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Mihaela PĂCEȘILĂ

The Bucharest University of Economic Studies, Piața Romană, 6, Romania
mihaela.pacesila@man.ase.ro

Abstract
The first part of the paper makes some important clarifications on the concept of non-governmental organizations, highlighting that it is very difficult to distinguish between different types of NGOs because the boundaries between them are vague. Some concepts and theories on motivation formulated by contemporary authors are also mentioned.
In the second part, the paper presents the result of the interviews conducted in order to identify the ways to motivate volunteers, employees or members from non-governmental sector. A comparison between the motivational theories in the literature and the research findings is also made in order to see if there is an evolution over time.
Keywords: intrinsic and extrinsic motivation, job satisfaction, teamwork, trust and allocation of responsibilities, awareness of human resources' importance.

1. RESEARCH OBJECTIVE

The purpose of this paper is to gain an insight into how non-governmental organizations motivate volunteers, employees, as well as members in order to find out if the motivational theories in the literature presented in the first part receive support through the Romanian non-governmental practice.

For this purpose the study investigates the literature in the field in order to see how the contemporary authors have defined the concept of motivation and to review the motivational theories formulated by various authors at different times. An interview was also conducted in order to identify the ways to motivate human resources of the non-governmental sector.

2. THE NON-GOVERNMENTAL ORGANIZATIONS CONCEPT

Politically speaking, two types of actors were distinguished throughout history in the societies: the state, on the one hand, and civil society, on the other. Therefore, the society was divided into two sectors: the

public sector and the private sector. This classic distinction is reflected in the continental legal system by the existence of two branches of law: private law and public law. But, over time, this difference was found to be obsolete (Hintea and Marton, 2003).

After the failures of decentralized state governance, the disadvantages of the liberalization of the market economies and the growing importance of self-organization of the human society, in the modern society people began to talk about the third sector. One of the challenges facing researchers in this area is the lack of a strong system of concepts for describing it; therefore, t*he terms used* to describe this sector are not fixed, *varying* from country to country. For example, in the United Kingdom, the third sector is associated with the idea of volunteering for an organization, turning it into a volunteer magnet, while in France, this sector is known as social economy, having an essential role in meeting the needs of population (Non-governmental organizations and civil society, n.d.). In Italy, *association* is *the most common* legal form for NGOs, in Romania and in Central and Eastern European countries, NGO has become a popular concept, referring to those organizations of civil society engaged in development assistance (Lambru and Vameşu, 2010). In the United States of America, concepts like „private voluntary organizations" or „private" „without gain" „non-profit organization" are often used because the market is dominant and citizens' organizations are rewarded with tax benefits if they prove that their work is not commercial (Lewis, 2009).

In addition, there are other popular terms characterizing this sector to some extent: "area of philanthropy" - when private persons make good things happen for other people, „charitable" - when rich persons give a helping hand to persons in need, „fictional/notional purpose organizations" - when the organizations are centred on idealistic goals and motives.

Difficulties in understanding this concept also arise from the use of terms such as "non-governmental", „non-economic", „non-winning", „sector of human development" or "civil sector". In fact, all these concepts reflect, to a certain extent, what this sector means or does not mean, because in practice "third sector" is used to define different types of organization (Corry, 2010). The use of these terms is the result of different cultures and histories where NGOs have appeared and developed (Lewis, 2009).

In this paper the term of non-governmental organizations (NGO) is preferred because it has a neutral connotation and can be applied to a wide range of actors, while voluntary organizations involve moral approval of a more limited range of groups. Although terms such as non-economic", „non-winning", „sector of human development" sound positive, they remain vague and without direct association with participation in policy making (Willetts, 2009). With respect to the civil society, which refers to relationships that occur between people because of common interests and needs, this is a wider

concept than the third sector (Non-governmental organizations and civil society, n.d.), "with organisations established by people on a voluntary basis to pursue social or community goals" (Ridley-Duff and Seanor, 2008). NGOs are currently considered key actors of the third sector, who struggle for human rights and environmental protection etc., their field of action involving many other areas of public life (Lewis, 2009).

The term of non-governmental organizations or NGO is used in countries with civil law tradition, especially continental European countries in order to designate those entities that, broadly speaking, are beyond the scope of state authority. From a legal perspective, they are also legal *entities* without *patrimonial purpose* (as opposed to commercial entities). Moreover, this term is used in the Romanian National Register of Legal Persons without Patrimonial Purpose (National Register of NGOs) (Lambru and Vameşu, 2010).

