

THE HUMAN RESOURCES IN NONGOVERNMENTAL ORGANISATIONS

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Abstract — Although most nongovernmental organizations (NGO's) recognize the importance of human resources for the organisation's development, very few have a personnel policy, namely, a set of specified procedures to attract competent personnel or to improve the existing staff's skills. Many organisations have suffered from an inability to keep the staff that is successful and leaves the organisation to be employed in other companies that offer better salaries and greater opportunities for personal development.

The efficiency of an organisation is based on using as much as possible all the skills and experience of its team. This article aims to provide general aspects concerning human resources in nongovernmental organisations, as well as the identification of the main problems faced by nongovernmental organisations concerning human resources management.

Keywords — involvement, issues, leadership, voluntary.

I. INTRODUCTION

THE human capital is the component that integrates the intellectual capital resources associated to the intangible human resources inside an organisation. The formal definition of the human capital can be found in the Dictionary of Economics, rendered as, the stock of professional knowledge, skills, abilities and health that can determine a person to enhance its creative capabilities, and, thus, the expected future revenues; it means, also, the ability to get people to the effective production of the goods and services. [1]

The activity of an nongovernmental organization (NGO) is generally based on the following two types of human resources:

- 1) *employed staff (permanent or temporary);*
- 2) *volunteers of the Organisation (permanent or temporary).*

A specific feature of NGOs consists in the fact that in addition to the two categories of human resources mentioned, there may be also advisory or independent experts and organisational service providers. Also, in the category of human resources may also be included other persons, in various connections with organisations, namely: beneficiaries, donors, etc.

Within an NGO, a special importance is given to the way in which human resources are provided for the fulfillment of the mission and achieving the goals through a proper communication and a clear distribution of tasks. Collaboration between all members of the organisation is essential in order to create an environment in which they

can base on each other, which leads to the achievement of the established objectives. The organisation must offer a variety of incentives to those who excelled in carrying out its mission.

II. THE HUMAN RESOURCES

Organisations depend on people.

Today, managing human resources effectively is more important than ever. Managing human resources effectively requires understanding all of the human resource policies and practices that make up an organisation's human resource management systems as well as the interconnections that link the parts of that system together. Because managing people effectively is rather complex, it requires a cooperation among human resource professionals, line managers, and all other employees [2].

NGO's staff refers to professional employees-permanent employees who fulfill important tasks in the organisation. This staff is regularly reviewed by the President/Chief Executive (assisted by the board), which is concerned to hire competitive people to ensure the organisational effectiveness. Every organisation should have a viable management structure, well defined by hierarchical decision.

Managing of an NGO is made according to the statutory provisions, generally through two main bodies such as supreme body of the organisation, and an executive body with the right of decision in current issues.

In the case of non-profit associations its most important activities are the working style and the decision making carried out by governing bodies. For some of the non-profit associations such meetings, elections and discussions may be even one of the purposes of the association, why they were set up.

The General Assembly is the governing body of the association, consisting of all members.

According to article 21 paragraph 2 of the Government Ordinance No. 26/2000 the competence of General Assembly refers to:

- 1) *Establishing of the strategy and the general objectives of the association;*
- 2) *approving the income and expenditure account and balance sheet;*
- 3) *election and recall of Board;*

- 4) *election and revocation of the censor or where applicable, of the members of the Audit Committee;*
- 5) *establishment of subsidiaries;*
- 6) *amendment of the articles of association and articles of association;*
- 7) *dissolution and liquidation of the association, and disposition of assets after liquidation;*
- 8) *exercise permanent control over the Board and the auditor (Audit Committee);*
- 9) *any other duties prescribed by law or statute.*

The General Assembly meets at least once a year. The decisions taken by the General Assembly are binding even for the associates who did not take part in it or for those who voted against. The Board ensures the enforcement of decisions of the General Assembly.

Board has the following responsibilities:

- 1) *to present to the General Assembly the activity report carried out during the previous period, to make the income and expenditures s budget, the balance sheet, the income and expenditure budget draft and the programs of the association;*
- 2) *to conclude legal agreements on behalf of the association;*
- 3) *to approve the organisational and personnel policy of the association, unless the statute provides otherwise;*
- 4) *to perform any other duties provided in the statute or established by the General Assembly.*

General rules on the organisation and functioning of the Board of Directors shall be determined by statute, but the Council may establish internal rules of operation.

The Board may authorize one or more persons with executive functions, including individuals who are not associates, to conclude legal acts on behalf of the association. According to Government Ordinance No.26/2000, the members of the Board of Directors can be members of the association, as well as people outside the association.

For foundation, the management and supervisory bodies are the Board of Directors and the auditor. The current regulation maintains the rule that the foundation is never ruled by the General Assembly. The Board consists of at least three members appointed by the founder or, where appropriate, by the founders at the moment where the foundation was set up.

Board members (who may also have another name: steering committee, steering committee, etc.) are appointed by the very articles of incorporation or the statutes of the Foundation.

