ANALYSIS OF KEY-MOTIVATORS IN THE ROMANIAN-NGO ENVIRONMENT

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1   INTRODUCTION

The purpose of this paper is to gain an insight into how NGOs motivate volunteers and employees. As evidenced by the literature review, there are many theories and studies that have been carried out in order to show how people could be motivated, but the review of literature also revealed a lack of specific studies analysing the ways of motivating volunteers and employees of non-governmental sector. In order to study the ways to motivate volunteers and employees of non-governmental sector, an interview structured in three parts was developed.

Three research questions and three research hypotheses have been elaborated because some organizations do not work with volunteers and do not have employees, but they work only with members performing activities on a voluntary basis. The research questions have been proposed in order to know the management perspective on the most effective ways to motivate volunteers and employees or members of NGOs to get the desired performance:

- Knowing the management perspective on the most effective ways for *motivating volunteers of NGOs* in order to perform at their best.
- Knowing the management perspective on the most effective ways for *motivating employees of NGOs* in order to perform at their best.
- Knowing the management perspective on the most effective ways for *motivating members of NGOs* in order to perform at their best.

The research hypotheses have been proposed in order to see if there are differences in the ways of motivating non-governmental sector's volunteers and employees or members depending on the type of organization and the field of activity:

- There are differences in the ways of motivating *non-governmental sector's volunteers* depending on the type of organization and

the field of activity.

- There are differences in the ways of motivating *non-governmental sector's employees* depending on the type of organization and the field of activity.
- There are differences in the ways of motivating *non-governmental sector's members* depending on the type of organization and the field of activity.

2   RESEARCH METHODOLOGY AND DATA COLLECTION PROCESS

The value of this paper consists in presenting some of the conceptualizations of NGOs and motivation as well as in analyzing the management perspective on the most effective ways to motivate NGOs human resources. The differences in the ways of motivating NGO volunteers versus motivating NGO employees or members, depending on the type of organization and the field of activity are also examined. In this regard, the paper is focused on the study of a range of publications (articles, research studies) and on the interviews with representatives of six NGOs (five associations and one foundations).

The qualitative data in this study was collected through semi-structured individual interviews with board members from six non-governmental organizations: five associations, three of them being professional associations and one foundation. Although this type of interview contains pre-set questions or topics that should be analysed and discussed during the interview process, it allows interviewer to ask new questions and interviewee (the board members of non-governmental organizations) to express new ideas.

The interview is divided into three parts: the first part refers to the field of activity, vision, mission and objectives of the nongovernmental organization; the second part contains questions regarding the ways of motivating volunteers of nongovernmental sector and the third part contains questions about employees and the way they could be kept motivated. The questions of the interview have been carefully constructed so that the participants have an open discussion and answer questions correctly. They were asked in order, but the interviewer had to go back over some questions about motivation of volunteers and employees in order to get the correct answers.

The qualitative research was preferred to the quantitative one because the phenomena investigated are not easy to quantify or measure accurately and such measurement would be arbitrary and inexact. The interviews have been conducted on April 2013 in the participants' place of choice, five of them being held face to face and one by phone (***interview no 3, respondent no. 2***).

The first interviewee answered the questions in detail about two organizations performing in the field of languages, as president for the former and honorary

president for the latter. The first organization is an association that operates as a centre for high quality languages courses and translations in order to support both students and teachers to improve their English knowledge and help people from different countries to work together. This association was created in 1994 with British Council Romania support precisely because the latter did not have a school of English at the time. Initially, the aim of the NGO was to teach English and Romanian for foreigners, but mainly English. Its founders, namely teachers from the Bucharest Academy of Economic Studies, had graduated teacher training courses in England by means of British Council projects and therefore the association offered high quality courses.

The second organization was founded in 1996 by 20 founding members, both legal persons, namely seven language centres, as well as the British Council Romania and individuals. Its purpose is to provide language courses and other language services to the highest quality standards by the establishment of a quality assurance system. The reason for creating this NGO was the desire to establish a quality assurance system in the language field. The only way to establish such a system was the affiliation to the EAQUALS by means of a national association in the field of languages. EAQUALS (Evaluation & Accreditation of Quality in Language Services) is an international association which brings together institutions and organisations involved in language teaching and learning. Its purpose consists in guaranteeing high quality in language education by using a set of criteria in order to verify the quality of courses offered by its accredited members.

