

A Study to Understand the Functional Working of Rashtriya Swayamsevak Sangh

Neha Garg

Ph.D. Scholar

IBS

CCS University

Meerut

Email: nehapratap.mba@gmail.com

Dr. Rajeev Sijariya

Associate Professor

IBS

CCS University

Meerut

rajeevsijariya@gmail.com

Abstract

The big formal organizations are using the concept of functional departmentalization for a long time. RSS being an informal organization and working with the volunteers with no financial rewards to them is functioning a wide range of activities. The core (mother organization) also has a lot of activities by which they approach to people, connect them with the organization, prepare them mentally and physically to work for social causes, and maintain them with the ideology of the organization. The study focuses on the understanding of functions and departments design on various levels of the organization. As informal organizations are not usually following the discipline and Organization structure so it is very interesting to know the bases of organizational structuring of a well-known informal organization Rashtriya Swayamsevak Sangh. The outcome of this research is much unexpected as General thought about the informal organization is 'not disciplined and no clear line between authority's and actions. But the study finds out the functional departmentalization and very clear line of action in RSS. The results of the study also include those actions and activities for which these departments are responsible. The relation of persons at the same level and with the higher and lower level in the same departments, how and to what extent they are related and the kind of interaction and flow of information is also discussed. The strategic implementation of functional departments by RSS is concluded by the present study.

Key Words: *Rashtriya Swayamsevak Sangh, Functional Departments, Matrix Organization*

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Neha Garg,

Ddr. Rajeev Sijariya

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Introduction

Operations and the working of organizations are a very important aspects of designing and defining the organization structure (Raymond et al., 1978). The process of creating departments of an organization on the basis of activities is called functional departmentalization (Helmy H. Baligh., 2006). At present, all big organizations whether from the manufacturing or service industry are using this logical Concept for making their departments on major activity-based. But a social informal organization RSS which is based on the work done by volunteers, ‘how that proceed their actions?’ and ‘what method they have chosen for the separation of designation?’ It is a question of the study. In this research, the focus of the study is on the identification and Exploration of bases of departmentalization in RSS with the objectives and actions specified for each department. As a very little research work is done on the working of informal organizations so the literature of RSS in form of books and published in magazines and newspapers will be reviewed for the facts collection. All the other information related to the organization will be e collected by observation by visiting the events of RSS and interacting with the RSS karyakartas

Objectives of Rresearch

1. To know about the different functional areas in working of RSS.
2. To identify the objectives of those functional departments.
3. To decode the action performed by each department on different levels of Hierarchy.

Research Question

The main objective of all activities of RSS is to prepare the human Society for performing selfless service (Seva). This study focuses on the basic functions of RSS with which the main wing of the organization is growing and preparing more and more karyakarta for work and performing all activities like: planning, organizing, staffing, procuring, directing, and implementing. The research questions here are:-

- Does RSS have some specific functional areas and departments to perform a specific task?
- How many departments function on each level of Hierarchy?

Research Methodology

The research study is conducted in exploratory Research Design. To identify the functional area (and if they are designed in form of departments) in the organization the following data collection methods have been used. On the basis of primary data

collected through informal interaction and secondary data from RSS organizations and books the research will conclude in the following way; **Objective 1** listing of different functional departments of RSS. **Objective 2** discusses the objectives of each department as explained by the departmental head on different levels. **Objective 3** lists out the actions of each department, and a diagrammatic presentation of the functional, and hierarchy of an organization is also done.

Rashtriya Swayamsevak Sangh

As an organization, RSS has been formulated by Dr. Hedgewar in 1925 on 27th September. The meaning of Rashtriya Swayamsevak Sangh as described by their publications is a national volunteer organization. The main objective of the organization is to organize the power of the general public to be a self-reliant society. As an informal organization, this is very interesting to know that with a wide area of coverage and huge human power to work, how the organization is working. The organization does not provide any official letter of appointment or position to any of the karyakarta all the responsibilities are decided and announced to the person in meetings which are also informal although disciplined in all means (Vishay Bindu., 2016). RSS works with two kinds of karyakartas one is grihastha karyakarta and the other is pracharak. Both have their own significance and no comparison with each other (Sharda. R, 2007). The activities performed are according to the departmental positions of karyakartas and the list of overall activities as observed are:

- Provide ideological and conceptual training to karyakarta.
- Maintain the physical fitness of karyakarta.
- To connect with society.
- Promote the actions and philosophy of the organization.
- Social services in different fields like Medical and health, education, awareness in society.
- Organizes events and programs on different occasions and festivals.

