**CityU**niversity
of Seattle

*ORGANIZATIONAL CULTURE*

*AND PROJECT MANAGEMENT: VOLUNTARY PROJECT TEAMS IN*

*NONGOVERNMENTAL AND NONPROFIT ORGANIZATIONS*


By


KARAMOLEGKOU MAROUSI


A THESIS REPORT

Presented to the Project Management Program in the

School of Management of

City University of Seattle

In Partial Fulfillment of the Requirements

For the Degree of

MASTER OF SCIENCE OF PROJECT MANAGEMENT


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Dedication


To my unique family and to my lovely friends

Acknowledgments

I would like to thank my parents Vangeli and Koula, my sister Philippa for their support and their encouragement at every aspect of my life. My study would not be the same without their love and help.

I want to thank all the teacher staff of TEI Piraeus and City University of Seattle and specially my advisor Mr. Konstantinos Agrapidas and Mr. Theodoros Kalyvas for their help and their patient in this difficult challenge of my life.

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Finally, I want to give thanks to everyone that directly or indirectly help me in order to complete this thesis.

Abstract

This thesis seeks to understand the organizational culture of organizations and more specific of nongovernmental organizations all over the world. It is identified the differences and why those exist between NGOs and commercials companies and how those different characteristics can be managed in order to conduct a project with successful results. Also, it will be focused on the appropriate voluntary leadership among those organizations and how this can be effective.

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## Introduction

### Nature of the Study

The various external and internal environments help the creation of different cultures in the organizations. Project managers run projects in unlike countries and unlike environments of parallel nature but in dissimilar ways (Zwikael O., Shimizu K. & Globerson S, 2005).  Due to various economic and social changes many NGO and NPO organizations established worldwide in order to support the basic aim to provide charity services in a local or global level. Volunteers are the main resources of those organizations and the need of leadership strategies is significant.

### Needs Assessment

The high management in this thesis taking account of the projects managers and leaders in NGO's must define the limitations in the organizational culture and create strategies in order to manage effectively the resources. The thesis will provide the following views:

- A summary of academic research regarding the organizational culture

- A summary of academic research regarding the application of project management in NGO's

- A summary of academic research regarding the effective leadership in voluntary teams

## Purpose of the Study

The author expects that the research and surveys conducted for this thesis will provide project managers and organizations, especially those who lead voluntary teams in nonprofit organizations, with best practices. By defining organizational culture differences and leadership techniques in voluntary teams, the author believes that project management, team morale, and organizational effectiveness will all improve.

## Relation to the Program of Study

Throughout our studies in the Msc Project Management program, we have a depth analysis in the organizational culture and its importance. Throughout the PM510 – "Power, Politics & Stakeholders" we focused on defining the meaning of the organizational culture and how the external and internal environments can affect and shape it.

Additionally, in the PM506 course "Leading Domestic and Global Teams" we had the opportunity to understand and learn about the various leadership skills and how that must integrate in each organizational culture.

Definition of Terms

***Nonprofit – Nongovernmental organizations.*** A non-governmental organization (NGO) is any non-profit organization that organized in local, national or worldwide level. NGOs execute a range of services and humanitarian functions and support and observe policies encouraging political participation through stipulation of information.

***Voluntary Teams*** are a group of people that offer a service to an organization without payment.

Problem Statement

Limitations in culture of the organization and the absence of project management can lead project – voluntary teams in failure within nongovernmental nonprofit organizations.

Rationale

Organizations all over the world and lately in Greece have established the Project Management increasingly into their processes. Its effective results are now obvious and the necessity of its knowledge areas is stable as time passes. Nonprofit organizations belong to the organizations that need the application of project management regardless the difference on their nature and their culture. The projects

that are run in an NGO the most of times are complex and cross-cultural.

The complexity of the projects defined on a high average in the diversity of the culture, as the main target is strategies not for profit but for charity, environmental and social concerns. The second challenge of that kind of organizations is that the teams that basically support the projects are people who work voluntary. That automatically requires a different leadership approach in order to reach effective results for both parties; the organization and the volunteers. This research will be focused on the specific elements of culture for nongovernmental nonprofit organizations in general and the in the leadership tactics that a project manager must follow in order to control and motivate a voluntary team in the nonprofit nongovernmental teams. Having the knowledge of the differentiation in organizational culture and defining through this paper the leader skills for voluntary teams would help my career progress. As an individual, I would improve my project management skills and performance by have a depth research how the principles of project management can be used and adapted in every organization.

Objective / Hypothesis

Define the differences in the culture of nonprofit nongovernmental organizations and the difficulties that faced in leading voluntary teams will provide information that can be used for project managers in order to improve all the phases of the project life cycle.

Literature review

Organizational Culture

"Culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior" (Schein E. H. ,2004, p. 1) . The author states that culture in the stage of the organization someone can recognize how culture is built, integrated, developed, and finally controlled and at the same time how organizational culture can limit, steady and present structure and sense to the each project group members. He adds that formation of culture is the "heart" of leadership which lead to the assumption that those two, culture and leadership, belong to the same coin.

Mobley H.W., Wang L. and Fang K. (2005) create an organizational culture model which shows the organization's values and beliefs as concern the culture.

**Involvement** has to do with the construction of employees' abilities, rights and accountability. The involvement gives the picture of in which level the organization gives the opportunity to the team members to developing, updating and engaging in organization's procedures.

- *Empowerment* shows how the team members get involved with their duties and accountabilities and how then organization creates the sensation of the ownership and leading.

- *Team orientation* is the level of attempt of cooperation among the team members that are working under mutual targets and from organizations point of view how relies on their effort.

