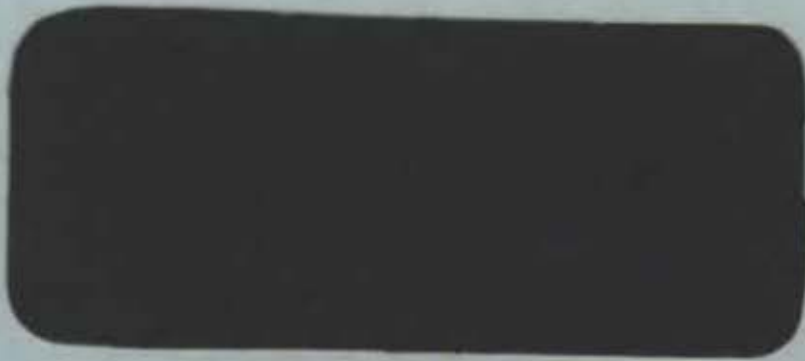


*An Investigation of Motivation and
Essential Qualities of Oral Replacement
Workers of OTEP.*



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AN INVESTIGATION OF MOTIVATION AND ESSENTIAL
QUALITIES OF GRAL REPLACEMENT WORKERS OF OTEP

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Introduction:

In Bangladesh malnutrition and diarrhoeal diseases are endemic, and the average person contracts diarrhoea at least once a year throughout their lives. For the average child the occurrence is more frequent - 2 to 4 times annually; for children under two years of age diarrhoeal diseases account for more than half of the deaths in this age group. Intravenous treatment, though effective, is not accessible to the average Bangladeshi due to the lack of trained personnel, inadequate supplies and its prohibitive costs.

The Oral Therapy Extension Programme (OTEP), designed and implemented by BRAC beginning in July 1980, is a nationwide programme to educate one female member in every household in Bangladesh to correctly prepare and use the Lobon-Gur Oral Saline (IGS). The OTEP method is taught in a simple health message, "Seven Points to Remember". Teams of female Oral Rehydration Workers (ORWs) systematically cover the countryside educating one female in every household on the "Seven Points". Each ORW average 10 house calls per day, six days per week. Each union is covered by one team consisting five to seven ORWs and two to three male Programme Organisers (POs); the latter conducting male seminars, meetings and workshops with local quacks, social leaders, mosque goers and school teachers and students. Once the objective of educating one woman in each family in a union has been accomplished, the team moves to a new union.

Field staff (POs and ORWs) of this the largest programme of BRAC are recruited on the basis of similar educational and other qualifications and undergo identical training exercises. The ORWs perform with varying degrees of efficiency; there are those who are highly efficient, those who are average and the rest fair. This report attempts to explain this differential performance as much as identify the essential qualities required to succeed as OTEP field staff. Motivation and incentive are also dealt with.

Research Framework and the Sample:

The central issue to be addressed herein is the differential performance of the ORWs. The following five areas constitute the broad framework of this report.

- a) Qualification and personal background; including socio-economic position, family, dependents etc.

This study has been conducted by Mr. Shams Mustafa under the supervision of Dr. M. Golam Sandani Fakir, Bangladesh Rural

- b) Attitude-towards work; including income, living conditions, expectations, job satisfaction etc.
- c) Supervisors; their behaviour, ability to motivate and generate team spirit.
- d) Other team members.
- e) Overall belief in the work they are doing; including attitude towards the rural poor and their predicament.

The independent criteria of the study is the classification of the ORWs into three categories by their respective Area Managers. Initially, six areas were selected the managers of which employed their own assessment of the individual ORW to prepare the categorised lists of their respective areas. Ten per cent from each of the categories - Excellent (Ex), Good (Gd) and Satisfactory (Sf) - were randomly selected as the sample respondents. Field conditions have, however, forced some unavoidable changes; of the six sample areas two were dropped, thus reducing the number of sample respondents. It was envisaged that this decrease would alter neither the nature of the findings nor its validity.