Functional Departments of RSS

The activities identified by observing the actions of RSS to be performed by some group of people the persons working for the organization are a sign with some positions that according to their own explanation they have positioned on some special level and for specific function these departments are:

1. Sharik Vibhag
2. Balchik Vibhag
3. Seva Vibhag
4. Prachar Vibhag
5. Sampark Vibhag
6. Vyavastha Vibhag

Sharik Vibhag-

This department focuses on the physical fitness and self-defense activities of the karyakarta. The functions performed by this department are:

- Identification of needs and planning of activities related to physical fitness.
- Plan the self-defense activities for karyakarta.
- Plan and organize training sessions for this physical fitness and self-defense activities program. (Vishay Bindu, 2016)
- Selection and positioning of karyakartas for a specific responsibility.
- Providing directions, guidance, and support for or the members of the physical fitness department.
- Evaluate the actual performance on the field by organizing competitions among different shakhas, Nagar and Mahanagar.
- On the basis of evaluation of training programs make improvements in the future programs and events.
- Provide training for the systematic drill and disciplined rituals at Shakha places.

Balchik Vibhag:

This Vibhag focuses on the intellectual skills and cultural awareness of the karyakartas. The second focus is to build a connection of concept and ideology with the society. The functions performed by this department are:

- Identifying the need for conceptual knowledge among the karyakarta.
- Plan for the topic for group discussions.
- Mapping of topic with the target result of intellect.
- Making selection of specific shlokas for upcoming festivals and events.
- Selection of geet (songs) to motivate the karyakarta.
- Planned and organized group discussions and seminars on different social issues.
- Provide material for discussion in the lower level of organization.
- Organize events to clear the ideological concepts and philosophy of RSS as an organization. (Vishay Bindu, 2016)

Seva Vibhag:

Social Service Department was the first face of the organization to the society. It is the applied form for which the organization is preparing its karyakartas. following are the actions and activities performed by the department:

- Find out the areas where general society needs the work performed by organization.
- Prepare the karyakarta Mentally to work for the society with the feel of togetherness and not a donation.
- Organizing awareness camps for sanitization and healthy routine in needed areas.

- Organizing blood donation camps and health awareness camps.
- Providing medical check-up facilities and medicines to the needy persons.
- Running Seva Kendra in which at many places some skills are provided to the unskilled persons so that they can on their livelihood.
- Help in form of food and other necessities at the time of disasters.
- For helping people of one area collection of resources from other areas.
- Inculcating seva bhava in general public.

Prachar Vibhag:

At present time this department is doing huge work by which organization succeeds to remove the allegations and criticism of the left-wing. The functions and activities performed by this department are:

- To organize events at many places to make clear about the works performed by organization.
- Publish magazines weekly and monthly to spread the knowledge of the philosophy of the organization.
- Connect with society by intellectual activities like group discussions and debates.
- Writing reviews and articles in general newspapers also.
- Promote and raise the voice about the true and basic functions performed by the organization.

Sampark Vibhag:

Department of outreach or the public relations department is very important to make a new entrance in the organization from different areas of the country, from the different social and professional groups. The functions and activities of this department are:

- To connect with the social groups like local society, mandir mandali, etc.
- Make connections with professional groups like teachers associations, doctors associations, co-operative societies, etc.
- Make relations with all segments of the society. (Sharda. R, 2007)
- Introduce the ideology of organization to the new persons.
- Approach and invite group leaders and iconic persons from different fields in the events of RSS.
- Provide the right kind of persons to work in different fields and activities.

Vyavastha Vibhag:

Department can be called Administration Department or logistics department of the organization RSS (Vishay Bindu, 2016). Actually, this department is doing both of work of the administration and organization of events on the middle level and to the procurement of the logistics. The functions performed by this department are:

- To provide all the facilities and arrange all the materials for the organization

of events.

- The materials like food water and tea arrangements.
- Plan and organize for the place of events.
- Manage the procurement of resources within the Limited finances available.
- Provide a smooth-running environment for the events by arranging the permissions of local government authorities.
- Planning and execution of parking area for entry and exit of members.
- Planning the Huge events with thousands of volunteers in such a way so that the general public will not get affected in any negative way.