The third interview was made by using the phone. The person interviewed was the president of this organization founded in 2011 as a professional, non-governmental, non-profit and apolitical association. Its purpose consists in the creation of the formal and relational framework in order to facilitate communication between public administrators and between them and the authorities, civil society and business, the exchange of information and experience between its members and between the association and other entities as well as the delivery of training to members.

The third person interviewed answered the question about two NGOs whose president is. The first NGO was founded in November 2011 by 3 members. Its purpose consists in supporting individuals and community development, especially marginal communities and rural communities in order to help equalize opportunities between rural and urban areas as well as between outlying communities and downtown urban areas. The second NGO was founded in 2009 and aims to support children and young people from Roma communities by ensuring their access to education, employment and social services and by encouraging the active participation of society members to solve Roma's problems.

The last person interviewed was the president of a foundation. This foundation was founded in 1995 in order to promote the dialogue as well as education,

training and research on the issues of national and international security. It is involved in projects in the field of non-military risks, primarily natural hazards, technological and emerging systemic risks. It also focuses on the following fourth new fields which have been given attention in recent years: organized crime, terrorism, illegal migration and trafficking. The security culture in relation to Romania's European and Euro-Atlantic integration processes and the civil-military relations are also areas studied by this organization.

3 THEORETICAL ASPECTS REGARDING NGOS AND MOTIVATION OF HUMAN RESOURCES

3.1 Definition of NGOs

The choice of NGO's terminology, as well as its definition, represents a subject of discussion in the literature. The acronym NGO is used in close liaison with international or developing country work, especially because its origin is related to the formation of the United Nations in 1945, being assigned to those non-state organizations with consultative status in United Nations activities (Lewis, 2009). According to United Nations almost all private organizations could be recognized as NGOs if they are independent from the government and not perceived as a political party in relation to the government (Willetts, 2002). It is worthy to mention that some researchers consider the acronym NGO as an abbreviation for a „*New Great Organization*" and others as an abbreviation for „*Never Good Organization*" (Hailu Senbeta, 2003).

Regarding the definition of non-governmental organizations, there are numerous attempts, but none of them can be assessed as satisfactory overall. Some researchers believe that the concept of NGO is wrong, because it mentions <u>what is not</u>, namely a governmental organization, but not <u>what it is</u> by clearly specifying its purpose in society (Ginsburg, 1998).

The term NGO is used as a common denominator for all organizations institutionally separated from the state and non-profit performing. Some researchers believe that NGOs are non-profit, formal and self-governing organizations, which rely to some extent on volunteers and produce public benefits (Hailu Senbeta, 2003). According to Willetts (2002), an NGO is a voluntary association of persons, considered independent which works for a common goal and not for making money or conducting illegal activities.

Fowler (1997) defines a non-governmental organization as a *"registered, non-government, non-partisan and non-sectarian organization",* operating at national, international or local level in different „*fields of social, economic and environmental development"*. They are also considered professional organizations of civil society producing great benefits to those people that are outside their membership (United Nations Research Institute for Social Development, 2000). Agg (2006) makes the distinction between the levels in which NGOs operate: international NGOs perform outside the country of origin,

especially in the developing countries, while local NGOs operate in the region of origin.

A significant explanation is given by Vakil (1997) which includes in one definition the key concepts mentioned above such as self-governing, private, not-for-profit organizations aiming at improving the quality of life for disadvantaged people. Salamon and Helmut (1992) argued that there are not precise definitions for the organizations of the third sector due to the fact that they are not holistic. They are legal, referring to the type of registration and status of organization; economic, regarding the organization's financial resources, or functional depending on the type of their activities. In this context, the two authors proposed five basic features in order to identify a more complex definition of the third sector's organizations: they are formal, which refers to the registration and status, namely juridical person; they are private, because they belong to the private sector and not to the public legal sector; however they may enjoy the government's support; they are non-economic because they cannot distribute profits, being distinct of economic organizations even if some of them perform an economic activity; they are self-governing because they are not dominated by other organizations, they have their own working rules and internal control; they rely on voluntary activities.