The smaller sample consists of six Excellents, ten Goods and six Satisfactories, and this is a fair representation of the distribution of the three categories in the initial six sample areas (this was: Excellent 24 per cent, Good 55 per cent and Satisfactory 24 per cent). In the smaller sample, Excellent accounts for 27 per cent, Good 46 per cent and Satisfactory 27 per cent. Having randomly selected the sample, a combination of structured and unstructured interviewing method is employed; the structured is followed by unstructured, and a contents analysis is carried out on the latter. In the following pages the data is presented in tables of percentage distribution; some exceptions, notably in section A, are made where this is neither possible nor desirable.

It may be clarified here that the tables are not uniform in terms of the distribution being cumulative. That is, in some tables the figures add up to 100 and some do not. In the latter, either the respondents express multiple opinions or prefer to remain silent; the latter case has been a particular phenomena of the ORWs who at times have also been discouragingly less than enthusiastic or forthcoming. This is particularly pronounced in section C which discusses their perception of their supervisors. Overcoming their initial hesitation has been a time consuming and trying process. The result, however, is not wholly unsatisfactory.

Section A: Qualification and Background of ORWs

This section looks at the personal background of the ORWs, including education, age, family and its socio-economic position etc. The three categories of ORWs are compared and contrasted in the following lines. Table A1 depicts the percentage distribution of the respondents by age and marital status.

TABLE-A1

Percentage Distribution of the Respondents
by Age and Marital Status

Age	Ex (N=6)	Gd (N=10)	Sf (N=6)
16-18	-	40	17
19-21	83	40	83
22-24	-	-	-
25 +	17	20	-

AVERAGE AGE (in years & months) 21 yrs. 23 yrs. 3 m. 19 yrs. 6 m.

MARITAL STATUS:

SINGLE	83	80	83
MARRIED	-	10	17
OTHERS	17	10	-

The age distribution of those ORWs categorised excellent (Ex) is very Skewed; bulk of them are between 19 and 21 years of age. The average age is 21 whereas it is 23 years 3 months for those categorised good (Gd) and 19 years 6 months for the category satisfactory (Sf). Because 20 per cent of good are aged over-25 and those between 19 and 21 are near the upper end of the interval their average age is pushed higher than the first category (EX). The average age for the third category (Sf) has been pushed lower than the first because a significant number is nearer the lower end of the intervals 19-21 and 16-18. At an average age of 19 years 6 months they are perhaps rather young for such a physically and mentally demanding job.

This demanding job is overwhelmingly done by those women who are single. In this respect there is no difference between the categories; 83 per cent of the first, 80 per cent of the second and 83 per cent of the third categories are single with only a handful either married or separated. This observed distribution is expected given the conservative nature and the position of women in Bangladeshi society.

Ten years of formal schooling leading to the secondary school certificate (SSC) is the minimum educational requirement of an ORW; some exceptions may be made in certain cases. Table-A2 depicts percentage distribution of the respondents by level of education and the grades attained. All of the respondents have had a minimum of 10 years of formal schooling, with some going beyond this level. Sixty seven per cent of the first, 80 per cent of the second and 33 per cent of the third categories ended their education at the secondary level, and 33 per cent, 20 per cent and 64 per cent respectively have had post-secondary level education. However, most had to leave prematurely their respective educational and training courses for various personal reasons.

TABLE-A2

Percentage Distribution of the Respondents by Educational Attainment

<u>EDUCATIONAL (LEVEL)</u>	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
S.S.C.	67	80	34
H.S.C.	33	20	34
Others (Post SSC)	-	-	32
<u>GRADES</u>			
SEC: First Division	-	-	-
Second "	50	30	17
Third "	17	40	67
Pass "	17	30	17
Fail/did not take	17	-	-
HSC: First Division	-	-	-
Second "	-	-	17
Third "	-	-	-
Pass "	-	-	-
Fail/did not take exams.	34	20	17
<u>DESIRE TO CONTINUE EDUCATION</u>	<u>100</u>	<u>50</u>	<u>83</u>

At the SSC level distribution of grades attained by the different categories of ORW differ. Second class was obtained by 50 per cent of the first, 30 per cent of the second and 17 per cent of the third. Bulk of the category, 67 per cent, obtained third class as did 40 per cent and 17 per cent of the second and first categories respectively. Those in category good (second) are fairly evenly

distributed interns of grades: 30 per cent and 30 per cent for second, third and pass grades respectively. Distribution of grades is more skewed for the excellent and satisfactory categories: 50 per cent of the first attained second class and 67 per cent of the third attained third class. A good proportion of the respondents has expressed a desire to continue education but has been unable due to financial hardship and other personal reasons.

