

MOTIVATIONAL STRATEGIES FOR HUMAN CAPITAL IN NON-GOVERNMENTAL ORGANIZATIONS

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Abstract

The purpose of this paper is to discuss about the motivational strategy used inside a non-governmental organization where members are simple volunteers, by comparison with a firm, where employees receive salaries. For confidentiality reasons, the names of the two organizations and certain data were changed. After collecting and studying the data it has been concluded that the manager of the firm has a better motivational plan than the president of the non-governmental organization and that he knows better his staff and their needs and wants. But on the other hand, the most motivated members are the volunteers because they do not need money or the safety of the working place to make them want to do their job. They just need to be listened to, to have the possibility to gain more skills and also make the best out of the ones they already have. They are also more motivated just by the fact that inside the organization there is a strong organizational culture that makes them relate to Pro Students and helps its members become a community of practice.

Keywords: intellectual capital, motivation, leadership, qualitative research, quantitative research.

1. Non-governmental organizations

The main difference between work in non-governmental organizations and companies comes from the *motivation* field within each organization. Work in a company is done primarily for money, while work in a charity or professional organization is done for personal fulfillment. Although the managerial principles are basically the same (Brătianu, C., 2006; Nicolescu, O., Verboncu, I., 2008; Petrescu, I., 1998), the motivational strategies are quite different. However, the role played by non-governmental organizations in former socialist countries is increasing continuously and the human capital motivation becomes essential (Brătianu, C., Vasilache, S., Jianu, I., 2006; Brătianu, C., 2008; Petrescu, I., 2000, 2007). It is

a real challenge for managers to get work done and to achieve organizational objectives in non-governmental organizations since their rewarding spectrum does not contain money as salaries and bonuses. The purpose of this paper is to investigate the motivational fields in a non-governmental organization and a company, and then to compare results.

2. Pro Students

Pro Students is a non-governmental organization which was set up in 2000. It is composed of student volunteers that are willing to improve themselves both personally and professionally. *Pro Students* organizes advertising, marketing and public relations events. In this way it helps students on their path to success by giving them vision and courage that will permit them to exploit their potential to the maximum. *Pro Students* had some great projects during its years of existence, and it still does. With the help of these projects *Pro Students* wants to bring together students with the business environment and with the real life after school. The following are just some few examples of such projects run by this organization.

Advertising Challenge is an event that is carried out for 12 days, having as speakers 41 guests from the advertising domain and 31 companies, with almost 1000 students as participants. *Advertising Leaders* is a project that lasts three days and has as guest speakers 12 top managers from advertising, with almost 1000 students. *AdSchool* consists of advertising conferences with almost 300 students present as participants. *Try Success* is an event composed out of conferences about success that lasts four days, having ten manager and entrepreneur speakers with almost 1500 students present. *Pathway* is a carrier program. In the last edition of this event, there were 3000 people that subscribed on the portal, 1500 participants, 52 speakers, five Ambassadors, company presentations, online simulations and 30 students that were offered a job at the end of the program, at the participating companies.

Model ONU&UE is a three days event of conferences where six Ambassadors are invited. The event consists also on trainings and simulations of the European Commission and Security Council from ONU. *Business War Game* was the only project of this type from Romania that consisted in the adaptation of the military war game in a business environment. *Debate & Public Speeches* consists of three days of trainings with eight speakers and 80 participants. *AdRevolution* is one of the most successful advertising events for students. The purpose of this event is to create a new generation of professional people in the advertising domain by facilitating the encounter with the biggest names from advertising. It is a five days event with ten conferences and almost 3000 students participating. *Teach Me AdRevolution* consists of seminars and workshops that are addressed to students participating to the AdRevolution event. This is an on week advertising school with 30 participants, 10 speakers,

10 workshops and a big prize: one participant will go to Cannes-France at the advertising festival and will also participate to a prestigious advertising school in France. *Think Strategy* is a business school where only 25 students can participate. There are 16 workshops: four of sales, four of marketing, four of human resources and four of public relations. This business school was meant for helping students deciding in which domain they would fit when choosing a job. *Enjoy Your Time* it's a project realized by the department of foreign relations from Pro Students and consists in the intercultural exchange between Pro Students members and a group of students from other countries (till now Spain and Turkey). *imPRINT* is the newest Pro Students event that tries to combine passion for art with passion for advertising. Here students must create a graphic campaign for a company on the base of a brief. Students will have one week to conceive an outdoor print that represents that company.