Foundation Board ensures the goals and objectives of the Foundation, fulfilling the following tasks:

- 1) *establishment of the strategy and foundation programs;*
- 2) *establishment of revenue and expenditure and balance sheet;*

- 3) *election and revocation of the censor or where applicable, of the members of the Audit Committee;*
- 4) *establishment of subsidiaries;*
- 5) *conclusion of legal acts for and on behalf of the Foundation;*
- 6) *execution of the income and expenses;*
- 7) *approval of the organisational and personnel policy of the Foundation;*
- 8) *change of the status of the Foundation;*
- 9) *performing of any other duties prescribed by law or statute.*

Rules on the organisation and functioning of the Board of Directors shall be determined by statute, but The Council may, in addition, work out its rules of procedure. Audit Commission - usually consists of three persons, one of which is chosen as the representative of the Commission and aims to coordinate activities.

Of the three members of the Commission at least two must have knowledge of accounting. It is necessary to prepare them better in all areas of the organisation activities. Legal knowledge is also important to analyze contracts. Audit Commission can still experience certain malfunctions that lead up to its failing, which happens especially in small organisations. Volunteers are an important resource in the life of any organisation. Volunteers are useful to the organisation, they can contribute with new impulses and ideas. The education and training of volunteers may be different to those of the organisation's employees, which helps to find useful solutions for the organisation.

The volunteers help the organisation to save its financial resources. The organisation can benefit from the services of volunteers to carry out certain activities and does not need to use the financial resources to hire other people. But volunteers also have some advantages in participating to organisation's programs.

They gain experience which they will use for the professional development. They have the opportunity to learn practical things and to attend to various courses thus becoming better informed and prepared for working.

Volunteers can get involved in a variety of projects and domains [3], as it is shown in the Table I, including:

The purpose of volunteering is to support a cause, to involve in the community life. Organisations have to use this motivation for the benefit of the project and of the volunteer. If for some people working done in a non-profit organisation is just the first stage for the professional development, for other people working in a nonprofit organisation can become a full time job. In many nongovernmental organisations, many employees are former volunteers, and the projects consist entirely of employees who started as volunteers.

The organisation must identify various ways to attract and motivate volunteers. It is important to conclude a voluntary agreement between the organisation and the volunteer so that he feels that his work is important to the

organisation. Also, the volunteer's work must occasionally be evaluated, in order to grant certain awards and diplomas to stimulate them and to make them feel appreciated. Many NGOs provide a legal framework

| Areas | Activities |
|---|---|
| Social | <ul style="list-style-type: none"> - advice and information on various subjects; - private lessons to students with problems; - campaigns on issues aimed to the organisation (children's rights prevent AIDS, etc.). - preparing and distributing packages to the beneficiaries of the organisation (e.g. food, clothing). |
| Ecological | <ul style="list-style-type: none"> - cleaning parks or play areas for children; - campaigns to promote recycling of various materials; - guide for students in the botanical garden - courses about the importance of protecting the environment in schools. |
| Civic | <ul style="list-style-type: none"> - collecting signatures for various initiatives; - promoting democratic principles in the community; - sending letters in support of initiatives; - reporting any abuse or fraud. |
| Cultural | <ul style="list-style-type: none"> - museum guide; - achievement of specific publications; - campaign to promote the institution and community services; - lectures on topics related to the specific institution; - secretarial work, photocopying, filing, etc. - PR activity in the reception; - organizing events. |
| Health | <ul style="list-style-type: none"> - health promotion campaigns (sex education, healthy eating, prevention of smoking or drug use, etc.). - class management hours - services for the patients in hospitals ; - organizing radio and competitions on topics related to health. |
| Administrative (valid for all above) | <ul style="list-style-type: none"> - typing of materials, production of publications, websites; - translation; - the magazine press; - secretarial work, photocopying, filing, etc. - PR activity in the reception; - organizing events. |

for involving volunteers. A volunteering agreement is concluded according to the legislation in effect, which

TABLE I
 THE AREAS AND ACTIVITIES THAT HE IS INVOLVED
 VOLUNTEER NGOS

sets the responsibilities, obligations and the rights of each party. Also, the volunteer may receive a certificate attesting his involvement in the activities of the organisation. Thus, some of young volunteers get involved in projects of various non-profit organisations to get the certificate that they use in various contexts, including education. However, it is not good to assign very important tasks of the organisation to volunteers because they may lose interest and leave the organisation, and this can affect the organisation's current activities that

they had to deal. A clear distinction between volunteers and staff of the organisation must be made not to create conflicts between them.

We conclude by saying that volunteers are useful for the organisation, they can bring new impulse to organisation through the ideas they have. Another important element is the different education and training of the volunteers comparing to that of the organisation's staff, which can lead to some good solutions for the organisation. Finally, volunteers help an organisation to save financial resources.

The organisation can benefit from the services of volunteers who carry out certain activities. It does not need to use financial resources to hire other people. But volunteers also have benefits in participating to the programs of a non-government organisation.

