO efforts benefit all actors but only marginally the firm. We also show that more powerful firms might prefer to internalize NGO functions, while firms with lower bargaining power and higher investment requirements are better off collaborating with NGOs. Finally, we study NGOs-firms matching patterns and find that firms with higher bargaining power match with NGOs holding stronger capabilities.

AkshaySrivastava and YashiPaliwal (2013)The non-governmental organizations (NGOs) emerged as a potentially promising group working for the overall betterment of society. In addition to economic, educational, health-care, human-rights, and other social parameters. These were also concerned with environmental issues. They conduct their operations in such a way that proper judicious utilization of resources for social service occurs without disturbing or harming the environmental balance. The models proposed show how these organizations collaborate with social and environmental issues to achieve the goal of sustainable development. Carbon emissions, forest waste, global warming, excessive pollution, water scarcity, and other issues are being addressed as a result of these organizations' ongoing efforts.

NoufalAlrefaei, P.G Aquinas, Osamah Ahmed Al-Maamari. (2022) This paper attempts to illustrate the contribution of NGOs towards sustainable community development. NGOs have many programs, functions and roles which assist community to become empowered, and eventually attain sustainable development. This paper reviews some of these roles, functions and programs of NGOs, such as microfinance, capacity building and self-reliance. Microfinance programs improve the economic well-being of communities by job creation and income generation. In the long run, this economic empowerment will contribute to sustainable community development. NGOs, through capacity building, develop community capacities such as ability, skill and knowledge of mobilizing resources, planning and evaluating community initiation and solving problems to gain the mastery

over their lives. It also motivates the community to participate in the projects and help them to improve quality of their lives. Participants are expected to coordinate meetings, plan community activities, and be practical in community initiatives. In this way, NGOs contribute towards sustainable community development. Furthermore, NGOs mobilize the communities to be self-reliant. It assists the communities to discover their own potentials and rely on their own resources. In short, this paper demonstrates that all these programs and functions of NGOs could contribute towards the realization of sustainable community development.

Methodology of Investigation

According to Trochim (2005), research design "provides the glue that holds the research project together. A design is used to structure the research and demonstrate how all of the major components of the research project work together to address the central research questions." The research design is similar to a recipe. Just as a recipe provides a list of ingredients as well as instructions for preparing a dish, the research design provides the components as well as the plan for carrying out the study successfully. The research design serves as the "skeleton" of the research protocol.

Research studies are designed in a specific way to increase the likelihood of collecting the information required to answer a specific question. The data gathered during research is only useful if the research design is sound and the research protocol is followed. Following the procedures and techniques outlined in the research protocol with care increases the likelihood that the research results will be accurate and meaningful to others. Following the research protocol and thus the study design is important because the results can then be replicated by other researchers. The more frequently results are replicated; the more likely researchers and the general public will accept these findings as true. Furthermore, the research design must specify the procedures used to protect research subjects, whether human or animal, and to ensure the integrity of the data collected in the study. There are many different types of research, but the majority of them fall into two categories: descriptive and experimental. Here the researcher could like to bring descriptive design. Descriptive research is a type of research that attempts to determine the characteristics of a population or a specific phenomenon.

The study takes a positivist approach because the theory is tested by examining relationships between variables without interfering with the variables under consideration. To test the hypotheses, this study employs a quantitative approach. The study employs a correlational-survey research design. The research questionnaires were distributed and re-collected in the late summer of 2022 (July-September) using a survey method.

Details of Population and Sample

According to the NGO Darban, Government of India, the research population includes all active international NGOs in the Palestinian territories working in various areas and serving various sectors, a total of 121 NGOs have been registered in the darban portal from the Chengalpattu District of Tamilnadu. They were chosen because they have the necessary size, experience, and resources to engage in some forms of strategic management practices, as it is unrealistic to choose small, inexperienced organisations with limited resources and programmes. Furthermore, these NGOs make a financial contribution to the communities and beneficiaries they serve. International NGOs provide a novel setting for studying managerial relationships in NGO research. They were also chosen because they could be reached by phone, in person and email. Finally, these organisations were better placed to provide the required information.

All the 121 NGOs were considered from the list given by the NGO Darban state. Then, a positive sampling was used to select the target respondents. Furthermore, these respondents hold the most important positions in the

NGO context. Five questionnaires were distributed to each selected NGO for completion by the targeted respondents. There were 100 (79.5%) usable questionnaires returned without error ,out of the 121 distributed

Scale Development

A questionnaire is divided into three sections and was created to investigate the relationship between the research variables. The first section includes questions about the respondents' profiles and the characteristics of the organisation. The second section consists of questions designed to assess the extent to which strategic management process, such as NGOs objectives, strategy management model, strategy environmental appraisal, and strategy plan, strategy organizational assessment, strategy proper structural implementation, strategy resource allocation, strategy clear defined mission, and strategy choices are used in their non-profit organisations. The final section includes questions about NGOs' Core Competence.