TABLE-A3

Percentage Distribution of the Respondents' by their Health Status

HEALTH	Ex (N=6)	Gd (N=10)	Sf (N=6)
Excellent	17	-	-
Good	50	50	-
Fairly good	33	50	83
Poor	-	-	17

MAJOR ILLNESS	Ex (N=6)	Gd (N=10)	Sf (N=6)
Yes	17	-	50
No	83	100	50

One factor that is likely to influence performance of the ORWs for ^{the} nature of their job, is the individual health conditions. The tasks of an ORW require extensive physical exertion in the form of having to travel upto 10 miles, mostly on foot, in all weather. From table A3 it is clear that those in successively higher categories are healthier than those in lower categories. The four health variables are defined by the respondents' own account as well as visual checks by the present researcher. Respondents who suffered major illness (having been bedridden for 3 days or longer) in the last 3/4 years are found mostly in the third category, none being in the second and only 17 per cent in the first. None is, however, susceptible to any particular disease. Health is a significant variable to influence the effective performance of ORWs.

TABLE-A4

Percentage Distribution of the Respondents' by
Family and Socio-economic Background

	<u>Ex</u> (N=6)	<u>Gd</u> (N=10)	<u>Sf</u> (N=6)
<u>Average Family size (Nos)</u>	6.1	8.2	8.0
<u>Average Nos: Brothers</u>	2.3	2.5	2.5
<u>Sisters</u>	3.8	3.7	3.5
<hr/>			
<u>Financial Help to Family:</u> (Percentage distribution)			
Vital	100	30	50
It helps	-	20	33
Not needed still do	-	30	-
Family well-off	-	20	17
<hr/>			
<u>Father's Occupation:</u> (Percentage distribution)			
Small farmer	67	60	33
Small trader	-	-	17
Govt. service	33	20	17
Business	-	10	-
Others	-	10	33
<hr/>			
<u>Other family Earners: Percent</u>	17	30	50

Because of their social position women are rarely allowed to employ themselves outside the home. This system is weakening as a result of the worsening economic situation. Though numbering only a few in relation to the whole economy, women are increasingly venturing out to avail the few employment opportunities that are there: ORWs are no exception. Socio-economic situation of these women has dictated that they leave their near and dear ones to earn a supplementary income for their families. However, the extent to which they are compelled by economic consideration to employ themselves varies between individuals.

Table A4 indicates that the vast majority of the respondents financially assist their families. The need and urgency of this assistance are not uniform, however. ORWs categorised excellent assist their respective families to alleviate the hardship they will otherwise face. On the other hand, in only a third and one-half of the second and third categories respectively is assistance to their

families essential. Half of the second and one-third of the third categories do make contributions towards their respective family expenses, but the need or urgency is not as great as the above 30 per cent and 50 per cent. Only 20 and 17 per cents of the good and satisfactory categories respectively need not contribute as their families are fairly well-off.

It may be noted here that none of the respondents is the sole bread winner of the family. Family usually owns some land all though it may not be enough to sustain them for a whole year. In Table-A4, other family earner is defined as a third person earning income from sources other than the family land. One-half of the respondents have at least one other family member in employment, and this proportion drops to 30 per cent and 17 per cent respectively for the second and first categories. Along with this source of income fathers' occupation of the respondents provide a glimpse of the economic situation of their families.

Small farmers make up the majority occupation for those in the first and second categories: 67 and 60 per cents respectively. In the third category the distribution is over wide range of occupations than the first; non-agriculture based are in the majority, such as trading, goldsmith and blacksmith. Government service is the other occupation group in category excellent, and second largest single group in the category good. Medium traders (business and others) make-up the remaining 20 per cent of the second category.