- *Capability development* has to do with the investment of the organization on keeping employees' spirited, meets organization's aspects and on keeping employees interest for continuous improvement undiminished.

**Consistency** is to evaluate whether the organization have "strong and solid" culture.

- *Core Values* is the need of organization to set share values which generates the idea of uniqueness and an obvious position of prospects among the team members.

- *Agreement* focused on leadership skills and how they have the ability to manage uncommon opinions in vital matters for the organization.

- *Coordination & Integration* is an assumption that focused on how all organization's functions work together in an effective way.

**Adaptability** is the matter of organization's capability to be in equilibrium with the exterior environment, stakeholders and market.

- *Creating Change* is the ability for creation of change and knowing to understand the market environment, fast action in changing the procedures and processes.

- *Customer focus* has to do with the level of understanding the needs of customers, work for their satisfaction and prevent their future desires.

- *Organizational Learning* is the ability of the organization to understand and analyze the messages of the environment and use them in an efficient way.

**Mission** are the purposes of the organizations and a set of directions in order to have long-term results.

- *Vision* is a set of shared values among the organization.

- *Strategic direction & Intent* the desire of the organization of setting its mark into the in industry

- *Goals & Objectives* are the map which linked with strategy, vision and mission

All the above mentioned characteristics are those that characterize the culture of each company. Organizational culture model is not unique as it is affected from many

factors. Finally, Mobley H.W. et al (2005) assume that a strong organizational culture must be a main initiator of actual inspiration and assurance.  In strong and solid culture the organizations heart principles are both powerfully detained and extensively shared. This high passion of mutual beliefs makes it fairly easier to illustrate harmony among employees, to create a focus on vital goals and objectives and to decrease possible conflicts.


Definition of nongovernmental – nonprofit organizations


 According to Agard K. (2011), nongovernmental and nonprofit organizations have as a mission to develop the mutual good in the environment, education, health care, arts, culture, minorities, help individuals and religion activities. This sector includes all the shapes of organizations from small, private, individual groups, associations with a small number of members and low budget to large associations, with worldwide fame and variety in their activities, formally organized, with large number of employees, paid staff or voluntary staff and with high budget. According to Hansmann H. (1980) the definition for nonprofit organizations is "an organization constrained by laws, regulations, or internal structure from distributing its financial surplus to its owners" (Hansmann H., 1980, p. 836). This definition with some

limitations is concerning all the nonprofit organization worldwide

The common characteristic is that all of these different organizations have a basic target to protect and support the common good. "The easiest way to describe or define the nonprofit sector is to identify what it *is not* [e.g., it is not government or business], and what it *does not do* [e.g., it does not distribute profits to owners or shareholders]" (Ott, 2001, p. 1). Nongovernmental and nonprofit organizations differ with the profit organizations in the idea that the first have as a meeting point the "social or economic change" and the second are mostly focused on "economic development".

 Nonprofit organizations are presented all over the world in many forms and they fall in various funding methods. There are international governmental organizations whose members are governments that take part as volunteers- members and sometimes give money. Examples of these organizations are United Nations, the North Atlantic Treaty Organization (NATO), and the European Union (EU) (Pease, 2008, p. 1).

Furthermore, many nongovernmental organizations worldwide have developed such as agricultural organizations, women cooperatives, local comities, philanthropic organizations and social institutes. Finally, international nongovernmental organizations with variety of services have developed with

human, animal and environmental missions such as WWF, ActionAid and Médecins Sans Frontières.

Korten C. D. (1990) divides the sector in four categories a) "voluntary organizations" which focused on shared values, b) "public service which are created for public purposes reasons, c) "people's organizations" which are based on members interests and d) "government NGO's" which take care public issues.

Every organization has structure which affected from its scope, size, local and national laws. Nonprofit nongovernmental organizations usually are private and managed from employees that follow the vision and the missions of the organization without receive financial awards. The project managers of each project are the suitable to spread the vision and the mission of the organization in the team members and usually have the authority to choose the members that will composite each team (Agard K., 2011).

## History of NGO

The history of international non-governmental organizations starts at 1854 while just six INGOs had been established, by the turn of the century this outline had arrived at 163, and until 1945 more than thousand INGOs had been recognized. By 2007 it was declared that there were more than 60,000 INGOs worldwide (Davies T. D., 2008, p. 4).

Richmond O. P. (2005) mentions that INGOs were significant for anti-slavery movement and for women's right for voting but the term became to the surface at 1945 from the United Nations Organization. Pawel Z. (2006) states that in terms of globalization at the 20th century the significance of NGOs was increased. Because of the focus on the capitalism there was created internationally the desire to highlight on human tasks, assist for development and sustainable expansion. In general NGOs are part of the private sector and they deal with matters such as humanitarian issues, religion, environmental and emergency aid, they take action in territories that governmental help is not probable and the connections with community set are solid. NGOs are member of the global scenery and they have power to influence the native policy making.

Culture of NGO and Management

Lewis D. (2001) mentions that many "development" activists associated with the trend that management is top-down which based on hierarchy and stress control. This tendency although has been approved difficult for those who working on the third sector organizations as they are not connected with the beliefs of this methodology. The reactions of the senior employees of nongovernmental and nonprofit organizations are negative in the view of this kind of

management, as they prefer to have roles as "facilitators", "organizers" and "coordinators". Biddle S. (1984) states that there is a sense of "difference" on the culture of NGOs which is defined on the principles and standards of the contribution and participation, suppleness which belief is opposite to the top-down management.