The boundaries of the definition of NGOs are not always clear (Lewis, 2009) because currently there is a variety of NGOs which deliver services and are active in a wide range of fields (advocacy, gender, human rights, poverty alleviation, healthcare, microfinance, agricultural extension, emergency relief, rural development, and environmental rehabilitation etc.), at international, national, and local level (International Union for Conservation of Nature, 2003). Furthermore, such organizations range from small informal groups to large official agencies and have various roles and different forms depending on the different societies in which they work (Lewis, 2009).

However, it certainly can be said that they rely heavily on volunteers and are dependent on private donors. In recent years, their involvement in various sectors of social life increased as well as their size and the number of projects submitted. The governments and literature in the field also give greater attention to these organizations (Edwards and Hulme, 1997). Neither the capitalist nor socialist society has found the solution to eliminate poverty till now. Therefore, the development is strongly linked to people, namely to their involvement in civil society institutions that work as support organizations helping the community to identify and capitalize its development potential (International Union for Conservation of Nature, 2003).

3.2 Basic motivation concepts

Kleinginna and Kleinginna (1981) analyzed the concept of motivation and identified 140 definitions of motivation in the literature, later confirmed by Ambrose and Kulik (1999). The definitions are different, containing various elements from cognitive to behavioral ones. According to Rynes, et al. (2002),

one of the best definitions is given by Kanfer (1999) who considers that motivation is a process that involves two interrelated psychological systems: „goal choice" and „goal striving".

The study of motivation has been the subject of various theories in the literature converging to the analysis of motivational involvement:

- *Abraham Maslow's human motivation theory* (1943) that identifies five levels of needs: *self-actualization*, called "*Being Need*" and other four types of needs (*esteem needs, belongingness and love needs, safety needs, biological and psychological needs*) considered "*Deficiency Needs*". According to this theory people have different levels of needs and after one level is satisfied, the person takes into account the next level.

- *Hofstede theory* (1980) considering that the needs position may change in cultures with a high degree of risk avoidance.

- *Theory X and Theory Y* (McGregor, 1960) that introduces two models representing two styles of management: an authoritarian style (theory X) tending to control as much as possible and a democratic one (theory y) tending to empower and give responsibilities to the employees.

- *The bifactorial theory* which identifies two types of need: "*hygiene factors or extrinsic factors*" and "*motivators or intrinsic factors*". According to Herzberg (1959; 1987) wages, supervision, interpersonal relations, working conditions should be considered "hygiene factors" and recognition, work, responsibility should be regarded as motivators.

- *The three needs theory of McClelland* (1961; 1988) identifying three basic motivational factors: *high need for achievement* (desire to get something and do something important); *high need for affiliation* (desire for making friends, for interpersonal relationships); *high need for power* (desire to be considered important by others).

- *The expectancy theory of motivation* (Vroom, 1964) assuming that the intensity of individual effort in an activity depends on the reward expected to receive in return. The employees are interested in maximizing gains and minimizing losses (effort, time, etc.).

- *The Equity Theory of John Stacey Adams* (1966) highlighting that employees are interested not only in the value of rewards received, but also in the equity of this reward compared to what others are offering.

- *A recent version of the theory needs set out by Alderfer* (1972) whose approach starts from Maslow's hierarchy of needs proposing the so-called motivational ERG theory. This model states that human needs are linearly rather than hierarchically arranged and presents three groups of needs instead of five: Existence, Relatedness and Growth.

- *Ryan and Deci's self-determination theory* (2000) stating that people are guided in their actions by motivation. According to this theory, there are three types of work motivation: amotivation (the result of incompetence and lack of control), intrinsic motivation and extrinsic motivation.

- *The cognitive evaluation theory of Gagné and Deci* (2005) suggesting that external factors such as material rewards, deadlines, monitoring or evaluation tend to diminish the sense of autonomy and undermine intrinsic motivation

- *Lamb (2005) quoting Harris (1996)* that identifies five motivational principles encouraging employees and volunteers to participate in the organization activities: *capture the heart*, *open communication*, *create partnerships, emphasize learning and emancipate action*.