3. Airlift

Airlift promotes in Romania a new indoor advertising channel: the advertising inside an elevator. This type of advertising is a media support called very close to home and was expanded using the advertising spaces offered by residential elevators. The elevator is the only place where a company or a brand can have an intimate communication with a potential client because the message sent can't be jammed by the advertising made by other companies, or by noises from the street. Airlift was set up in 2002 and is the promoter and leader of services offered by indoor advertising in elevators. It is driven by the satisfaction having good services, being flexible and also showing passion for the job. Airlift team consists of young people with a high sense of responsibility.

Airlift transforms advertising from a simple service into a concept that has a special identity, and which is more efficient than traditional ways of doing advertising. Airlift installs framed advertisements in carefully selected elevators in residential areas, office buildings, hotels as well as on university campuses. Their goal is to be the number one promoter and the leader of advertising media services in elevators in Romania. The services offered are:

⊙ *HOMES* - Includes the best locations in central blocks of flats in Bucharest and other major Romanian cities. In Bucharest alone we have a network of 500 elevators (2 frames/elevator), and we are continuously expanding.

⊙ *HOTEL* - 3, 4 and 5 star hotels. *AT THE OFFICE* - Office buildings. Airlift is present in Bucharest and also in other eight big cities from Romania, and plans future expansion on the Romanian market.

4. Methodology

The research has several objectives: to determine the attitude of employees and volunteers towards the motivation plan of their manager; to determine the degree involvement in motivation of the manager of *Airlift* and the president of *Pro Students*, to discover methods of motivating the employees and the volunteers, to see whether the motivation plans put in practice by the manager and the president of the non-governmental organization work and whether the employees and the volunteers have the same opinion related to motivation techniques as their superiors. The main purpose of this paper is to analyze all of these factors and to conclude which motivation techniques should be included in the motivation plans for each type of organization and which of these two organizations has the most motivated members. For this purpose, we have used both quantitative and qualitative methods (Mitruț, C., Șerban, D., Mitruț, C.A., 2003; Levine, D.M., Berenson, M.L., Stephan, D., 1998).

4.1. Data collecting

The data collection method was the personal interview, based on a questionnaire which was filled by one of the authors - the interview operator. Another method of collecting data was by sending via email an intention letter and after receiving the persons' approval, a questionnaire was sent to them and a reply was received, with the answers. After collecting and grouping the primary data, a database was set up, using Microsoft Excel. The data was then processed. Afterwards, correlations between the most significant variables was made.

The first part of the questionnaire (questions A1 - A6) referred to the characteristics of motivation which the members of the two organizations considered important for themselves. The second part (questions B1 - B6) is a set of questions which show the motivation factors; which factors would motivate the employees more. The third part (questions C1 - C6) shows the organizational climate. How is the work environment, how is the relationship with the colleagues, whether employees are happy with their job or not. The last part of the questionnaire (questions D1 - D7) refers to strategic suggestions. This includes a set of suggestions that the employees agree to or not and also an open question where they can put their own suggestions.

We wanted to know if the motivational plan they used for the members of their organizations was in accordance with the opinion of the members of the two organizations. In this way we could see if the manager's or president's view upon motivation was the same as the one of the members of the organizations, and after discovering this we could also see

which is the type of communication inside the organization: whether the manager or president knows exactly what their subordinates want and feel.

The structure of the questionnaire used for the manager of *Airlift* and the president of *Pro Students* has almost the same structure like the questionnaire used for the members of the two organizations.

Questions A1 - A6 refer to the characteristics of motivation which the manager and the president of the organizations consider as important for the members of their organizations. Questions B1 - B6 show the motivation factors; which motivating factors they use in present time for motivating their subordinates. We want to find out what methods the two use to keep their subordinates happy and willing to come to work every day. Some of the factors we have mentioned in the questionnaire are the bonuses, keeping a good relationship between them and the members, trying to keep a good relationship between the members of the organization.

Questions C1 – C6 want to make an image of the organizational climate from the manager's and president's point of view. How does he see the work environment, his relationship with the colleagues, whether employees are happy with their job or not.