According to Korten C.D. (1987) the culture of the NGOs usually lies on the willing of the staff to contribute in the organizations for altruistic reasons. The members of those organizations focused on ethical principles, common vision and hard work. Korten C.D. (1987) also mentions that NGOs at the decade of 90's didn't apply all the necessary management procedures and the best description for them is the "pre-bureaucratic stage.

As Chambers R. (1994) states that the problem of NGOs to take management seriously was continued for the next decades, also. He claims that the negative attitude of NGOs to the professionalism based on the worry that the management will be opposite on the core values of the organizations, as he points out "rich over poor, blueprints over adaptation, things over people, quantity over quality, the powerful over the weak, etc"(Chambers R., 1994, p. 156). Third sector organizations in general face any kind of management and professionalism with condescension. A set of management methods linked with those organizations tend to established, "new development

professionalism" which based on self-improvement and self-correction, centered to the client's needs and services and on the completion of their mission. They built up systems in order to make it possible to derive information for this purpose.

All kind of organizations rely on the external and internal environment and there is a need of constantly negotiation in order to be self controlled. The automatically reactions of the organizations is to decrease their reliance to environment by deriving information from them to external environment. From the other hand external environment send information helping to the determination of the internal environment and to the establishment of management style. So, consequently management become the "weapon" in order to have a balanced relationship with each environment and according to Pfeffer J. & Salancik G. (1978) there are three types of management action: a)symbolic, b) responsive and c) discretionary. Symbolic is the management style that leader's actions are not drastic and the variance is not big and sometimes does not exist as he follows only the context. Responsive management is the style that gives a different point in each procedure or project, even though the environment plays the dominant resource and finally, discretionary management is that not only initiates difference and innovation but also filters the "good" messages of the

environment. Hudock A. (1995) states that the above mentioned theory can relate with NGOs and is helpful as the organizations based on donors – external environments. He states that small and common NGOs are weak to make difference as they focus to front external stress.

Also, Handy C. (1988) runs through a concept of four types of organizational culture. The first outline is "club culture" where the key player, the leader, is in the center of each organization and is enclosed from team members that are active in the name of their leader, scenario that is common to the NGO area. The next type is the "role culture" where the structure of the organization is shaped in such a way that there are clear identified positions and focused on regulations and organizes. Third type is "task culture" where the team members merge their abilities in order to deliver project tasks and they pay attention more to planning than to process. Lastly, "a person culture" is the type where people make up the main store of the organization. This frame can characterize culture in general. Hudson M. (1995) based on Schein's theory analyze organizational culture in three stages. First are the observable images such us location, language, facilities, then the second is the team behavior which characterized from the behavior and the attitude of the individuals into an organization and how they respond to unlike conditions, i.e. decision making, resistance to change

or cope with risks or how senior management level  behave to employees. Finally the third level contains the core values and ideals that motivate the individuals into an organization. The theory of organizational culture tends to be seen as a vital challenge through the organization and can be proved the key for the organization performance.

 According to Lewis d. (2003) anthropologists have focused, also, to the organizational theory and their methodology put emphasis to the communication effectiveness into the organization and the behaviors that are created in all the project process conclude that are significant for the organizational culture. The culture and the subcultures that presented are the reflection of the relationships inside the teams. As Wright S. (1995) examined that organizational culture cannot recognized and be separated from the tasks of the organization, contrary, organizational cultures are continuously respond as a piece of daily aspects.

 The different methodologies as concern organizational culture are in many elements different but they have a common view. The organizations are seen as social and cultural organism that insert into the "social and political environments" of each country. Also, the organizational culture "script" most of the times is significant and maybe the same values and facts can evolve different in different organizations. The internal behaviors, attitudes, strategies,

methodologies, structure are unique (Lewis D., 2003, p. 5).

Many types of culture can be present in an organization, especially in the third sector's organization, culture with concern in mission, vision and shared values, culture with bureaucratic tendencies. Alvesson M. (1993) states that the best tactic for NGOs as concern their culture is a "multiple cultural configuration view" which emphasizes on a combination of cultural perspectives in varied levels and in varied kinds. That point of view claims that varied cultures and sub-cultures go beyond "profession, gender, class and ethnic group" (Alvesson M., 1993, p. 118).

Fowler A. (1997) states that non-governmental organizations don't have borders around them and they are members of "open system" which force them to be reliant on processes and resources and they must focused on what is happening all over them. According to Biggs S. & Neame A. (1995) there is tension to consider that NGOs run behind the improvement and the high service distribution. The innovation and the creativity derive from the relationships that the organizations preserve such as agencies, resources, government, individuals and the private sector. On this matter de Graaf M. (1987) mentions that NGOs in order to focused on effective management of their procedures and events in the limits of their organization need to recognize and then to win over the environment that are in. Profitable companies have

the possibility to determine their effectiveness through their actions and their sales, profits and production in contrast with NGOs which evaluate their results from the external environment. For this reason external environment has major importance. The author has created a structure that contains three cycles. In the first one there are the issues that can be "controlled" by the organization such as staff, budget, plan the procedures, structure and place targets. In the second one there are the factors that can be "influenced" by the organization, such as influence, applying pressure, support, choices and cooperation (as an example governmental policies, worldwide donors). In the third cycle there are factors that can only be "appreciated" by the organization (for example general economic system, local political system, technology). The factors in the third cycle are not easy to be modified from the organization but the framework gives the clear picture that the NGOs need to "prioritize" procedures that stand on chances and limitations in order to reach effective results. "This final circle can also be understood to include the process and relationships which may need to be 'read' but which cannot easily be predicted" (Kaplan G. E., 1999). This structure gives the possibility to NGOs to create a strategy of approaching how to manage their needs and how to allocate their resources and at the same time be focused on the external factors. In addition de Graaf's skeleton looks