The literature investigated provide a large number of studies containing researches on employees' motivation in different organizations but not on motivation of volunteers, employees or members from nongovernmental sector. However, all these theories highlight that motivation is a complex problem which influences human behaviour. Moreover, human resources motivation has evolved over the years from simple models oriented towards satisfying needs to more complex alternatives (Păceşilă, 2014). Furthermore, the flexibility of organizations, aiming to adapt and perpetuate (Moldoveanu and Dobrin, 2012), has a major influence on the process of motivation and the institutional growth cannot occur without motivated human resources (Mureşan, 2004).

4   RESEARCH FINDINGS AND INTERPRETATION

The answers received from the interviewees led to the identification of the following aspects of *volunteers' motivation in NGOs*:

- There are different types of volunteers in all organizations studied, one of them being represented by students; one of the three organizations wants to diversify its volunteers.

  The involvement of different types of volunteers in NGOs activities could be explained by the fact that they intend to carry out more activities and get more ideas and knowledge. The involvement of students may be due to the following reasons: either they want to gain experience or they need an internship certificate or they are driven by desire of volunteering for community service.

- There are different *ways* of *motivating* volunteers *intrinsically in the organizations studied.* These ways vary from one organization to another depending on their field of activity: *contact with the Roma community, personal example, relationship between volunteers and the organization' members, volunteers - the beneficiaries of the organization's activities, trust of volunteers in the organization's members* (**NGO no. 4**); *desire to*

know the Roma community, the acquisition of knowledge in the field of minority rights, (**NGO no. 5**). However, *the desire of being in the community service* is found in the two organizations mentioned above. As regards **NGO no. 6**, the positive influence of instrumentality beliefs on *intrinsic motivation was not found.* This situation could be explain by the specific field of activity, risk and security issues, which requires a certain rigor (not every person can become a volunteer in this organization), making it difficult to develop the feeling of being useful for the community. Moreover, in the current Romanian society, the sense of national identity and patriotic feelings are not cultivated and maintained.

- Each NGO has many ways of motivating volunteers extrinsically.

Even if the field of activity is different (risk and security issues, supporting the Roma community members, equality of life chances in the Roma community), the results revealed that all the organization studied use common ways for motivating volunteers extrinsically: *training programs, voluntary agreements, certificates for volunteering, public recognition of the efforts*, *internship certificate* (all the three organizations studied); *employment experience* (**NGO no. 5, NGO no. 6**). However, each organization has its own ways for motivating extrinsically: *gift-giving* (**NGO no. 4**), *volunteers consulting, employment in the organization* (**NGO no. 5**), *and contact with various experts, inclusion in a team-work, recommendation for application to study abroad.*

- None of NGOs organize periodical meetings with volunteers which can be considered a difficulty in motivating them and in creating the sense of belonging in organization.

- Two organizations (**NGO no. 4, NGO no. 6**) reported that they had no difficulties in working with volunteers. The other, **NGO no. 5**, mentioned there had been some problems due to differences in principles, ideas, beliefs, but they had been quickly solved. It is worth mentioning that **NGO no. 6** sign confidentiality agreements with volunteers when the projects implemented require it.

- Two organization use a lot of criteria for selecting volunteers: *new ideas and spirit young* is common – this could be explained by the fact that they have the same president, *compliance with the organization requirements* (**NGO no. 5**), *desire to work with disadvantaged communities*, *desire to involve in the development of the organization*, *intellectual ability and availability.* Analysing the responses received, it could be concluded that organizations are interested in the intrinsic reasons of volunteers than the extrinsic one. As regards **NGO no. 6**, the situation is different, because the specific field of activity requires prior knowledge of those who become volunteers within the organization.

- All the organization reported changes in the volunteers' perceptions regarding the ways for motivating them over time. This can be explained

by the evolution of society and implicitly the evolution of individual's desires and aspirations.

The responses received from the persons interviewed showed the following trends regarding ***employees' motivation***:

- Two categories of employees depending on the ethnicity in one of the organizations studied (***NGO no. 5***), situation that could be explained by its mission: supporting the members of the Roma community, encouraging the civil society participation in solving the Roma problems.

- Collaboration with various specialists with experience in different areas due to the specific field of activity: either accessing European funding through projects (***NGO no. 6***) or teaching in foreign languages (***NGO no. 1***).