The last questions, D1 – D7, refer to strategic suggestions. This includes a set of suggestions that the managers and president agree to or not. They can also write their own suggestions considering the fact that they know what their subordinated would like but they didn't had the chance to introduce those motivating factors yet.

4.2. Samples

We have used two samples: one for the *Pro Students* and one for *Airlift*. These are partial samples, each containing 12 members, but they are conclusive because the total population of *Pro Students* or *Airlift* does not go beyond 25 members each.

The sample used for *Pro Students* is composed of 12 members and comprises persons with ages between 18 and 23 years old, with a medium-high level of education. We have questioned nine females and three males, so the sample used for *Pro Students* consists of 75% females and 25% males. The departments from where the members of the non-governmental organization were questioned are Sales Department, Marketing Department, Human Resources Department, Logistics Department and Foreign Relations Department. The age criterion is divided in two: members having the age between 18 and 20 years and members having the age between 21 and 23 years old.

The sample was also split in juniors and seniors. Juniors are those members that have less than one year in *Pro Students* and seniors are those that have more than one year in the

organization. So, in this sample we have four juniors having the age between 18 and 20 years, three seniors having the age between 18 and 20 years and five seniors having the age between 21 and 23 years.

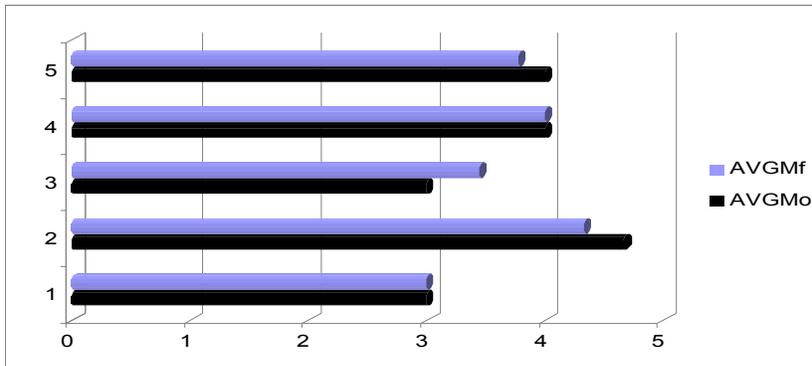
The sample we have used for *Airlift* is composed out of 12 members and comprises persons with ages between 21 and 50 years old, with a medium-high level of education. I have questioned nine males and three females. The departments from where the members of *Airlift* were questioned are Sales Department, Logistics Department, IT Department and Business Development Department. Here the age criterion is divided in four: employees having the age less or equal to 25 years, employees having the age less or equal to 35 years, employees having the age less or equal to 45 years, employees having the age less or equal to 55 years.

This sample was also split in juniors and seniors. Juniors are those employees that have worked for less than one year in *Airlift* and seniors are those employees that have worked for more than one year in the firm. Taking into consideration these criteria, we can say that this sample has four juniors with the age less or equal to 25 years, three juniors with the age less or equal to 35 years, four seniors with the age less or equal to 25 years, and one senior with the age less or equal to 55 years. Regarding the two managers, the manager of *Airlift* is a male, 26 years old, with high education. He is also the founder of the organization, thus making him a senior in this organization. The president of *Pro Students* is also a male, 22 years old, with medium-high education. He has been in the organization for more than one year, making him a senior in *Pro Students*.

5. Results and Discussions

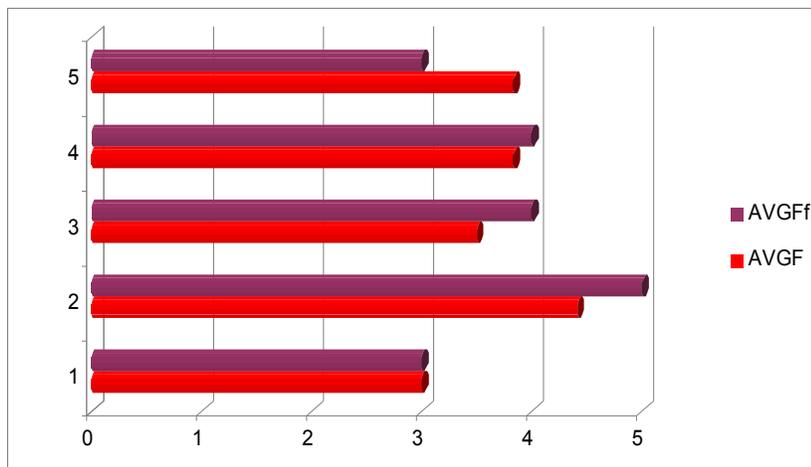
This study takes different sides, applying several stratification criteria. We wanted to know the opinions of the females of both organizations regarding the four parts of the questionnaire, then the opinion of the males of the two organizations taking in consideration the four parts of the questionnaire. In this way we will see which group is more motivated: the female volunteers, the male volunteers, the men employees or the women employees.