for possibilities to motivate change. The limits are these three elements are clear for the organizations but are not stable and can be modified any moment thing that force organizations to be more influenced from the environment and create alerts in order to deal with, such as come into partnerships, boost petition and be a magnet for funds. De Graaf gives an example of Zimbabwe 1980 that suddenly the government gave the chance to NGOs working with them, but from the other hand made the laws and rules harder as concern the NGOs movement regulations. Akin example happened in Philippines at 1986 after the Macros fall which had as a consequence hasty changes in political environment. The author states that the loop that NGOs are falling in is that they focused in facts which can be handle easy from their internal environment like internal procedures, personnel, financial and not to monitor  matters that have vast meaning and can influence them. The development of NGOs relies on its capability to influence its environment and handle the exterior power correctly. Most of the NGOs pay no attention to exterior facts, giving to individuals the possibility to turn and turn inwards broad resources.

- national political structures
- macro-economic system
- legal framework
- ecological factors
- socio-economic context

APPRECIATE

INFLUENCE

CONTROL

- government agencies
- other NGOs
- donors
- private sector
- media
- **community groups**

- staffing
- budgeting
- planning activities
- setting objectives
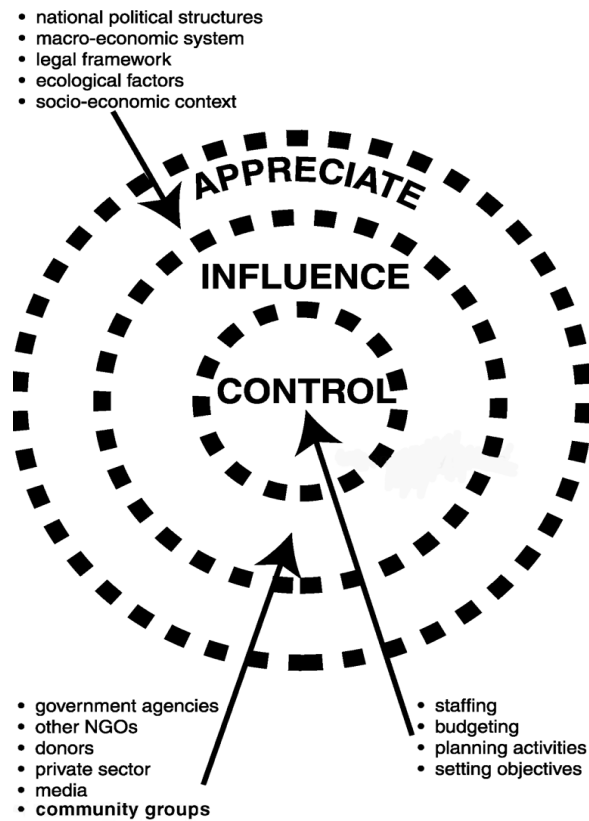
*Figure 1* A framework for understanding the management of NGOs
*Source*: adapted from de Graaf 1987

NGOs have the trend to focus on a "charismatic" leader
who will help the organization using his contacts to activate
the human resources and to cope with the political environment
in which their organization activates. Haley J. (1999)
according to his experience in nongovernmental organizations
in Asia, mostly on South, states that there are many leaders
who have the ability to confront in every environment with
main value to manage different and varied tasks successfully.
He names this type of intelligence ambitious and balanced.
Lewis D. (2003) add that the life-cycle of a project in NGOs
environment must be focused on a powerful leadership who will

propel "multi-directional" changes, decision making and good handling of outside forces. Joan E. Pynes (2004) mentions that as concern nonprofit nongovernmental agencies the interest must be focused on the recruitment, selection, training, evaluation and management of voluntary teams. The gradual integration of volunteers in organizations presents new managerial challenges to the human resources department of the organization. Leading volunteer programs requires maturity in personnel policies and procedures in order to incorporate them in the daily operations of the agency. The challenge for the people who manage teams is to find strategies in order to motivate and retain them.

Korten C. D. (1990) charts a map of three stages for effectiveness of NGOs as concern the learning method. The first step of the theory is to know that is necessary to be effective in which management of NGOs must outline internal tasks and procedures. The next is to know to be component which has to do how each procedure can be integrated and be effective and deliver the suitable outcomes and cost. The last is to understand how to enlarge which centered to the attempt finding the appropriate methods to raise the impact of the work throughout the fair reproduction or by improving the existing actions.

Herman R. & associates (2005) have listed a procedure that is significant for the creation of an effective NGO and is the following:

- Initiation of a strategic planning process agreed from management and team members.

- Identification of organizational authorities

- Making clear to all the stakeholders the mission and values.

- Identification of strengths, weaknesses, opportunities and treats (SWOT analysis) of the exterior and interior environment.

- Recognizing the strategic matters that the organization can face

- Preparation of strategies that help managing each task

- Evaluation and integration of the strategic plan

- Set up an efficient vision of the organization

- Create a useful execution procedure

- Re-examine the effectiveness of the strategies and invest in lessons learned procedure

According to Smillie I. (1995) the most usual trouble and difficulty that NGOs can face is the difficulty to learn from their failure and he proposes "there are few reasons to disseminate the positive lessons of development, and many more powerful reasons to conceal and forget the negative ones".

Britton B. (1998) defines a set of difficulties which prevent NGOs from learning. He mentions some of them such as subsidy antagonism, low motivation procedures and the tendency of activists to evaluate the present plans and not clear planning face for the future. He focused on the problematic application of information systems which prevent the individuals from having admission to the data.

