## **CONTENTS**

Chapter	7	<b>l'itle</b>	Page
	A	Acknowledgements	i
	I	List of tables	ii
	I	List of figures	iii
	I	List of abbreviations and symbols	iv
	A	Abstract	vi
Chapter 1	I	ntroduction	
	1.1 S	Statement of the problem	1
		ndian NGO scenario	3
		Objective	4
		Scope of the thesis	5
	1.5	Organization of the thesis	5
Chapter 2		Literature review and hypotheses	
		Non-governmental organization (NGO)	6
		Taxonomy of NGOs	7
2.	1.2 S	Some Indian cases	10
	2.2	Organizational effectiveness	13
	2.3 F	Pros and cons of various approaches in NGO context	14
	2.4 L	Leadership	19
2.	4.1 F	Recent research	21
2.4.	1.1 S	Servant leadership	21
		Level-five leadership	22
		•	23
		Fransactional leadership	23
2.4.	1.4 1	Transformational Leadership	23
2.4.	1.5	Charismatic and ethical leadership	26
	2.5 T	Transformational leadership at the centre stage	27
	2.6	Organizational culture	31
2.	6.1 S	Strong and weak culture	32
	2.7	Culture, leadership and NGO effectiveness	35
	2.8 T	Transformational leadership and NGO effectiveness	39
	2.9 L	Leader-member exchange	40
2	.10 Т	Fransformational leadership and LMX	42
2	.11 (	Organizational commitment	43

	2.12	LMX and organizational commitment	44	
2.13		Transformational leadership and organizational	45	
		commitment		
	2.14	Commitment and NGO effectiveness	46	
	2.15	Specific programme outcomes and NGO effectiveness	48	
Chapter 3		Method		
_	3.1	Sample	51	
	3.2	Measures	54	
	3.2.1	Transformational leadership	55	
	3.2.2	Organizational culture	55	
	3.2.3	Leader-member exchange	56	
	3.2.4	Organizational commitment	56	
	3.2.5	NGO effectiveness	57	
	3.2.6	Programme outcomes	58	
Chapter 4		Results	62	
Chapter 5		Discussion	71	
Chapter 6		Epilogue		
-	6.1	Summary of findings	91	
	6.2	Theoretical framework	97	
	6.3	Implications of the study	97	
	6.4	Contributions of the study	98	
	6.5	Agenda for future research	98	
	6.6	Limitations	99	
References			100	
Appendix 1		Survey questionnaire for paid NGO staff and beneficiaries	113	