The last approach is related to the opinion of the president and the members of *Pro Students* and the manager and the employees of *Airlift*. In this way we will see if the president and the manager have the same opinion like the members of the organizations when it comes to motivation.



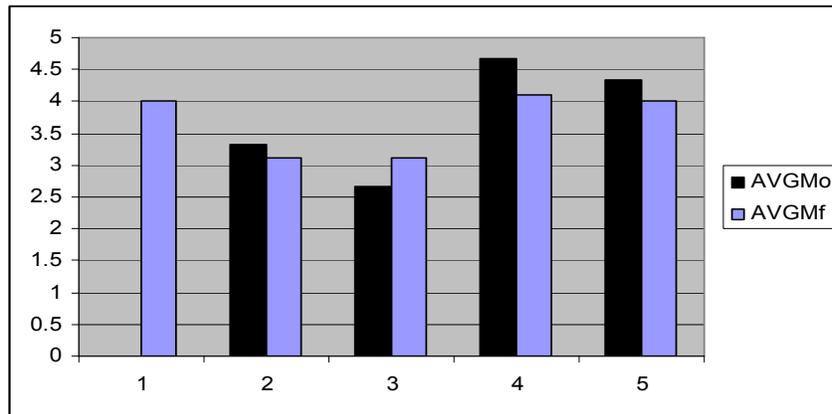
Graphic 1: Characteristics of Motivation (MALES)
 – Airlift (blue) versus Pro Students (dark)

Graphic 1 shows the comparison between the male employees of *Airlift* and the male members of *Pro Students* regarding the motivation characteristics. There are no important differences between them except for factors 2, to have the possibility to get promoted, and 3, to receive recognition in front of their team. It can be observed that the members of the non-governmental organization have a bigger desire to promote and thus to receive more responsibilities than the employees of *Airlift*, but when it comes to public recognition of their work, they consider that it is less important than the employees of the firm. Other characteristics of motivation that are important for the males of both organizations are factor 4, the possibility to have a balance between worked hours and personal life, and factor 5, going out with the members of the team and team-buildings, both factors scoring almost 4 points out of 5.



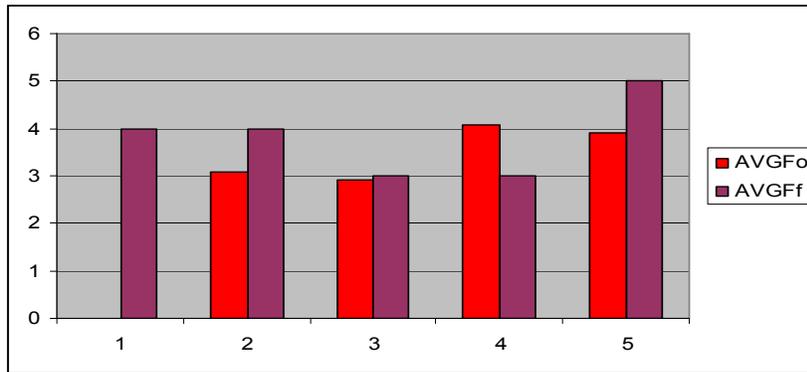
Graphic 2: Characteristics of Motivation (FEMALES)
 Airlift (cherry) versus Pro Students (red)

Graphic 2 shows the comparison between the females of the two organizations when it comes to the characteristics of motivation. It can be seen that the members of the firm consider more important the possibility to promote than the members of the non-governmental organization. Here the members of *Airlift* scored almost 5 points out of 5. This is quite opposite than the situation of the men showed in the previous graphic. Another important difference between the females of both organizations is related to spending time with the team and going on team buildings. Here we can see that the women of the firm give less importance to spending time with the team than the members of *Pro Students* which consider it quite important. Considering the other factors, the two groups of females have had similar choices. The less important for them is the first factor, which is related to the possibility of receiving bonuses for their work.