3. CONCEPTS AND THEORIES OF MOTIVATION

The origin of the word "motivation" is found in the Latin word "movere" in the sense of movement, the action of pushing a person. The action of motivating a person requires its mobilization in order to meet a goal and needs to bring arguments for sustaining her actions. (Academia Română, 1996).

Motivation is an umbrella concept that involves psychological forces giving energy for different actions. They originate both inside as well as beyond the human beings, generating engagement behaviours with a certain intensity and duration (Perry and Porter, 1982; Pinter, 1998; Grant, 2008).

Harris (1996) shows that motivation is a key factor in increasing productivity in every organization. Recognizing and rewarding success can influence the potential of intrinsic motivation as well as extrinsic motivation facets of staff and volunteers.

According to Lamb (2005), motivation should be viewed as a way of encouraging employees or volunteers to perform in the manner desired by the non-governmental organization. Therefore, motivation should be studied in relation to the organizational context (Berry et all, 1995) because it cannot be directly observed, and thus it should be inferred depending on the person and situation (Kanfer et all, 2008) and because it is an essential factor in encouraging the people to remain in the organization (Schepers et all, 2005).

Paarlberg et all (2008) goes further than that, considering there is a direct link between employee and volunteer motivation as well as manager's motivation within the organization. Thus, when the manager is motivated to do a good job, his behaviour tends to pass over subordinates.

Analysing the link between motivation and performance, Crewson (1997) considers the commitment to the organization an important factor in increasing performance, representing the way in which the employees identify with organizational goals and culture and get involved in its activities. Operationally speaking, organizational commitment involves a combination of three distinct factors: strong trust and acceptance of the organization's goals and values, willingness to work hard and wish to remain a member of the organization.

Individuals' commitment is very important in organizations with limited financial incentives and resources. Thus, Porter (1980) shows that individuals with a strong commitment to the organization are more likely to continue active participation in the organization's activity, even if they are not satisfied with the reward and recognition policy. This idea is also supported by Mureşan (2004), who considers that the institutional growth cannot be assured without motivated employees interested in their own professional development.

According to Romzek (1990), the attainment of the organization's goals is significantly related to fulfilment of individuals' personal values. He also shows the scale of organizational commitment: strong commitment, moderate commitment, marginal commitment and alienation.

Ryan and Deci (2000) show that people could be motivated only if they value the activity or if there is a strong external constraint. Therefore, they could be encouraged to perform if they are interested in something or they receive incentive payments.

The study of the reasons behind people's action was a constant concern in the last hundred years, leading to the identification of different motivation theories. These try to find a justification for human behaviour and show the ways in which organizational management should be done in order to get the best performance from employees. The review of these motivational theories in the literature is made in order to compare them with the current practice of motivating and maintaining employees and volunteers in NGOs.

Abraham Maslow's human motivation theory (1943) specifies that people have different needs that should be placed in a certain order. Therefore, he identified five levels of needs putting self-actualization at the top of the pyramid and calling it the "Being Need". The other four types of needs (esteem needs, belongingness and love needs, safety needs, biological and psychological needs) placed under self-actualization are considered "Deficiency Needs". If one of these needs was not met, the person would immediately feel the effects, and if the need was satisfied the person would not realize this. The role of

this theory is to understand that people have different levels of needs and after satisfying a level, the person goes to the next level.

Originally published in Psychological Review, Maslow's theory was initially considered a psychological theory of motivation, taking into account the utility of the theoretical model. In 1960 it was taken up by the organizational theorist McGregor, the hierarchy of needs being later adapted and incorporated into applications in several areas,especially in human resources management.

Further analysis related to Maslow's hierarchy of needs shows that this theory was only valid for the middle class Americans in the 1950s. Thus, Hofstede (1980) found that in cultures with a high degree of risk avoidance, the need for security is placed above the need for life socialization and even above the need for self-actualization, reversing the original hierarchy. Moreover, it was found that needs like harmony or family support, extremely common in collectivist cultures, had not been found in Maslow's pyramid (Byars and Rue, 2006).

The Theory X and Theory Y (McGregor, 1960) about individuals' behaviour and work proposed two models with the same name, considering that the working environment is essential in making employees feel motivated to work at full capacity. Based on social science research, these assumptions focus on the human potential, which every organization should take into account in order to increase its performance. According to McGregor, the two theories represent two separate attitudes reflecting two styles of managers which have a great influence on employees' motivation.