A panel of five conciliators with three academic and two practical experiences in non-governmental organizations evaluated the questionnaire. The questionnaire was judged by the experts in understandability, importance, relevance, and length are the evaluation criteria. Some questions were removed, others were modified, and new questions were added to some of the research variables based on the experts' recommendations. The primary goal of the interview was to allow interviewees to evaluate the questionnaire in terms of formatting, wording, design, and length. Furthermore, they were asked to identify any unclear items and to add comments on the overall items of the questionnaire. The results of this procedure were of extreme importance since the respondents had some concerns concerning the length of the questionnaire, which they asked to reduce length. The interviewees had identified some duplicated items. All the comments given by the interviewees were taken into account. We can understand the correlation value from the table below because all of the items have more than 0.6, implying that all of the items on the scale have been considered.

Table 1 shows the questionnaire items used in the five scales used to assess strategic management process and Core Competence

Item Number	Questionnaire Item Question	Correlated Item – Total Correlation
STRATEGIC MANAGEMENT PROCESS		
1	Do the goals of your NGO have a clear definition?	0.873
2	Does your NGO use any model to accomplish its goals?	0.885
3	Do you carry out environmental evaluations for your NGO?	0.795
4	Does the NGO you work for have a strategic plan?	0.773
5	Does your NGO engage in workplace harassment?	0.613
6	Does your NGO have a sound organizational structure in place?	0.775
7	Whether your NGO is properly allocating resources?	0.835
8	Does the mission of your NGO have a clear definition?	0.913
9	Does your NGO make strategic decisions?	0.778
PRIMARY (CORE) COMPETENCE		

1	Do you think your NGO can help the environment?	0.779
2	Does your NGO have the capacity to offer educational support?	0.887
3	Can you do health awareness campaigns through your NGO?	0.888
4	Does your NGO have the ability to help women's self-help groups?	0.735
5	Does your NGO have the power to lessen the number of individuals who are hungry?	0.668
6	Is your NGO capable of managing global development partnerships?	0.777
7	Is your NGO capable of reducing the number of people suffering from hunger?	0.698

Source: Primary Data

Analysis and Interpretation

In the analysis, the Statistical Package for Social Studies (SPSS) Version 25 was used. In order to answer the research questions, inferential statistics and descriptive statistics were used in data analysis and testing of the study hypothesis. Frequencies, means, and standard deviation were used in descriptive analysis. Correlation analysis was used as an inferential statistic in the study.

Table 2 above describes means, standard deviation, and Pearson correlations for the research variables. The mean and standard deviation of NGO have clearly defined objectives 1.22 and 0.416, respectively. The mean and standard deviation of model to achieve its objectives are 2.77 and 1.347 respectively. The mean and standard deviation of NGOs contact environmental appraisal are 4.60 and 0.492, respectively. The mean and standard deviation of NGOs have a strategic plan are .478 and .416, respectively. The mean and standard deviation for NGOs contact Organization assessment are 4.71 and 0.456 respectively.. The mean and standard deviation of NGOs have proper structural implementation are 3.77 and .649 respectively. The mean and standard deviation of NGOs have allocated its resources adequately are 4.49 and .559 respectively. The mean and standard deviation of NGOs have a clear defined mission are 4.91 and .289 respectively. The mean and standard deviation of NGOs implement strategic choice are 4.54 and .501 respectively.

Table 2 also shows that there is a positive and negative relationship between each of the strategic management process and the financial (all recording a Pearson correlations higher than 0.500). Furthermore, all of the correlations were significant at the 0.05 level. For example, the correlation between clear models defined objectives significant at the 0.05 level, with a Pearson correlations of 0.1. the following NGOs management process are negative. They are as follows, any model to achieve its objective negative correlation coefficients of -0.377, environmental appraisal negative correlation coefficients -0.108, organization assessment negative correlation coefficients -0.033, NGOs clearly defined mission negative correlation coefficients of -0.085. Whereas the positive strategic management process are also identified by the researcher. They are as follows: the NGOS have clearly defined objective are positive Pearson correlations of 0.1, NGOs have a strategic plan of correlation coefficients are 0.166, NGOs have proper structural implementation of Pearson correlation are 0.114, resources are allocated adequately by the NGOs are .356 and finally. NGOs implement strategic choice of Pearson correlation since NGOs are having positive and negative Pearson correlation, the researcher has an opinion on the negative correlation need to be concentrated more to become positive and the positive correlation has to be stabilized to continue the NGOS and its strategic management process to achieve their goals.