The differences between the cultures of each NGO are a phenomenon that is not valued by sponsors and governments who are included in the weaknesses of the nongovernmental organizations.

Nowadays nonprofit organizations offer many volunteer chances in many aspects of nonprofit projects all over the world. "When one thinks of volunteers and civic participation, nonprofit agencies typically come to mind" (Pynes J., 2004, p.121). The assistance that a volunteer presents in a public or private nonprofit organization varies among cultural, educational and social sectors.

Organizations in order to achieve their mission goals they include as an important part the volunteers into their strategic HR management and process. So this is the reason that nonprofit organizations focus on the motivation, orientation, recruitment and training of volunteers. Project managers of volunteer teams need to pay attention in order to reduce the barriers that can affect the effectiveness of the

team. The success of such team presupposes that there will be a strategic plan and a developed leadership style with focus on the creation of personnel policies and actions that will support the integration of volunteers in the daily processes of the organization.

According to Herman D. R. & associates (2005) there are several advantages on utilizing volunteers such as projects with lower budgets on resources, acquisition of experience because of contact with more and more expertise, higher and better contact with the community and the clients. Also, from the other hand there are some disadvantages in that option such as be short of control and consistence of them, lack of time for training and supervise them and difficulty in choosing the most qualified.

## Managing volunteers

Akintola O. (2011) mentions that there are many volunteers all over the universe who want to provide their help, usually in health matters. According to the author their motives are not clear and he states a study among 57 volunteers that give help to people who leave in South Africa in order to explore what motivate them. He identifies 11 categories of motivation those are linked with altruistic concerns and other for employment or career benefits which related with the high management. The leader of such teams

gives the opportunity to them to obtain more skills or to acquire experience in the skills that they already have. Organizations mistaken in poor understanding of the difference between the organizational goals and volunteer motivations and in the most of times the personal motives of each volunteer don't fulfilled. Therefore lead annoyance, antipathy and abrasion between volunteers. Finally, he collects information about the volunteer incentives that are useful for the organizations for the recruitment of their voluntary personnel in order to gain their satisfaction and decrease antipathy and abrasion between volunteers and advance program sustainability. Goodlad S. & McIvor S. (1998) state in their book using the case study of a museum in London that occupied volunteers and they management run a pilot program. They categorized them to "Volunteers as an audience" and to "volunteers as a resource".

*Volunteers as an audience*
Volunteers have the opportunity to receive great experiences through the work. They can learn, help other and meet new personalities. Some organizations give the opportunity to volunteers to have education in order to cope with organization's aspects.
*Volunteers as a resource*
    In the other hand organizations benefit from volunteers, also. They offer quality on their services. The organization

gives them the chance to be members of training programs and they provide them with guidance which cost money. The need of volunteer management must balance all the "gifts" as the authors said, and create exchange between volunteer and organization. In this book there are information of what can motive people to work without payment and what can motive organization to use volunteers. In other word they give us the picture of what each party desire to receive and each party need to give.

### Training staff team members

One of the things that a leader of a voluntary team must take into consideration is to destroy the barriers that are rise between the permanent staff and volunteers. This according to Herman D. R. & associates (2005) is one of the most common obstacles that either leaders or volunteers face in such organizations. The permanent staff must be informed and agreed to the usage of volunteers in the teams as they occupy a high level in the significant tasks of a team leader. The possible resistance of the staff to the participation of volunteers into the teams may cause serious damage in the effective result of each project. The non supportive staff can decrease the capability of the leader to offer attractive prospects to the volunteers.

Furthermore, the dissatisfaction of staff is delivered to the volunteers and they create a wrong picture for the organization. Skillingstad C. (1989) mentions that for all these reasons need to train the permanent staff, mainly the leaders, and educate them on how they will cooperate efficiently with the volunteers. The training will help staffs to understand the functional actions and techniques. The leaders need to have the ability to create a team environment that will be enjoyable for the volunteers.

## Position Description

As the climate is between the staff, permanent and volunteers are organized the next move for a leader is to define the positions in the project that each person must be put. The team leader must address a picture of what is necessary to be done from the volunteers and to make a report of the work in order to know the mechanisms and the personnel that will take part. This procedure will help the team leader to understand the necessary qualifications that each volunteer need to have for each position. Herman D. R. & associates (2005) mention that defining the requirements of each position is the most significant task in volunteer recruitment and retention. The authors state that this procedure represent project manager's planning tool that will facilitate volunteers know what are the duties of the project, which are

the qualifications that involved and to come by with all the needful details for the job. In addition this document will be source for the future projects or for changes into the resource allocation. Finally, McCurley and Lynch (1996) mention that this process of describe each position is apparent map for the volunteers and how this work will offer the organization. All the procedures such as recruiting, interview, managing and evaluating based on the data that this tool provide.

## Orientation

The project manager of the voluntary team must provide his members with all the necessary details for the background of the organization, its projects and activities and the main processes. This can create a familiar environment and give the possibility to volunteer to be member of the organization. The team leader needs to do a session giving information about the history of the organization, the projects and the clients that the organization at times has cooperate, the facilities and the organizational structure of the organization, the general and basic policies, principles and processes and finally to describe the volunteer management style.

Orientation is a step that in one hand supply the volunteer with organizations context in which they work and on the other hand make them feel calm and members of the team.

Lastly the better the team leader make clear to the members what the organization is and how it works, the better the member will integrate his behavior into the already existing methods and extended them with their experience.