Summing-up, it is evident that of the three categories the respondents of the first assist families for it is urgent, only 17 per cent of them have a third person employed and the occupations of their fathers are not lucrative in terms of income. In contrast, only 50 per cent of the third category assist families because it is essential, similar proportion have a third earner in their families and, again, 50 per cent self-employed fathers are in comparatively lucrative areas. Only thirty per cent of the second provide urgent assistance to their families, similar proportion have third earner and 20 per cent self-employed in lucrative areas. Economic background is, therefore, likely to influence performance as their incomes depend on this.

Section B: Reasons for working for BRAC and Job condition.

TABLE-B1

Percentage Distribution of the Categorized Samples
by Reasons for working and BRAC

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>Reasons for Work:</u>			
Financial	100	40	50
To do something	-	-	17
To help others	-	-	-
Assist family	-	-	33
Combination of last 3	-	60	-
<u>Present Job (why BRAC):</u>			
Any job	100	30	50
Knowledge of the job	33	40	33
Help family	33	20	-
Breakdown of marriage	17	10	17
<u>Knowledge About BRAC:</u>			
None	67	30	67
Self OTEP client	17	20	-
From BRAC staff	-	40	33
Lived near BRAC office	17	10	-

Leading on from the latter part of the last section, the fact that most of the respondents are in need of a job primarily to financially assist their families is borne out in Table-B1. The important reason for them availing a job is financial, and the present job is just a job to satisfy the need to supplement family income. Except the second category the majority of the first and third categories had no prior knowledge of BRAC or its activities. Of the second category 60 per cent had some prior knowledge.

Comparing the three categories, it is evident that all of those categorised excellent have only taken the job for financial reason, and that they have been interested to find any job. Those categorised good and satisfactory have been less influenced by financial needs; only 40 per cent and 50 per cent respectively. In other areas the trend is similar; knowledge of the job or desire to be involved in developmental work, and prior knowledge of BRAC

are not necessarily required to be an effective ORW. Those in the first category have not been motivated by a desire to help others nor have they had any prior knowledge of BRAC. Those who are not in a great need to financially assist family or are knowledgeable of BRAC activities and influenced by it, perform less efficiently.

Those who do not perform less efficiently are more forthright with their feelings on the extent of effort exerted by themselves than those who have been categorised less efficient. In other words proportionately more of those in the first two categories feel that they work harder, than those in the third category; larger proportion of the first category feel so compared to the second. This is evidenced in Table-B2; the figures are 50 per cent and 30 per cent of first and second categories, and none of the third feel that they work harder than others.

TABLE-B2

Percentage Distribution of the Respondents' Opinions
Regarding Pay, Living and Working Conditions

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>How Hard Do You Work:</u>			
Harder than others	50	30	-
Same as others	50	70	100

<u>On Pay:</u>			
Grading system as incentive	100	60	67
Presently satisfied	83	50	17
Higher than other jobs	-	10	17
Lower than effort needed	-	20	-
Increased rate would help	83	30	33
Increase rate to compensate for D's (lowest grade)	17	30	-

<u>Living Conditions:</u>			
Locality dictates & accepted	100	80	100
Do not affect incentive	83	60	100
No room for improvement	100	80	100

Respondents are unanimous in stating that the job of an ORW entails hard work as well as accepting the living conditions which

are basic and unenviable. The three categories are prompt to point out the fact that their accommodation (field camps) are the best that can be found in the locality, and they make best of what is available. Accepting and adopting to the living conditions they explain it in terms of the transient nature of their work, which neither leaves any room for practical improvements. Being the daughters of rural Bangladesh they are adept to hardship and therefore, do not find the living conditions to affect incentive.

