

Thesis Summary

Non-Governmental Organization sector in Romania is evolving in a complex and challenging context, the socio-political system is in transition and characterized by weak traditions of trust and responsibility in the community. Social difficulties are reflected in all aspects of daily life and reflect predominantly in slow economic reform, environmental pollution, weak social and health systems, in corruption and criminality, in a bad education system and widespread poverty. This has affected mainly the disadvantaged and minorities.

NGOs sector has adopted a sustainable development model, which focuses on a number of (inter) related elements: sector perceptions and attitudes towards the changing needs and interests, changes caused by extensive development of social, economic and political; the need to develop a diverse range of organizational types (self-help groups, Alliances) to meet those needs and interests from both a strategic and ethical perspective; the importance of strengthening relations with central and local government, with business, media and public; availability of adequate resources to support and develop the sector; the need to attract and increase financial resources, to develop human resources and the significance of a legal and tax incentive.

NGOs sector is often characterized as unreliable, fragmented and lacking in taking collective activities. In spite of problematic experiences inherent in the process of democratization of Romanian society, NGOs sector has recorded significant achievements responding to acute needs. Is decisive (in present and future) the role of civil society development sector. Of 78.000 registered NGOs in Romania, about 7000-8000 are active. Most of them are active in cultural and recreational field, followed by social legislation and education. In general, social organizations enjoy greater visibility. Popularity of NGOs sector in Bucharest and Transylvania eclipsed the least developed sector of east and south to escape the many innovative and successful activities in these areas.

The Aim of this thesis is to analyze the features of management of NGOs in Romania as part of public management, the studying of intersectoral partnership established NGOs with other sectors of national economy (public and private), surprise the influence over the management of organizational culture and national NGOs.

Starting from several models on the management of organizations in Romania we have revealed how management functions are manifested in NGOs, how human resources are managed, formulating a number of development areas of NGOs sectors.

The originality of the paper is due also to the novelty of management approach of NGOs in terms of organizational culture and national culture models to reflect management features of NGOs. In economics, the paper has a multidisciplinary approach. I applied concepts to achieve it, tools and techniques of general management, human resources management, strategic management, organizational and national culture study, micro economy, sociology, organizational psychology.

In terms of methodological instruments used in the investigation we used the techniques of economic research, but also statistical–mathematical techniques. The documentary involved a broad consultation of literature in the country and abroad. Consulting books, most recent treaties was intertwined with the study of magazines and volumes of conferences dedicated to the management of organizations and organizational and national culture. I resorted to the publishing of some authors subordinated to prestigious research institutes, professional associations or universities with a reputation. The systematic approach to the topic studied involved identifying the types of variables and causal relationships between them. Whenever possible, qualitative analysis of phenomena was intertwined with quantitative analysis. Sociological investigation techniques were used to highlight the intensity of links between management of NGOs and national cultural characteristics. The conclusions have been confronted with empirical facts, the existing data so that these findings are validated by practice and be well grounded.

The paper is structured in five chapters. *The first chapter* provides an insight into the range of concepts about NGOs making a classification of them. I paid attention to legal functioning frameworks and to the particularity of the process to establish a NGO. I also did an analysis of the relationships that NGOs establish with other sectors of national economy: public and private. NGOs work with local and central authorities of state, trying to include them in an open dialogue on issues of society and to find remedies. They play an increasingly important role in modern society and are involved in providing public services and also representing an essential component of civil society. However, among NGOs and enterprises there are established independence relations which led, over time, to the emergence of some concepts like: social responsibility of enterprises, philanthropy, social marketing, cause related marketing. At the end of the chapter, I conducted a survey of volunteering – the main source of human resources to NGOs.

In chapter two we presented the main features of management of NGOs as a component of public management. In the last two decades the concept of public management has been extended from management of public institutions to management of public service, which comprises the management of public institutions and NGOs or non profit ones that complete the state in delivering public services to the public, helping to increase the competitiveness in the

provision of public services. The management of NGOs is a branch of public management (which is constituted as interdisciplinary science at the crossroads of several scientific fields, standing out among them is management, economics and political science and psycho sociology), studying how the behavior of a NGO leader turns up positive in the efficient use of its resources, to achieve its objectives. I also developed an approach for the NGO management through management functions.