## Training volunteers

Training is vital step in the process and team leader must communicate to them the detailed skills and performance that is necessary to follow for their exacting volunteer occupation. The team leader must give information about how they have to perform about the job, what is not included on their responsibility and how they must handle a difficult situation. The initial step of the project manager into the training program is to define the skills, education and attitude that are appropriate for each position and then to choose which is the suitable training for each of these members. As Noble, Rogers, and Fryar (2003) state the training process must be modified to the needs and desires of volunteer if this is possible. Team leader must give the opportunity to the volunteer to run a small period training and having his coaching. The training procedure will be done with their leader and the help of other paid staff who help them to be involved practically in the project.

Motivation

Regardless of the culture, the size, the mission, the vision and the running projects of the organization, the lack of motivation on the volunteers appears an ineffective leadership. From the other hand all these mentioned factors have a straight relation with the types of the motivation. One of the key points in the volunteer management is the usage of a mixture of apposite non-paid inducements in order to develop volunteer motivation and consequently organization's effectiveness.

As employee motivation is a matter that concern many researchers and consequently there are many worded theories (Bjerneld M. et al, 2006, p. 49-58).According to the Maslow's pyramid human beings have the same needs and they try to fulfill them, usually, in the same order. Basic element of the concept is that human must have at least one level satisfied in order to move in the next level of the pyramid. At the bottom of the pyramid are the biological needs as water, shelter, food and sleep. At the next level are "safety needs" such as security, limits, stability. The next level includes the need of love and be loved and socialization. When this level fulfilled the next is self esteem, respect and appreciation from others. Finally, at the top level the "self

actualization" which involves creativity, problem solving and acceptance of facts.
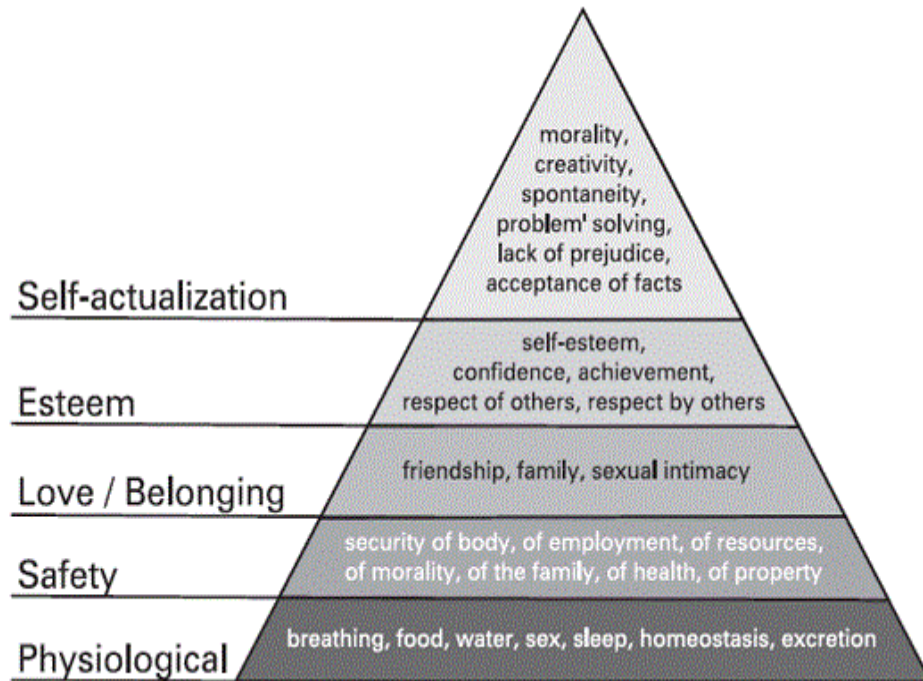


*Figure 2*  Maslow's motivation pyramid

Heylighen F. (1992) analyzes further Maslow's pyramid, focused on the top level of self actualization. He states that someone that have fulfill all the lower needs until the forth level but still haven't fulfill the top level of the pyramid give the impression that they are safe, have social life (friends and families), they have the appreciation and they take pleasure from self esteem. Because he feels that something is missing of his life consequently he is being drive to boredom and worthless. At this level he tries to discover ways in order to expend his abilities.

Herzberg F., Mausner B. & Snyderman B. B. (1959) published the "Motivation to work" presented the factors in a working environment that origins satisfaction or dissatisfaction. His study based on interviews to employees that requested to answer which factors satisfy them or not in their environment. The results that he found show that the issues that lead to satisfaction are different from them which lead to dissatisfaction. So, he built his "motivation-hygiene theory" in order to clarify those factors. The factors that lead to satisfaction are achievement, recognition, work itself, responsibility, advancement and growth (listed from higher to lower). The factors that lead to dissatisfaction are company policy, supervision, relationship with boss, work conditions, salary and relationship with colleagues. The main point of his study is that the issues that satisfied them are not the opposite from that that dissatisfied them.

Douglas Mcgregor - Theory X and Theory Y

Mcgregor D. (1960) developed two theories of employee motivation. Those theories based on Macregor's belief that organizations follow either the X theory or the Y and they illustrate two dissimilar approaches as concern motivation. In theory X employees are not energetic regarding their work, they avoid it and also they don't like its subject. Based on these assumptions management consider that those types of

employees must be supervised through control systems in the organization. Consequently the method that is developed based on a tight control in every level. The results of such an approach are to have employees that have lack of ambition because of the close cycle of motives and a denial to undertake any responsibility. The method that leaders use on this circumstance is based on warnings and forces in order to make them effective. In this theory leader consider that at least one employee is responsible for a mistake and that the only motive for them are financial. The leadership does not support improvement and employees cannot recognize the motives that will "make" them work effectively.