Forty per cent of the second and 87 per cent of the third categories have refrained from advancing any comment on the present system of payment by performance; the rest is of the opinion that it serves as an incentive to perform well. It is to be noted that the discussions with the respondents from the category satisfactory have been marked by a reluctance to be spontaneous with their opinions - this is evident in the low figures in the second section of Table-B2. The forthcoming respondents have been clear in their opinion that although the present system acts as an incentive, the rates should be increased as prices have gone up. Other opinions include 20 per cent from the second category who feel that the pay is low as compared to the effort one must put in.

TABLE-B3

Percentage Distribution of the Respondents' Opinions on Expectations and Job Satisfactions

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>Job Expectations:</u>			
Wider use of LGS	100	100	100
Salary related reply	-	-	33
<u>Future Plans:</u>			
Get better job	-	20	-
Remain within BRAC	83	80	83
<u>Ideal Job:</u>			
Teaching	33	40	-
To earn a living	64	40	17
Voluntary/Welfare	-	20	83
<u>Job Satisfaction:</u>			
Presently satisfied	100	90	83
Pay not satisfactory	-	10	17

Respondents are enquired about job security and job satisfaction; their replies being in terms of plans for the future and satisfaction from present job. The very high figures for this latter is expected for obvious reason. A very small proportion of the second and third categories are not satisfied with pay but feel happy with the nature of their job. The duties of an ORW involve social welfare type of work but it is those who feel a job is a means to earn a living have performed well; 64 per cent of the first and 40 per cent of the second categories have become ORWs simply to earn a living. Those expressing a preference for welfare type of work belong overwhelmingly (80 per cent) to the third category. Teaching is the other oft quoted ideal job for those in first category (33 per cent) and the second (40 per cent).

TABLE-B4

Percentage Distribution of Ideal Jobs as Identified by the Respondants

<u>Ideal Job:</u>	<u>Percentage</u>
Teaching	27
Any job	41
Voluntary/Welfare	32

<u>Job Satisfaction:</u>	
Presently satisfied	91
Pay not satisfactory	9

Table B4 above provides the frequency distribution of opinions expressed by the respondents, irrespective of their categories, on job preference and present job satisfaction. It can, therefore, safely be stated that there is no prima facie case for one to be burning with a desire to do social work or voluntary type to perform efficiently as an ORW; need for a job and desire to succeed are two of the necessary factors that influence motivation and performance.

Expectations regarding their present job and the future are not dissimilar between the categories. A high and wide use rate of the IGS is the unanimous reply of the respondents, though they used varying words and phrases to express the same sentiment. These range from a wish to see their "teaching bear fruits" to "conscientising the people". Only a third of the third category is concerned

with clients retaining the knowledge as their salary is related to it. The presence of this very justifiable sentiment in all other respondents should not be under-estimated, although they have not expressed it in so many words.

As for future plans, an overwhelming majority of the respondents have expressed a desire to remain within BRAC; in any other programmes when OTEP is wound-up.

Section C: Perception of Management Behaviour and Roles of Supervisors.

TABLE-C1

Percentage Distribution of the Respondents' Perception of Supervisors' Role and Behaviour

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>Role of Supervisors:</u>			
All aspects of ORW Team	50	90	83
Maintain Discipline	-	-	33
Pointout mistakes & help correct	-	-	50
Not sure/Don't know	33	10	17
<u>Behaviour of Supervisors:</u>			
Behave as necessary	68	40	-
Understanding, kind and helpful	-	20	-
Like elder brother	33	50	68
Patient, kind and polite	17	-	33
Behaviour Ok in reality (Supervisors tend to attribute mistakes etc. to ORW's inability)	100 (50)	80 (30)	83 (33)

This section deals with the respondents' perception of their supervisors' roles and behaviour, and attempts to ascertain to what extent do the supervisors play their roles. Their behaviour as well as the way they play their roles are important factors in explaining the performance and motivation of the ORWs. Motivation and performance of ORWs are undeniably affected by the supervisors as well as their own perception of the 'ideal' way these roles should be played. It is important to note that the respondents have not been spontaneous during the discussions nor have they felt at

ease discussing their supervisors. This is particularly pronounced in their reaction to how the supervisors compare in reality to their 'ideal' type. They have appeared either unconvincing or non-committed or remained silent on this issue. The tables presented in this section may not portray the whole truth, but a thumbs nail sketch may be drawn from the tabulated data.