Another direction of analysis of NGOs uses management concepts and human resources management instruments. First, I listed the contents of human resource management and categories of personnel that may be encountered in a NGO. I also addressed the main areas of human resource management: staff recruitment and selection, training and career development, employee motivation, staff performance evaluation, reward employees. At the end of the subchapter there are prospects of human resources in NGO sector. In analyzing the NGOs management a special importance has the financial management of the NGOs. An important aspect of financial management is the funding sources of organizations. These are presented as a whole, focusing on sponsorship as the main source of domestic financing of NGOs in Romania. At the end of the subchapter I made a series of considerations relating to the financial stability of the NGOs.

In chapter three are presented the features of strategic management of NGOs. The analysis was conducted on two levels: microeconomic, to NGO level and mezo-economic on sector level of national economy. At NGO level I exposed how to achieve strategic planning and organizational framework for developing strategy. Based on theory and analysis of phenomena in the sector, I realized the strategic analysis of NGO sector and have built a number of strategic directions for sector development.

In chapter four I presented theoretical aspects of organizational culture and national culture. Culture plays an important role in terms of how employees of NGOs behave, communicate, relate, work in teams or perform. National culture – defined by reference to determined national space – is in interaction with regional cultures sub and supranational, set of geographical, historical factors, political and economical forces, language and religion. The two culture levels: national and organizational have a special influence on the management of NGOs. In the end of the chapter I conducted a survey on the Romanian values and behavior from the perspective of cultural dimensions by Geert Hofstede method using existing data on Romania in previous researches.

Chapter five is restricted to research the influence of national culture on management of NGOs in Romania. Using Hofstede instruments, modified for mezo-economic and microeconomic level, I conducted a research which aims to identify the cultural impact of NGOs. The research

was conducted on two levels: first level, mezo-economic, where I tried to determine indices calculated by the model used by Hofstede in the ten NGOs; a second level, micro-economic, where I emphasized the cultural and management in the NGO “Save the Children” Romania.

Following the conducted research there were highlighted a series of conclusions:

1. Management of NGOs split as a branch of applied public management, since NGOs contribute to providing public services.

2. NGOs management features analysis identified the public priority needs and interests where the activity of the sector is important:

- *Community development.* NGOs must understand the broader context of strategic planning, which should aim to improve the socio-economic conditions in rural or semi-rural areas;
- *Continued provision of social services.* In this respect, in line with new legal provisions, the NGOs and public administration have to negotiate or share roles and responsibilities of the two actors;
- *A less exploited area is that of advocacy and lobbying companies.* They will be in the new context of decentralizing local public administration. NGOs may propose local projects aimed at developing the management capacity of local resources;
- *Another least exploited area is that of environmental protection.* In this respect there are proposed pollution prevention initiatives and adopting and maintaining international quality standards;
- *Citizen participation* – Currently in Romania, we witness a state of apathy and distress related to public space, which is mainly due to lack of perspective and the inability to generate change;
- *NGOs should work to switch to informal groups of community,* groups that can mobilize resources for economic development;
- *NGOs important target is the social services* benefiting people and disadvantaged groups (elderly, children, groups affected by poverty, disadvantaged and marginalized groups).

3. Findings from the analysis of NGOs management sector indicated the need to strengthen the role of NGOs in meeting the needs and interests of society in the following **directions:** perception of extra-financial aspects of self-sustainability; emphasis on programs focused on community priority needs (community development, health services, social services, environmental protection, public participation, local economic development – especially targeting cross-sector relations, visibility and role of women and children); increased capacity to influence public policies; establishment of organizations dealing with public policy making;

perceiving the double role of NGOs: service providers, respectively, changers; development of active NGOs in community and open to cross-sector cooperation; initiation of effective and realistic strategies for support and development of NGOs in small towns; stimulation of type structures: community groups, alliances to promote common interests, networking and self-help groups.

4. Following the analysis made, it is recommended the next measures to improve relations and the overall framework of the sector:

- NGOs awareness and skills to exploit existing legal and fiscal provisions;
- Increasing the role of supporters of common interests of national NGOs; launching new legislative initiatives;
- Inform local authorities about the new provisions aimed at NGOs and the benefits of cooperation;
- Valuing the priorities identified in the regional development process;
- Training vocational skills, attitudes and practices of public officials;
- Business sector involvement in dialogue with NGOs and local authorities in the community development issues;
- Widening the population of non-governmental organizations (members and volunteers);
- NGOs training skills to engage in problems acutely experienced and constantly dialogue with the public;
- Developing the NGOs capacity to build their image;
- Involvement of other sectors in promoting NGOs sector through advertising successful partnership examples);
- Emergence of foundations and local funding capacity;
- Further development of skills and strategies of NGOs to attract external, public and business funds;
- Stimulation of corporate and public philanthropy;
- Improving the image and credibility of NGOs;
- Developing the capacity for financial self-sustainability;
- Changing the legal and fiscal incentives to stimulate philanthropy;
- Develop a sector strategy to encourage a strong culture of giving.