On the other hand on theory Y the leadership approaches based on employees' ambitions, self-motivation and self-control. They get pleasure from the mental and physical demands of their subject. They find interesting to be part of problem solving and to use all their abilities on work demands. The leader to the theory Y thinks that the best way to motivate his team is to make the appropriate conditions. Responsibilities, self-control and self-direction are aspects that make employees feel well in their working environment. Effective results give a fulfillment to the team that is characterized as a very strong motive. "Leaders must be open to a more positive view of workers and the possibilities that this creates", (McGregor D., 1960). Also, they think that in

order to gain accountability between employees, they must give them responsibilities.

McGregor D. (1960) states that leaders must develop trust in the team environment which can maximize open communication and reduce the distance between the superiors which is helpful to build up their skills. The pressure and the anxiety of the leader is minimized as he has a team which work on decision making and they assume their responsibilities.
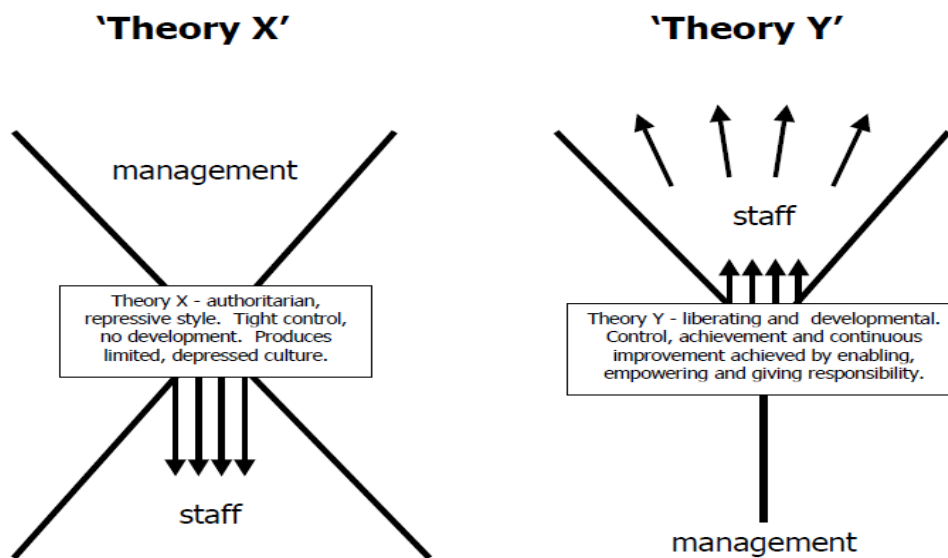
**'Theory X'**

management

Theory X - authoritarian, repressive style. Tight control, no development. Produces limited, depressed culture.

staff

**'Theory Y'**

staff

Theory Y - liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.

management

*Figure 3* Douglas Mcgregor – Theory X and Theory Y

There are many theories that support that motivation is the primary and essential aspect for effective work, especially in nongovernmental/nonprofit organizations.

According to Skinner B. F. (1976) the behaviors that have positive results through the project and the organization used to repeated from others while the behaviors that create

negative results are examples that avoided. The author states that leaders must define the behaviors that create positive results and support them.

According to Victor Vroom (1964) people in the organizations motivated from rewards. Other theory, Adams S. (1965) focused on equity among the things that employees offer in the organization and the things that they receive from the organization. He believes that if employees attempts such as obligation, devotion, faith and interest for the work are directly pleased from the company with the appropriate outputs financial and non, they will continue to be motivated and offer their services for effectively results. The nonappearance of fairness de-motivates them.

Another theory is the one of McClelland D. (1987), who describes three different types of "motivational need", the achievement motivation (n-ach), authority motivation (n-pow) and the affiliation motivation (n-affil). It is a theory that has common logic with that of Herzberg's. The n-ach describes an employee who motivated through achievements, demanding objectives and progress in the organization. He has a constantly desire for feedbacks. The n-pow employee describes a person that is "authority motivated", need to be important, successful and to be impressive. He motivated from raising his status and his reputation. Finally, there is the n-affil

employee who is a person that needs relationships and the
contact with other is the motivation for him.

## Volunteers Motivation

All these theories show that there is not a typical
method or a specific way to create motivation into an
organization. The employees' motivation is more composite and
is not stand only in financial motivation. However, according
to People in Aid (2007) every nongovernmental organization has
different environment even there are many common elements
between them. Their strategy, human resources, scopes,
financial abilities are dissimilar. Based on those different
it is difficult to describe a unique volunteer management
strategy. All the theories of employee motivation can fit to
each organization culture and it is up to the team leader to
find the appropriate methodology.

According to Pynes J. (2004), there are "intrinsic" and
"extrinsic" rewards that can motivate volunteers. Intrinsic
rewards are things like fulfillment, the sense of completion,
the challenge of the subject which can be obtained from the
work itself. Extrinsic rewards are the advantages which could
be gained from the organization. As an example, many people
try the voluntary work as way to explore the career and the
development and to define if they are actually interested for
the job that they have choose. They can taste how is to work

with different populations or in different subjects and how this can synchronized with their character, culture or their desires. Some other want to expand their skills that in future will help them to take the advantage of a paid job. Experience is a necessary qualification for a future employee and a voluntary job can help them to acquire it. Some others volunteer because they want to meet new people, with different cultures and different beliefs. Some others take the advantage of contributing and help in their local community. Some other involved with voluntary job for altruistic reasons because they are interested in helping people and they care for the common good (Cnaan & Goldberg- Glenn, 1991, p. 269 - 284).