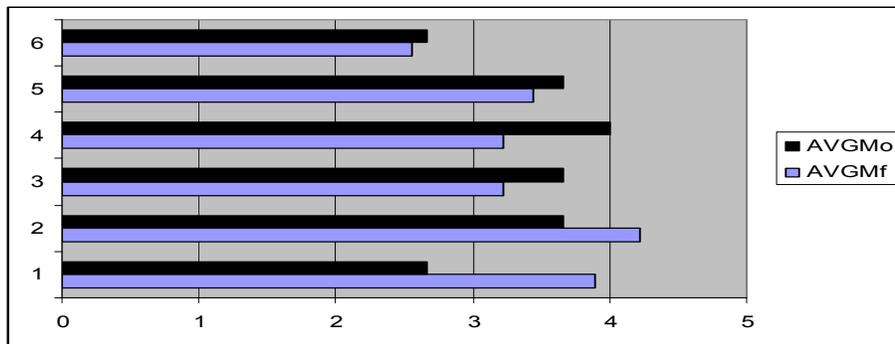
*Graphic 3: Motivational Factors (MALES)
Airlift (blue) versus Pro Students (dark)*

In Graphic 3 are presented the motivational factors for the males of the two organizations. There are no big differences between the two groups except for factor 1 and factor 4. Factor 1 is related to the salary and the payment and because volunteers do not receive money, this factor is present just for the male employees of *Airlift* which consider it an important motivational factor. The next difference is related to factor 4, the importance of the relationships with the members of the organization.



Graphic 4: Motivational Factors (FEMALES)
Airlift(cherry) versus Pro Students (red)

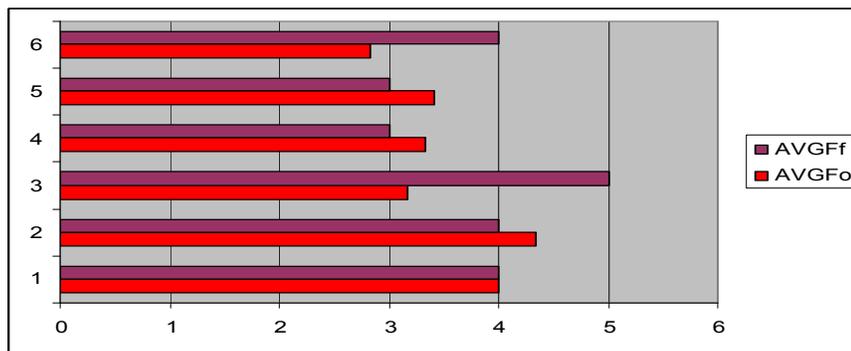
In the 4th Graphic the motivational factors of the women of both organizations are shown. Here we can see that there are many differences between them. The first factor is relevant just for the women of the firm, because this factor is related to salary and money, things that the female volunteers do not receive. The only factor that is the same for both groups is factor 3. This factor is related to the hours that the members of both organizations should work. The rest of the factors are different. The women from *Airlift* consider more important the bonuses received and the relationship between them and the manager of the firm than the women from *Pro Students*. Actually the fifth factor, the one related to the relationship between the manager and the women employees of *Airlift* is actually the most important for them, scoring 5 points out of 5. This is quite different from the male employees that do not consider it as important. Also the females of the firm consider less important the relationship with the other members of the organization. When it comes to *Pro Students* female volunteers, the most important factors are the relationship with the members of the organization and then the relationship with the president of the organization.