5. In the NGOs, national culture, by its dimensions, can strongly influence the success of various used management models; employees can be motivated in a country by the teamwork,

and in another country, on the contrary, working on their own (dimension of individualism/collectivism), in this case, culture acts on the motivation system.

In Romania, studying the impact of national culture management of NGOs indicates that the transition state, which has made its mark on the mentality, values, attitudes but, culture profiles based on the actual situation are compatible with other countries in the region.

To determine the cultural dimensions and their influence on the management of NGOs I have applied the international questionnaire Values survey module 2008 on a number of 100 respondents from among the 10 NGOs in Romania. Through dimensions of Hofstede model there can be summarized the following positioning **of managerial and organizational culture of NGOs in Romania:**

- The great distance from power, corresponding to an effective mechanism for preserving and highlighting the differences in status, particularly characterized by arbitrary management and unconditional obedience to superiors, with a "supplement" of indiscipline (required by the need to display a higher status);
- Extremely low individualism, namely collectivism characterized by awaiting help from the community, lack of initiative, the counterproductive view on private property and above all, nepotism and primacy of group interests (regardless of its training criterion);
- Average masculinity index, with a slight feminine tendency; in this respect the Romanian culture is not homogenous but comprises a set of very masculine tendencies (pronounced distinction between the behavior of both sexes), counterbalanced by a set of female propensity (egalitarianism, negative view of the wealthy, convenience etc);
- Over average avoidance of uncertainty, dimension characterized by contrary tendencies: on the one hand elements of strong avoidance (social impact of religion, the need of authorities to greater control over citizens etc), on the other hand, elements of acceptance of uncertainty (neglect, carelessness, lack of rigor);
- Average value of long-term orientation, consequence of both traditionalism which exists at deep levels of culture and, the easiness of changes to superficial level.

6. The concept of organizational culture is very complex, partially invisible and therefore difficult to observe. Within the organizational culture, management culture plays a crucial role, directing the promotion of certain values, behaviors that serve the organization's objectives.

In NGOs cultures have some specific features: values are geared towards maximizing the satisfaction of the needs of the public; employee behavior in service must conform to its position of contact person for the public; team work; compliance with standards, rules, procedures;

interpersonal communication is very important (customer-employee, employee-employee, employee-employer communication); departments should be organized so as to allow easy, fast and efficient communication among them; the wages are low and the work is done on a voluntary basis, so very strong motivation factors must act namely: working environment, offered working conditions, awards and highlighting for stimulation.

7. To illustrate the influence of culture on NGOs management I chose the organization **Save the Children Romania** in which I conducted research in all theoretical rigors. I used a questionnaire in content and form after discussions with informed persons and conducted tests on different employees. The questionnaire was composed so as to capture both the fundamental guidelines of the organization, its basic ideas, its strengths and weaknesses and the cooperation, communication, common features of the employees, organization climate and image of the leader.

Of the questionnaire questions there may be shed a number of conclusions. An organization must have a major responsibility to the health and welfare of employees and their families. It is equally important for employees to have an interesting job and a high salary. Employees must participate increasingly in management decisions. Decisions are best if taken as a group, very few employees are in favor of individual decisions; something that is fully consistent with Community and very low individualism mentality. Seniority in an organization is usually the best way to succeed. The rules of an organization must not be violated; even if an employee believes that it is for the good of the organization. Most employees avoid responsibility, have little ambition and will, above all, security but, they do not avoid work.

Analyzing the Romanian economy in view of the level of development it has at this time, there can be easily identified several critical issues that actually are management issues of Romanian NGOs: quasi-general lack of a coherent vision and strategic directions of organizations; lack of coherent structures and social marketing approaches; sporadic and superficial approach to benchmarking activities; lack of strategic planning exercise which generates confusion; lack of experience and competence in specific technologies; acute lack of resources and expectation of recipes from above to boost their generation.

Profound cultural changes that must take place within Romanian companies in the global competitive space should aim to move the center of gravity from conservatism, immobility, rigidity, lack of transparency and trust, inward orientation and maintenance of the status quo, from passive to proactive attitude, dynamism, trust, synergy, openness, transformation, time valuing and performance through flexibility and lifelong learning.