These all functional departments are working in all the levels of the organization RSS. The levels in the organization are created on the area covered geographically in terms of working and responsibilities. At some places, one or more subordinates are also there to support the working of the department. Total eight levels are identified in the research.

1. Akhil Bhartiya level
2. Kshetriya level
3. Print level
4. Vibhag level
5. Mahanagar level
6. Nagar level
7. Mandala level
8. Shakha level

One administration group of two or three persons is also visible at every level. The names of those posts or data are Sanghchalaka and Karyavaha. These persons work as key roles of planning and helping all other functional heads on that level.

When the functional departments and levels of divisions in the organization interact the structure of the organization is clearer in form of working and to flow of information and direction. The RSS in its present form shows a matrix form of organization structure and design.

To make this structure clear and easy to understand for the reader this study presents all these functional and divisional levels of organization in a tabular form.

Levels	Administration	Functional Department-1	Functional Department-2	Functional Department-3	Functional Department-4	Functional Department-5	Functional Department-6
Akhil Bhartiya	Sarasangchalaka and Sarakaryavaha with akhil Bhartiya Karyakarini mandala	Akhil Bhartiya Sharirik pramukh	Akhil Bhartiya Bodhadhik - pramukh	Akhil Bhartiya Seva pramukh	Akhil Bhartiya Prachar pramukh	Akhil Bhartiya Sampark pramukh	Akhil Bhartiya Vyavastha pramukh
Kshetriya level	Kshetriya - sanghchalaka and karyavaha	Kshetriya - Sharirik pramukh	Kshetriya Bodhadhik - pramukh	Kshetriya- Seva pramukh	Kshetriya- Prachar pramukh	Kshetriya- Sampark pramukh	Kshetriya- Vyavastha pramukh
Prant level	Prant - sanghchalaka and karyavaha	Prant- Sharirik pramukh	Prant- Bodhadhik - pramukh	Prant- Seva pramukh	Prant- Prachar pramukh	Prant- Sampark pramukh	Prant- Vyavastha pramukh
Vibhag level	Vibhag - sanghchalaka and karyavaha	Vibhag - Sharirik pramukh	Vibhag - Bodhadhik - pramukh	Vibhag- Seva pramukh	Vibhag- Prachar pramukh	Vibhag- Sampark pramukh	Vibhag- Vyavastha pramukh
Mahanagar or Zila level	Mahanagar - sanghchalaka and karyavaha	Mahanagar - Sharirik pramukh	Mahanagar - Bodhadhik - pramukh	Mahanagar - Seva pramukh	Mahanagar - Prachar pramukh	Mahanagar - Sampark pramukh	Mahanagar - Vyavastha pramukh
Nagar / Khand/ Tehsil level	Nagar - sanghchalaka and karyavaha	Nagar - Sharirik pramukh	Nagar - Bodhadhik - pramukh	Nagar - Seva pramukh	Nagar - Prachar pramukh	Nagar - Sampark pramukh	Nagar - Vyavastha pramukh
Bastii/ mandala level	mandala - sanghchalaka and karyavaha	mandala - Sharirik pramukh	mandala - Bodhadhik - pramukh	mandala - Seva pramukh	mandala - Prachar pramukh	mandala - Sampark pramukh	mandala - Vyavastha pramukh
Shakha level	Karyavaha with Mukhya shikshak and Gat nayak	Sharirik pramukh of shakha	Bodhadhik - pramukh of shakha	Seva pramukh of shakha	Prachar pramukh of shakha	Sampark pramukh of shakha	Vyavastha pramukh of shakha

Conclusion

Departmentalization for commencement of activities is done in the RSS approximately the same as the formal business organizations. Even the letter of position is not provided to any person every member is performing their own work with a very fine and thin line of differentiation of task. Sometimes the overlapping of different tasks or assignment of more than 1 position to one person has been observed in the organization. Job rotation for potential appraisal and sometimes to break the idleness of work is also shown by the system. Despite all these facts, RSS as an organization shows a very impressive use of functional departments with a matrix on a different level of Hierarchy. Different number of members in one department is being appointed (informal) at different areas of the country according to the need of work in that particular area.

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