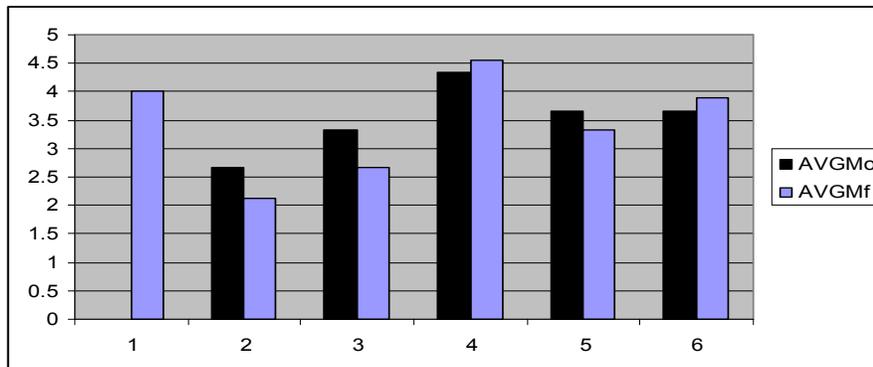
Graphic 5: Organizational Climate (MALES)
Airlift (dark) versus Pro Students (blue)

Graphic 5 shows the differences between the men of both organizations, when it comes to organizational climate. The two groups of men have different opinions on this part of the questionnaire. We can see that the factors that are approximately the same are factors 5 and 6. So, the two groups of men have the same opinion when it comes to the motivational plan worked out by their manager. This factor has scored about 2.5 points out of 5, this meaning that the manager of the firm and the president of the non-governmental organization don't have a good and well established motivational plan. The second factor that is almost the same for both groups is related to work environment. They consider this factor almost good.

When it comes to differences, the males from *Airlift* have a better relationship with their colleagues and a better working atmosphere than the males of *Pro Students*. But the male volunteers are better rewarded than the males from the firm. For *Airlift* men the highest score is obtained by the relationship with the colleagues, meaning that in the firm the relationship between the members is really good. For *Pro Students* men, the highest score was obtained by the reward factor. This means that the male volunteers are rewarded every time they have a good contribution to the welfare of the organization. Similar results are obtained for females (graphic 6).

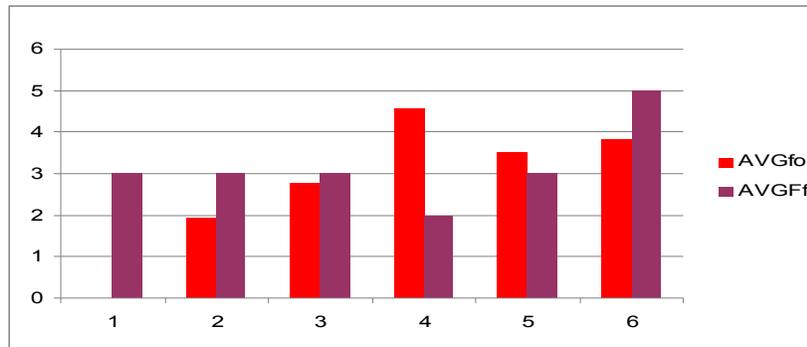


Graphic 6: Organizational Climate (FEMALES)
Airlift (cherry) versus Pro Students (red)

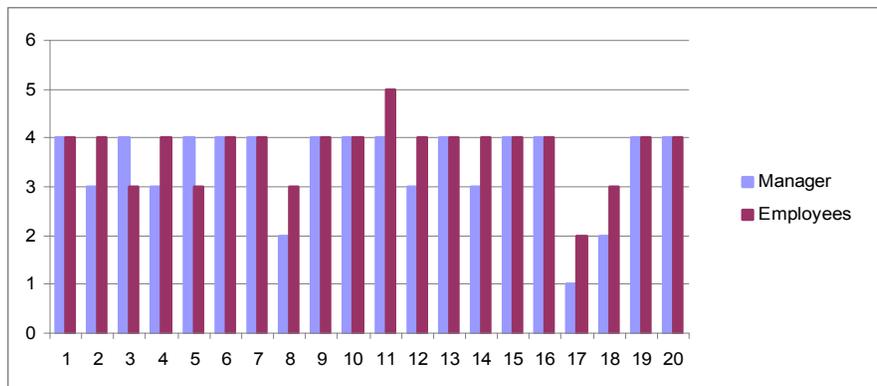


Graphic 7: Motivational Aspirations (MALES)
Airlift (blue) versus Pro Students (dark)

In the Graphics 7 and 8 it is shown the motivational aspirations of the males and females, respectively of the two organizations. Except for factors 2, related to the change of the boss, and 3, related to the enlargement of the organization, where we can see a slight difference, the motivational aspirations are almost the same for the two groups. But although the two factors are a bit different for the males of the organizations, they have almost 3 points out of 5, meaning that these factors would not influence their motivation too much.