- In all the three organizations studied work different types of employees, depending on the activities performed: full-time permanent employees (all the organizations), full-time employees during the implementation of projects (***NGO no. 5, NGO no. 6***), part-time employees (***NGO no. 1, NGO no. 5***).

- The results revealed few intrinsic reasons for employees working in the organizations studied: *interest in the field* (***NGO no. 6***), *the sense of working for the community service* (***NGO no. 5***), *the sense of belonging in organization* (***NGO no. 5, NGO no. 6***), *and activities generate pleasure* (***NGO no. 1***). The lack of answers could be explained by the fact that the interviewees are members of NGOs board, namely president, not employees. Therefore, they expressed their perception regarding the intrinsic motivation of employees and not an opinion sustained by studies conducted within the organization.

- There are many ways of motivating employees extrinsically in each organization under study, most of them being common to all three organization: *democratic leadership, work environment, professional development opportunities, training programs, consultation of employees, incentives offered by projects*; other ways are found only in two of the three organizations studied*: employee recognition effort, job stability (**NGO no. 5, NGO no. 6**), trips abroad, payment of extra activities, organizational prestige, contact with various personalities, support of the organization* (***NGO no. 1, NGO no. 6***); *communication with employees, specification of employment conditions, organization of meetings with employees, low level of stress* (***NGO no. 1, NGO no. 5***). There are few differences between the organizations studied regarding the ways of motivating employees extrinsically, which might be considered significant: *flexible work program, parties* (***NGO no. 6***), *employees' performance evaluation* (***NGO no. 1***).

- Two organizations (***NGO no. 5, NGO no. 6)*** reported employees' turnover

during the implementation of projects. The reasons for employees' departure are financial, professional, educational or organizational (in general NGOs do not provide stable jobs): *wage reduced, finding another job* (***NGO no. 5, NGO no. 6***), *studies* (***NGO no. 5***) and *nature of the organization* (***NGO no. 6***). A possible explanation of this situation could be found in the nature of such organizations: they do not provide stable jobs and are financed by projects. In general, people look for professional and financial stability and if these desires or requirements are not accomplished they use the organization for gain experience. When an opportunity arises, whether professional or educational, they go on.

- The results revealed that all the organizations under study lacked of significant financial and professional incentives in motivating employees: *lack of subscription to private clinics*, which is common to all of them; *lack of mobile phone, lack of transportation reimbursement* (***NGO no. 1, NGO no. 6***); *lack of career plan, salaries that do not reflect the cost of living in the city, lack of job rotation* (***NGO no. 5, NGO no. 6***); *evaluation of employees performance without giving rewards* (***NGO no. 1, NGO no. 5***); *lack of delegation, lack of flexible work program, financial jam* (***NGO no. 5***), *lack of employees performance evaluation* (***NGO no. 6***). Another important difficulty encountered in motivating employees refers to intrinsic motivation: *the impossibility to develop the sense of working for community service* (***NGO no. 6***) due to the specific field of activity, namely risk and security issues. The lack of professional incentives mentioned above might due to the size or age of the organization as well as the board members lack of experience in developing human resources strategy.

- All the organizations reported that employees' perception regarding motivation remained the same over time. This situation could be explained by the fact that full-time permanent employees are members of the organizations studied. Therefore, their motivation results mainly from this position and less of the employee position. Furthermore, the employees who work during the implementation of projects do not stay long enough in the organization in order to be able to change the perception of motivation. However, it should be taken into account that the answers represent the interviewees perception, namely the president of NGOs studied and not the employees' perception.

The respondents' answers obtained with the aid of the interview allowed the identification of the following information related to *NGOs members*:

- Except ***NGO no. 6***, all the organizations under study have members. In three of them (***NGO no. 1, NGO no. 4, NGO no. 5***) the members are also employees and they will be analysed through this position. Only three of NGOs studied (***NGO no. 1, NGO no. 2, NGO no. 3***) do not work with volunteers because their members perform activities on a voluntary basis.

They are called professional associations which seek to further a particular profession as well as the interests of individuals (their members) engaged in that profession. That is why the analysis regarding NGOs members will focus only on these three organizations. Two of them (***NGO no. 1, NGO no. 2***) gather members from educational field and the other (***NGO no. 3***) from public administration, noting that the members of the third organization have different basic professions: teachers, university professors, doctors, etc. Their level of involvement in the organization is different depending on their personal interest.