Table 2. Means, standard deviations and correlations of Strategic Management Process

	Mean	SD	Q.No.11	Q.No.12	Q.No.13	Q.No.14	Q.No.15	Q.No.16	Q.No.17	Q.No.18	Q.No.19
Q.No.11	1.22	.416	1								
Q.No.12	2.77	.134	-.377**	1							
Q.No.13	4.60	.492	-.108	.073	1						
Q.No.14	4.78	.416	.166	-.073	.010	1					
Q.No.15	4.71	.456	-.033	-.093	.018	.086	1				
Q.No.16	3.77	.649	.114	-.408	.025	.035	.011	1			
Q.No.17	4.49	.559	.356**	-.412	.059	.077	.048	.313**	1		
Q.No.18	4.91	.289	-.085	.310**	-.117	-.085	.035	-.109	-.229*	1	
Q.No.19	4.54	.501	.296**	.036	-.016	.382**	.118	.075	.164	-.077	1

Source: Primary Data

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

Table 3 below describes means, standard deviation, and Spearman correlations for the research variables. The mean and standard deviation of ability to improve environment are 4.42 and 0.496, respectively. The mean and standard deviation of provide education assistance is 1.77 and 0.601 respectively. The mean and standard deviation of ability to contact health awareness programs are 4.55 and 0.500, respectively. The mean and standard deviation of ability to contact women empowerment program to uplift women are 1.80 and 0.402, respectively. The mean and standard deviation for ability to manage global partnership for development are 4.41 and 0.653 respectively while ability to form self-help group for women has a mean and standard deviation value of 3.38 and 0.469 respectively. And means and standard deviations for ability to reduce the proportion of people suffering from hunger are 4.42 and .572 respectively.

As can be seen in table, the results show there are positive and negative relationship between each of the core competency (all recording a Spearman coefficient higher than 0.100). Moreover, it can be seen that all the correlations were significant at 0.01 levels. For instance, it is found that the correlation between ability to improve environment at the 0.1 level with a Pearson correlation. The positive Pearson correlation between ability to improve environmental are 0.1, ability to provide educational assistance of Pearson correlation are 0.90, NGOs have ability to contact health awareness programs of Pearson correlation are 0.045, NGOs have ability to manage global partnership for development of Pearson correlation are 0.024, there are also negative value of Pearson correlation of NGOs have ability to conduct women empowerment programs to uplift women of Pearson correlation are 0.030, NGOs have ability to from self-help groups for women of Pearson correlation are -0.190, NGOs have ability to reduce the proportion of people suffering from hunger of Pearson correlation are -0.058. The researcher has a sensitivity that the Non- Governmental Organization has to improve where the negative Pearson correlation are accrued. Furthermore it is also very important that the positive side of Pearson correlation calculation must be stabilize by promoting good and efficient personnel's.

Table 3. Means, standard deviations and correlations of Strategic Management Process

	Mean	SD	Q.No.20	Q.No.21	Q.No.22	Q.No.23	Q.No.24	Q.No.25	Q.No.26
Q.No.20	4.42	.496	1						
Q.No.21	1.77	.601	.090	1					
Q.No.22	4.55	.500	.045	.086	1				
Q.No.23	1.80	.402	-.030	.017	-.055	1			
Q.No.24	4.41	.653	.024	.063	-.074	.046	1		
Q.No.25	3.89	.469	-.190	-.162	.043	.096	.479**	1	

Q.No.26	4.42	.572	-.058	-.128	.165	.193	-.087	.136	1
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Source: Primary Data

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

Discussion of Results

The purpose of this study was to investigate the impact of strategic management process on the performance of non-governmental organisations (NGOs). A set of hypotheses were tested using Pearson correlation analysis to better understand the relationship between strategic management practises (environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and monitoring) and NGOs' financial and non-financial performance. The correlation analysis revealed a strong positive relationship between the strategic management practices and financial and non-financial performance. Since positive relationship were found between strategic management process and core competency in the correlation analysis.

Conclusion

In light of today's dynamic and changing societal and environmental contexts, the study on strategic management and sustainability development with reference to 175 NGOs in Chengelpattu District has important implications for both theoretical understanding and practical application. The study's conclusions have illuminated the complex and crucial interactions that occur between sustainability programs and strategic management techniques in the operations of non-governmental organizations in Chengelpattu District. NGOs are more important than ever in promoting sustainable change in the current environment, which is characterized by international imperatives for social development that is equitable, the preservation of the environment, and economic stability. The study has emphasized how crucial strategic management is in directing non-governmental organizations' efforts in the direction of sustainable development. The alignment of corporate goals with sustainability objectives and the efficient utilization of resources to optimize positive impact are contingent upon the implementation of strategic planning. NGOs can effectively tackle intricate environmental and social issues by integrating sustainability concepts into their strategic frameworks, thereby promoting significant transformations in their local communities.

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