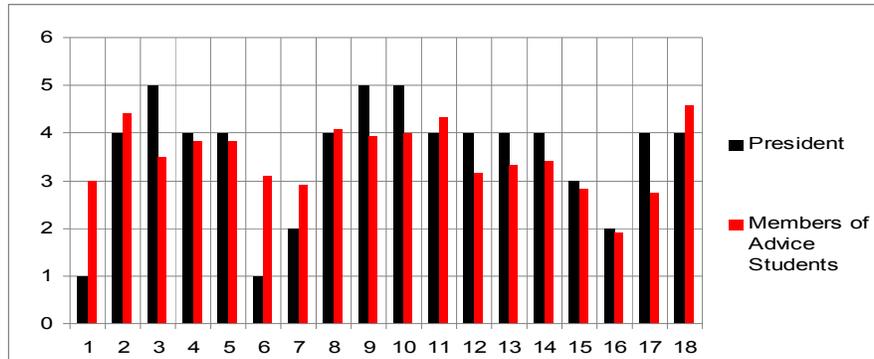
*Graphic 8: Motivational Aspirations (FEMALES)
Airlift (cherry) versus Pro Students (red)*



Graphic 9: Airlift: the manager and his employees

In the Graphics 9 and 10 we can see that when it comes to the characteristics of motivation, the first five questions, both the manager and his employees have the same opinions. There are slight differences when it comes to free time, the manager considering that he can motivate better his employees by giving them more free time, while the employees think this is not quite that necessary. Another small difference we can observe is related to the

public recognition of the employee's work, but again the members of the firm don't consider this as being so important.



Graphic 10: Pro Students: the president and the rest of the members

6. Conclusions

As illustrated in these above results, the manager from *Airlift* knows what his employees want. His and their answers were almost identical, with few exceptions. He understood that employees need more than money to be motivated. Nowadays employees need to be listened to, they want more power and responsibilities and want to know that they opinion counts.

Yes, the money factor is important, and also a nice office and a good relationship with the members of the team, but these extrinsic motivators may stimulate people to perform only as long as it takes to get that next raise or promotion. Most of the employees are motivated by an interesting and challenging work and by the opportunity to achieve and grow into greater responsibility.

To truly motivate employees you must have respect for the individual. Keeping employees motivated requires engaging their interests and if the company meets their needs, they will be happy. Employees may be motivated simply because you have listened to their opinion. Small steps can be effective in helping them feel that their work has been incorporated into the larger program and these small efforts can lead also to a deeper level of involvement. Job enlargement should be used to make work more interesting by increasing the number and the variety of activities performed and also job enrichment, to give a higher level of responsibilities to the employees. In this way the job will be more interesting and more attractive.

The president of Pro Students on the other hand, does not share the same opinions when it comes to motivation with the rest of the members of the organization. Just on few factors

they scored the same points, but they have mainly different opinions. Student volunteers bring their own unique motivations to their work and a good volunteer manager has to know how to identify those motivations and help each volunteer achieve a sense of personal satisfaction.

When it comes to the second and most important conclusion of the study, which are the most motivated members: the volunteers or the employees, the result is different from the previous one. After studying the two organizations and seeing the way they work and the amount of passion that their members put in what they do, we came to the conclusion that the volunteers from *Pro Students* are more motivated. Volunteers are individuals who donate their services, usually on a part-time basis, for public service, religious or humanitarian objectives, not as employees and without contemplation of pay. One can motivate volunteers just on the emotional level. The only bonuses you can give them are the invitations the organization receives to an event, or the possibility of going to a free training that the organization manages to earn for their members. But they will never receive money for their work.

Recognition makes volunteers feel appreciated and valued. If volunteers feel like their contribution is valuable or necessary they will for sure continue the good work. Also volunteers are motivated to action primarily for altruistic reasons. These factors that motivate them may be different at different times: an opportunity to learn new skills, or to help the students, or maybe to meet and get to know new people. Other reasons may be developing leadership skills, recognition, the use of personal skills and knowledge or making connections.

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