The majority view is that the supervisors, shorthand for Team Coordinators, should play the role of supervising all aspects of the teams they are assigned to. Within this, one-third of the third category emphasises the maintenance of discipline and for one-half highlighting mistakes and shortcoming of ORWs with explanations and suggestions of ways to correct them. Unlike the third category, no particular aspect is pointed-up by the first and second categories. One half of the first category prefer either to say nothing or to be part of the 'don't knows'. Only ten and 17 per cents of the second and third categories respectively are 'don't knows'.

The next part of the discussions with the respondents is concerned with specific role of the supervisors in generating team spirit and motivation, and in dealing with personal and programme related issues. These discussions, not unlike the above, have revolved round their perception of specific roles, importance of these roles and are concluded with an assessment of the supervisors as regards to these roles. It is this last area which has been most problematic.

TABLE-C2

Percentage Distribution of the Respondents' Opinions Regarding Specific Roles of Supervisors.

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>Motivation & Generating Team Spirit:</u>			
Important and Necessary	100	100	68
They do play their this role	-	70	68
(Respondents lacking conviction)	(83)	(50)	(50)
<u>Dealing with Personal + Job Related Issues:</u>			
Be Prepared to Listen + Act Accordingly.	100	80	68
Helpful with job related issues.	68	70	100
Unenthusiastic with personal issues	-	30	-
(Respondents not spontaneous/	(100)	(90)	(100)

Accepting the fact that each member of an oral replacement team, be it an ORW or a P.O, has and knows his or her tasks and duties, and should motivate oneself to perform effectively, the respondents are unanimous in their assertion that the supervisors' role in motivating and generating team spirit is important. In the absence of this the programme will be hampered as well as staff development affected; the latter being an important factor to influence the success of the programme. Similarly important and related to staff development, are the issues of personal and job/programme related problems one may face and the role of supervisors in dealing with them.

A supervisor may decline to deal with non-programme related problems but only after giving a fair hearing. That is, he should be prepared to listen to the team member and thereafter decide on the necessary course of action; team members should not be discouraged to confide in him for additional anxieties may affect concentration and thus effectiveness. The respondents, however, may be reluctant to approach the Team Coordinator unless it is for a specific need, e.g. to be absent from work or require official financial assistance. Majority of the respondents (all three categories) report that supervisors handle these issues fairly well in actual practice.

They further agree that any preference or bias shown by the supervisor will not only affect their work but also team spirit and solidarity. None reports any incidence of bias or preference shown by supervisors towards or against any ORW.

Section D: Intra-team Relationship.

This section deals with intra-team relationship; that is, between the team members. Respondents discuss other team members, in general terms and not individuals, their personalities, occurrence of difference of opinion and its effect, tendencies towards groupings within a team. Because of the transient nature of the job and the communal living conditions, it is assumed that a friendly relationship between the team members in assisting and encouraging each other are necessary to avoid diminishing incentive. Furthermore, it is assumed that any difference of opinion which may occur, incidental and minor differences can not totally be dismissed because of the close quarters in which they live, ideally solved immediately by themselves. Letting any such difference go unresolved may increase ill-feeling within a team, and this may affect performance.

In the discussions ORWs express opinions and observations which are not in contrast or contrary to the above assumptions. The overwhelming majority of the respondents assert that to be an ORW one should be able to mix and cooperate freely with others; a friendly disposition is essential. Only a third of the second category is of the opinion that friends do not do one's job - one does it oneself, and for this reason it is sufficient for one to be able to simply get on with others without being close friends. Friendship between team members is necessary in the opinion of the rest.