- There are few information on *intrinsically motivated members* in the organizations studied: *need for continuing education* (***NGO no. 2, NGO no. 3***), *desire for permanent status, desire to get noticed at national level* (***NGO no. 3***), *desire to get promoted* (***NGO no. 1***). All the answers on intrinsic motivation are related to professional career because the aim of those organizations is to support the professional development of their members.

- All the organizations under study reported many common ways of motivating members extrinsically: *training, attending conferences abroad, professional visibility and credibility of the organization, organizing regular meetings to exchange knowledge and experience, contact with different people, traveling abroad, professional development opportunities, opportunity to work on projects, financial incentives*. Other ways are common only to two of the organizations studied who perform in the same field: *remuneration of members by the universities they work for, possibilities of information about the field news* (***NGO no. 1, NGO no. 2***). The two associations mentioned in brackets perform in the field of foreign language teaching and therefore their members are teachers who should be kept in touch with news in the field. This particular situation differentiates them from the third organization (***NGO no. 3***). There are also common answers given by members regarding extrinsic motivation, even though they are members of associations performing in different field: *recognition of members' efforts*, *members' periodic information about organizational activity* (***NGO no. 2, NGO no. 3***). *The experience exchange with similar organizations abroad* was reported only by ***NGO no. 3***.

- Only one organization reported difficulties in motivating members (***NGO no. 2***): *inability to organize more training programs, difficult projects in relation to working time, decreased desire to travel abroad, lack of team-building*.

- The reasons for leaving the organization are financial and locational - *lack of office, involvement of members in other activities, precarious financial situation of the organization* (***NGO no. 2***) or professional – *solidarity with the mayor who was not re-elected* (***NGO no. 3***). They vary from one

organization to another due to the specific field of activity. That is why, in some areas (*NGO no. 3*) the inability to practice the profession does not justify staying within the organization. In these circumstances, the public administrator (a contract employee hired for a definite period of time to the mayor/president of the county council proposal) leaves the NGO when the mayor is not re-elected.

- Two NGOs (*NGO no. 2, NGO no. 3*) reported no difficulties in working with members.

- One organization (*NGO no. 3*) reported that members' perception regarding motivation had not changed over time while the other (*NGO no. 2*) mentioned that members desire to participate in several training programs had increased over time.

From the data analysis and interpretation above it results that the three research hypotheses are confirmed as regard the field of activity but not as regards the type of organization. The differences are evident both in terms of intrinsic motivation, and the extrinsic one.

The analysis and interpretation of the data also highlights the following aspects:

- the management of NGOs knows and uses the most effective ways for motivating volunteers extrinsically, according to the requirements and needs of each category of volunteers.

- the management of NGOs uses significant ways for motivating employees extrinsically, but the lack of funds, the nature of the organization and probably the small size or the age of the organization or the board members lack of experience represents an important obstacle in using the most effective ways for motivating employees.

- the management of NGOs uses the most effective ways for motivating members extrinsically, but significant factors such as lack of funds, time, and office as well as the inability to practice the profession cause frustration to members who leave the organization earlier or later.

5   SUGGESTIONS FOR IMPROVING KEY-MOTIVATORS IN AN NGO ENVIRONMENT

Motivation is an essential factor for productivity in any non-governmental organization, whether it is an association, foundation or other organization. The development of the NGO environment requires that management pay more attention in encouraging the volunteers, employees and members to perform better. From the recognition of efforts and training programs to understanding the volunteers, employments and members' needs and desires, a president of an NGO or the board can influence the extrinsic facets as well as the potential

intrinsic motivation. In addition, the vision and mission of the organization have a direct influence both on intrinsic and extrinsic motivation.

Each NGO is characterized by an unique organisational situation even if some features are common with others. The differences come from the stage of maturity in as regards their strategies and human ressources practices, mission, scales of operation and financial strength. Moreover, it is worth mentioning that individuals working within these organisations are also unique. Taking into account this uniqueness it would be essential to find individual solutions to the problems of volunteers, employees or members motivation in NGOs depending on the particular situation. The research offers insights into some successful proposals adapted from the practices abroad.