There are situations when the managers of a non-profit organisation needs people with expertise in a particular field of activity and take the decision to hire staff for a limited period of time and will perform particular tasks. This is the case of hiring of employment consultants or independent experts who have no status of staff or volunteers. Also, non-profit organisation's leaders may chose the alternative of contracting services offered by various organisations that are specialized in one field, such as data processing, financial management, equipment maintenance, cleaning services and more. These *organisational providers* carry tasks that can not be performed by the employed personnel Both consultants or independent experts and organisational providers can make a specific contribution to achieving the organisational goals. Many specialists in management rightly appreciate that today's companies are in the midst of some massive changes that require growth and innovation, which is why many of them have adopted long term learning strategies and correct evaluation and use of the human resources policies, [4]-[10].

III. CASE STUDY

The present case study focused on a number of 30 non-governmental organisations from North- East of Romania and sought to identify the main issues arising in the management of human resources NGOs. Therefore, a questionnaire was applied to the representatives of NGOs. It was made up of 25 questions, the answers were analyzed through interval scale, Likert 5-speed. The questionnaire identified a number of problems faced by most NGOs regarding human resource management.

They are presented below in descending order of their frequency and the graphic is done in Fig. 1.

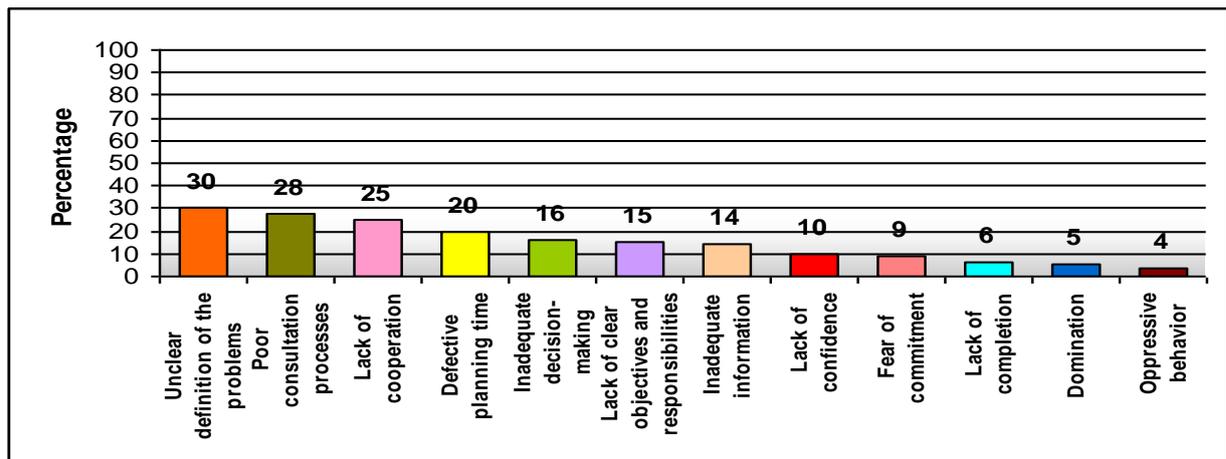


Fig. 1. Problems NGOs on human resource management

IV. CONCLUSIONS

The research carried out emphasized the most common problem faced by NGOs investigated: "the unclear defining of issues" which was reported by 30 % of them. In order to decrease the frequency of this situation, each problem that arises in the discussion at a meeting should be clearly defined, presenting the facts of the issue or situation, explaining why it is important, what type of action requires and the how urgent it is. The discussion could then be concentrated on obtaining additional data on the problem or situation, and on collecting of views, ideas for action, identifying the advantages and disadvantages of each option identified and finally making a decision. Problems or decisions should be defined in such a way as to bring no harm to the people involved. In this respect, the presentation of information should be treated carefully. The information should be presented as objectively as possible and based on arguments avoiding emotional accents, bias etc. Also, the problems or decisions should not be presented in a negative tone inhibiting people to contribute to further programs. Change, even if it is for the better, it is difficult and may scare those affected by it. People may try to block decisions that lead to change, so it is important to identify these locking mechanisms and fight against them. Research has indicated a rate of 28% in the frequency of the problem that refers to "faulty consultative processes". Checking/monitoring those responsible for specific areas of work that may fail to involve others could reduce this drawback.

Perhaps they do not realize who should be involved at every stage. It is well that this should be clarified before tackling a new task. Offering too much information may hinder the process of distinguishing what is essential from nonessential. In this case, there is a need to map out a work plan from the beginning. Also, if there is a tendency to conceal information to avoid involving others in decision-making processes, then, those who believe

they are entitled to know certain information, should firmly ask to find it. In this regard, may be helpful a clarification of the type of information accessible to everyone involved in the decision making process.

If there are procedures that clearly state the type of information that are available for the employees on each post, things are simplified.

Another problem is the impression that decisions are always already taken and the rest of the staff is just called to agree with them. Then those who have the legitimacy to be involved should be assertive and ask the firm to improve the decision-making processes. If procedures clearly state how decision making is carried out, then they should be observed, otherwise decisions will be made chaotically or according to various interests of people involved and they may be manipulated.

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