TABLE-D1

Percentage Distribution of the Respondents' Opinions on Differences of Opinion and Work

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
Resolve themselves by discussion	68	80	100
Team leader is informed to mediate	33	20	-
Differences do not affect work	50	80	100
Unresolved differences may affect work	50	20	-

A friendly and cooperative character minimises the probability of difference of opinion taking place; in the event it does take place, it is amicably and quickly resolved. One-third of the respondents state that the team leader, a senior ORW, acts as a mediator. In the majority of the cases, team members themselves resolve it. On the effect of such differences, the first category is divided, with the other two expressing the opinion that they must get on with the job at hand and not let it affect their work. One half of first category feels that the nature of difference and the extent to which ill feeling is generated as well as if it is left unresolved may affect concentration and thus performance. One fifth of the second is of the same opinion, and the other half agrees with the majority second and third categories. Majority of the second and all of the third categories feel confident to be able to work normally in the face of differences of opinion with other members of the team. The respondents from the latter two categories may perhaps be slightly more bashful than those from the first.

Section E: Essential Qualities of ORW/Perception of Poverty.

Last of five this section turns to the respondents' knowledge of BRAC's other programmes and its ideology, and their own perception and explanation of poverty. On the latter aspect their opinion varies and similar on the former. Regardless the length of their association with BRAC they display very sketchy knowledge of other programmes. For example, on the reason for BRAC's existence their discussions revolved solely around OTEP. It appears that not much has been added to their knowledge regarding other programmes since their training period. However, they do add that a better knowledge will help them replying to queries from clients as well as enhance a feeling of solidarity with the organisation as a whole.

On the issue of poverty they are unanimous against the view that it is pre-ordained or beyond the capabilities of man (and women) to transform. They point-up various factors which cause and sustain poverty in Bangladesh. Sixty eight, 40 and 33 per cents of the three categories respectively explain that it is caused by exploitation and the society glibly allows it to continue. The responsibility of the poor themselves is also a contributing factor, in addition to the above, in the opinion of 17, 40 and 68 per cents respectively. Seventeen per cent of the first, 50 per cent of the second and 33 per cent of the third feel that the poor do not try enough to find work, and that often some have fallen in poverty for they did not bother to work when possessed land which they gradually sold off instead. Some of those from the second category to express this last opinion have not totally exonerated the rich for their exploitation. It does exist but the lazy ones amongst the poor are themselves to blame for their present situation.

In this respect the respondents are a varied section of the ORWs but they are not so varied when it comes to the question of assisting the poor. Majority of them believed that past practice of doling out handouts has been wrong, instead their capacity to work should be improved and opportunities made available so that they can work for a living. Providing charity takes away their human dignity.

TABLE-E1

Percentage Distribution of the Respondents' Opinions Regarding Poverty and Charity

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
<u>Assisting the Poor:</u>			
Assistance through work (no charity)	80	70	68
Poor need charity	17	20	-
<u>Explanation of Poverty:</u>			
Social and other exploitation	68	30	33
Exploitation and poor themselves responsible	17	20	33
Lazyness etc. at better times and the poor themselves responsible.	17	50	33

TABLE-E2

Percentage Distribution of the Respondents' Identification of Essential Characteristics of ORWs

	<u>Ex</u> <u>(N=6)</u>	<u>Gd</u> <u>(N=10)</u>	<u>Sf</u> <u>(N=6)</u>
Compassionate + Understanding	17	50	17
Hard Working	33	20	-
Honest	83	50	50
Take initiative	-	-	50
Interest + Willingness to work	50	50	83
Motivated	33	50	83
Patient	83	50	33
Polite	68	100	83
Quick thinking	-	30	-
Responsible	33	30	-
Secular	33	10	-

Discussions with the respondents are rounded off with their thinking on the essential qualities required to succeed as an effective ORW. It is to be noted that the characteristics are identified by the ORWs in the sample in course of the interviews (unstructured). In their perception, the four most important or most frequently identified characteristics are: Politeness, honesty,

interest and willingness to work, and patience. Taking the sample as a whole (ignoring the categories), table-E3 below provides the frequency distribution of the identified characteristics or qualities - in descending order.