As one can see in the third chapter, NGOs use a broad variation in the incentives and activities to motivate volunteers, employees and members. Despite numerous modalities used to motivate people, the organizations studied have to deal with employees or members' turnover. In these circumstances, it is worth mentioning that successful interventions are those which address the needs and desires of employees or members. Irrespective of the affiliation, mission, size and activities, the research results indicated that problems regarding motivation of employees or members existed in varying degrees in the organizations studied.

As revealed the research results, the lack of significant financial and professional incentives could cause employees or members to become demotivated: *lack of career plan, salaries that do not reflect the cost of living in the city, lack of job rotation, evaluation of employees performance without giving rewards*, *lack of delegation, lack of flexible work program, financial jam*, *lack of team-building, etc.* These problems might be caused by organization's and its board's lack of maturity. In addition, there are a lot of factors responsible for employees or members' turnover: *wage reduced, finding another job*, *lack of office, involvement of members in other activities, precarious financial situation of the organization, etc*.

In accordance with the research findings, some recommendation to the NGOs management should be taken into account:

- *Develop human resources strategies*, policies and procedures that create a balance between organizational goals and employees or members objectives.
- *Create a culture of fundraising*. The entire organization (all the members or employees) should be trained on the basics of fundraising in order to know to retain current donors or to recruit new donors.
- *Hire project management experts or organize training programs for members or employees*. In this way, the organization will be able to develop and submit more project proposals and the chances of winning will raise.

- *Create an organizational environment that value the organization's employees or members and involve them in the development of strategies and policies for improving the effectiveness of organisations.* It is well known that human beings have an inherent need for respect, trust, recognition. If the organization focuses on satisfying them the individuals will be willing to work harder and become more productive

- *Develop flexible working programs.* If the employee or even the member has the possibility to choose the hours and the days of work as long as he works the established number of hours during a month, he will be able to fit other commitments and therefore he will focus better on the activities performed within the organization.

- *Organize team-building or picnics on the green grass* (if the financial situation of the organization does not allow to organize team-building). In this way, the employees or even the members will have the possibility to know each other better and group discussion will create a greater sense of teamwork. In some cases, group cohesion is more important than the financial situation.

Even if the global situation is difficult and the difficulties in motivation NGO environment are becoming more and more evident, there can be many reasons for NGOs human resources to stay in the organization and perform at their best. In these circumstances, NGO management intervention becomes crucial.

6   CONCLUSIONS AND DISCUSSIONS

This paper attempted a qualitative research in order to determine if the three research hypothesis established are confirmed or not and to know the management perspective on the most effective ways for motivating volunteers, employees or members of NGOs in order to perform at their best. The results partly confirmed the three hypotheses. They confirmed that there were differences in the ways of motivating NGOs human resources depending on the field of activity, but not depending on the type of organization.

The analysis and interpretation of the data also showed that the management of NGOs uses the most effective or significant ways for motivating volunteers/ employees/members extrinsically, but significant factors such as lack of funds, time, and office as well as the inability to practice the profession, the nature of the organization and probably the small size or the age of the organization or the board members lack of experience regarding the development of human resources strategies represent important obstacles in motivating them.

However, these *results should* be cautiously considered as evidence for support of a hypothesis because this research may have some limitations due to the following reasons:

- The number and types of NGOs surveyed in the study area. The interviewees and organizations under study were chosen through personal knowledge. Additionally, the lack of time determined the researcher to interview one respondent for two organizations performing in the same field of activity.

- The number of the organizations analysed for each category under study: volunteers, employees, members. Although the respondents provided information about six organizations, the analysis was made only on three of them because the processing results revealed that some NGOs did not work with volunteers; others did not have employees and others rely on their members in carrying out the activities. That is why the present research cannot lead to generalised results. In these circumstances, further researches conducted on a large scale should be continued to see if they validate or not the results of the present research.

The information on each author's perspectives on the concepts and definitions of NGOs as well as the interviews conducted in order to identify the ways to motivate NGOs human resources provide theoretical and practical researches on the non-governmental sector and represent a basis for future researches. The most important thing is that this paper makes the connection between the present work investigation in the field of non-governmental organizations and what can be developed in the future taking into account this study. Moreover, the paper is elaborated in order to cover a gap in the literature regarding the ways of motivating NGOs volunteers, members and employees.

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