Clary R. A. and Snyder M. (1991) and Clary et al. (1998) have described some categories of volunteer motivation functions.

- Career motivations that are based on the improvement of individual chance in the paid market.

- Value motivations which includes individual's personal principles.

- Social motivations include the desire of the individual to perform in the way that other social teams expected (family, friends etc).

- Protective motivations based on the desire of the volunteer to reduce or to stop unlikable situations.

- Enhancement motivations are directed with the wish to increase the life experiences.

Omoto A. and Snyder M. (1995) examined the volunteer motivation management through a research among people who are contaminated from HIV. They conclude that three self types of motivation were significant for being volunteers: sympathetic, individual development and improvement of self-esteem. From the other hand Penner L. A. and Finkelstein M. A. (1998) based on a same investigation found that the basic role of volunteers motivation is the "value motivations". This comparison shows that motivations are not a clear matter.

A leader that manages voluntary team according to Pynes J. (2004) must:

- Organize the working environment in such way that the volunteers will have the sense that are valuable, and also to offer them the appropriate support in order to be operative member of the organization's strategy, culture, structure and procedures with a view to the improvement of the organization.

- The leader must certain that the human resources department must bring into line the volunteers with the goals and the procedures of the organization.

- Initiate the correct actions and procedures that will motivate the volunteers.

- The leader must manage the expectations of the
  volunteers and carry on the organization's targets
  in open view.

## Description of Methodology

The methodology that will be followed in the thesis has a
resource limitation that does not allow a quantitative
analysis because of the number of information collection.
Furthermore the various disparities in organizational cultures
and in leadership styles propose a qualitative analysis that
allows a group of conditions under which the information has
been composed (Saunders et al., 1997). Also according to Gill
J. & Johnson P. (1997) the literature review gives the
opportunity to the author to express his personal beliefs and
thoughts. Therefore the thesis will be based on bibliography
and a case study in order to express the beliefs through
examples.

At first the literature search will focused on data
collecting by books, journals, articles based on
organizational culture, nonprofit organizations all over the
world and on leadership management to recognize the necessary
information. Furth more data through seminars and reports will
be collected in order to address the similarities and

differences of organizational structures and cultures and how they can affect the project manager and the leader.

As Gill J. & Johnson P. (1997) state that the research methodology is a negotiation between options, and preferences are often established by accessibility of resources.

Case Study Results

The problem of motivation from the side of senior management in the organization cost its performance. The staff was dissatisfied as the distance between the upper management and the employees was high and they remain in their position because of the lack of opportunities even if they felt alienated among the organization.

The change in senior management was the key of raising the organization's performance. The new strategy that included the involvement of staff, paid and volunteer, in decision making, the constant training and continual education, the "open doors" high management that focused in the human side of the staff and the benefits that they offered lead to a change in the picture of the organization. The integration of respect and listening in the culture of organization played a key role in staff motivation.

The change in senior management showed its positive results as it influenced the inspiration of employees and demonstrated that financial reward is not the only

motivational factor. Furth more, the performance and the picture of the organization were recovered in the public. Productivity and the working environment advance as well and the organization intrigued many volunteers.

## Conclusions

Organizational culture is a plan that illustrates the approach, knowledge, principles, significance and psychology of an organization. It is described as a compilation of customs and values which are contributed to the employees and the members within an organization and define the way that they cooperate together in and out of the organization. Although, there is not a specific structure that can be followed in order to create a "successful" culture as the external and internal environment of each organization, the politic and economic system, are not stable characteristics. As many authors mention organizational culture is based in anthropological and social ideas which make it hard to be modified.

As concern the culture of non-governmental organizations there are two basic views from the specialists, the one is that NGOs must be centered to the idea that must increase their efficiency and take the risk of new management approaches and the on the other hand those who believe that

NGOs culture is different and the management style must be adopted to the presented form. As the years pass the NGOs need to raise their professionalism and to be synchronized with the high expectations which lead to the creation of many "pilot" structures for success. The borders of such organizations are tight and are affected from many external factors such as social and politic system of each country, donors, and the limitations in human resources. The success of NGOs basically based on communication among the staff of the organization and to charismatic leaders.

Managing volunteers is one of the basic aspects of the leadership in NGO organizations as they are the key human resource among a project. Leader of voluntary team must use techniques in order to integrate the volunteers into the culture and the procedures of the organization. This can be succeeded with the appropriate training procedure and using fitting methodologies in order to motivate them. Motivation of volunteers is the core value for a successful cooperation.

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APPENDIX

Case Study in National Non Government Organization HONDURAS

The case study that follows is about a non-profit and non-governmental organization which founded in 1978 with main aim the enhancement of the way of living and the raise of the social involvement of the local people with low incomes. This organization consisted from 28 employees, paid staff and volunteers.

For about 5 years the senior management was inflexible and uninformed that had as a result the low level of motivation in the whole staff of the organization. Many employees and volunteers had left the organization because of the abuse of their rights such as favoritism, lack of interest in the employees' matters, low or late payments, disrespect, and lack of employees' participation in decision making and in procedures. The results of such a management style were catastrophic in the performance of the organization and the staff forced to work under those unprofessional circumstances.

The high management of the organization after a senior management evaluation decided to change the CEO of the organization and to introduce a strategy which would based on the following core principles:

- Paid and volunteer staff contribution in decision making

- " Open doors" management

- Constant staff training and education

- Establishing of more familiar environment to employees,
  especially to volunteers

- Evaluation among the employees

- Insurance benefits (People in Aid, 2007, pp. 13)

- " Open doors" management

- Constant staff training and education