TABLE-E3

Percentage Distribution of the Characteristics Identified by the Sample

<u>Characteristics</u>	<u>Percentage</u>
Politeness	86
Honesty	59
Willingness to work	59
Patience	55
Compassion + understanding	32
Responsibility	23
Hard working	18
Motivational	18
Initiativeness	17
Quick thinking	17
Secular	17

This table is not exhaustive, it does not tabulate those characteristics identified by less than 10 per cent of the sample. During the discussions on team members respondents have been quite vocal on the point that a friendly disposition was necessary to be able to get on with other team members and adjust to the exceptional living and working conditions. However, this characteristic is identified by only nine per cent of the sample while discussing particular qualities necessary for an ORW.

Leading on from essential qualities the final discussion topic is the reasons, as felt by the respondents, for varied performance of ORWs as judged by performance-weighted salary figures. These reactions can be summarised in three broad groups; clients, ORWs themselves and thirdly, adaptability. Clients are often inattentive as well as with low retention power; ORWs may also be unable to teach and lack interest for work, and may not adapt to the conditions. Respondents of the first category are equally divided over these three reasons whereas the second and third categories lean slightly on the clients. They, however, do not dismiss the ORWs or the conditions being to some extent responsible.

CONCLUSION:

1. The Oral Rehydration Workers (ORWs) are female members of OTEP teams engaged in educating rural women on diarrhoeal management. This concluding chapter will bring together the salient factors that influence ORW motivation and the essential qualities required to perform efficiently.
2. Although the average age of the top two categories is 22 years, the ideal age for a new recruit should be between 20 and 21 years. At this age they are more likely to be single than at a later age. A younger age may bring in the question of minimum maturity required to be an efficient ORW.
3. To perform the duties and for acceptance by the rural women the minimum educational qualification required will be the Secondary School Certificate (SSC). A higher qualification does not proportionately improve efficiency, but efficiency is correlated with grade. A 2nd division at SSC level is optimum.
4. Considering the conditions one must endure as an ORW, sound health is a pre-requisite for stamina and assists patience - two very important factors of efficiency.
5. The family of the efficient ORW is large with an average membership of seven. The families are not financially well off, the ORWs availed the job as urgently need to assist family (financially). The efficient ORW's father perhaps owns a small plot of cultivable land which is not enough to meet subsistence expenditure of the family. There are younger brothers and sisters who may or may not attend educational institution.
6. One should be given the opportunity, that is, enough time to develop. A six month period is tentatively suggested as this development period. During this time it is the supervisor and other senior ORW to assist a new recruit to develop.
7. Prior knowledge of BRAC or its activities has not been found to be a necessary factor to influence efficiency, nor does it exert any adverse influence. Having worked in BRAC for sometime they have developed an affinity with the Committee, it is reflected in their desire to remain within BRAC. There is some anxiety among the ORWs as to their situation after the OTEP is wound up. Some form of job security based on certain criteria after the programme is wound up will alleviate some of their fears and any increase efficiency.

8. In the course of the interviews most favoured the present system of performance weighted salary. However, those with longer than one year OTEP experience felt the rates for each of the grades may be increased. The recommendation here is that the rates may be related to the length of service in OTEP.

9. On the socio-psychological level, the nature of the living conditions require a cooperative and friendly natured woman to succeed as ORW. One should also be psychologically and emotionally strong enough to put aside any difference of opinion with other team members, and not be easily disheartened should a client prove to be difficult to motivate. The ability to be determined in face of adversity is required and cultivated if possible.

10. The living conditions and the 'norms' of OTEP are harsh and strict respectively. The present ORWs accept and appreciate these; prospective recruits ought to be made to understand and appreciate these prior to final recruitment. An uncomfortable socio-economic background to large extent assists in regard the acceptance of the living conditions and the disciplinary 'norms'.

11. Although prior knowledge of BRAC is not an influencing factor for efficiency, knowledge of BRAC's other programmes will equip them better to face queries from clients on BRAC. A better knowledge of other programmes will also enable them to see OTEP in the wider context of BRAC and enhance their solidarity with the Committee.

12. In calculating their salaries the grading system is in effect monitoring the retention power of the clients. Those clients with good short term memory would reflect unfairly on the ORWs who-taught them.