The managers with theory X assumptions practice an authoritarian style and tend to control as much as possible. They are not interested in the development of the organization, being promoters of restrictions and constraints, which demotivate employees.

The style of managers with theory Y is quite different, namely liberating, empowering and developmental. They show their trust in employees by giving them responsibilities and the possibility of expressing their views. All these factors increase employees' motivation while working with such leaders.

Herzberg (1959; 2003) in his Hygiene/Motivation Theory identifies two types of need: "hygiene factors or extrinsic factors" and "motivators or intrinsic factors". He specifies that wages, supervision, interpersonal relations, working conditions represent "hygiene factors" and therefore they cannot be used as a source of motivation. They are essential because if the needs related to them are not met, the employees become demotivated. As regards motivators, they refer to recognition, work, responsibility, advancement and have positive long-term effects in work attitude and performance.

Based on Herzberg's ideas, McClelland (1961; 1988) proposes the three needs theory. He considers that all the reasons guiding people's actions are learned, and the biological needs cannot be converted into impulses if they are not related to certain indicators signalling their presence or absence.

This theory identifies three basic motivational factors, the organization being typically understood to be the place of performing professional activities that ensure the satisfaction of three needs: high need for achievement (refers to the desire of getting something and doing something important; money is not considered an important motivator, but a form of feed-back); high need for affiliation (expresses the desire for friendship, for interpersonal relationships; employees characterized by a high affiliation need perform best in a friendly environment); high need for power (expresses the desire to be important, to have influence on people; employees should have the opportunity to manage other employees).

According to McClelland the need for achievement is the most powerful motivator factor, people showing a strong desire for success, but also a great fear of failure. This need is especially common for small entrepreneurs willing to succeed and less interested in power and affiliation.

Another theory called the expectancy theory of motivation was developed by Vroom (1964), stating that the employees' motivation represented a deliberate and conscious choice by the individual in order to perform a particular task that would be rewarded in some way. This thinker suggests that motivation arises as a result of work performed by employees, on the premise that the individual's level of efforts depends on the value of rewards they expect to receive in return. That is why the employee is interested in maximizing gains and minimizing losses (effort, time, etc.). Expectancy theory of motivation is a cognitive theory based on the concept of economic rationality claiming that people make decisions which provide the greatest benefits by selecting and evaluating alternatives.

John Stacey Adams (1965) in his Equity Theory believes that employees desire equity between what they offer to the organization and what they receive in return. If employees are satisfied with their financial or non-financial benefits or incentives received in exchange for their efforts, commitment, loyalty, trust, and enthusiasm to the organization, they remain motivated and try to increase the productivity. If remuneration does not simply compensate employees for their efforts they get demotivated.

Armstrong (2007) shows that Adams identifies two forms of equity: distributive equity referring to the accuracy with which employees feel they are rewarded according to their contribution and in comparison with other employees; procedural equity taking into account employees' perceptions about the role of fairness in implementing procedures related to evaluation, promotion and discipline.

A recent version of the theory needs was set out by Alderfer (1972) whose approach reduces Maslow's hierarchy of needs to three categories: existential (E-existence), relational (R-relatedness) and progress and development (G-growth). Alderfer's intention is to increase the applicability of the theory needs to organizational conditions, according to the three categories of needs that should be gradually met.

According to Ryan and Deci's self-determination theory (2000) people engage in different actions "with a full sense of choice". This theory proposes three types of work motivation: amotivation (refusal to participate in normal social situation), intrinsic motivation and extrinsic motivation. On the one hand, intrinsic motivation refers to work performed for the inherent satisfaction of the activity itself (Vansteenkiste et all, 2006), people seeking for "enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work", as well as pride and joy in doing a good work and a strong sense of doing something worthwhile. On the other hand, extrinsically motivated employees are interested in attaining also other goals, which may be different from the work itself (Amabile, 1993).

With respect to their importance, Gupta and Mitra (1998) argue that extrinsic rewards such as monetary bonuses are more important than intrinsic rewards, while most authors in the literature consider that intrinsic rewards are essential for NGO employees and volunteers (Gaertner and Gaertner, 1985; Dowling and Richardson, 1997; Redman et all, 2000; O'Donnell and Shields, 2002). This is also supported by Weisbrod (1983), Preston (1989), Roomkin and Weisbrod (1999) who believe that the presence of an employee in a non-governmental organization indicate a set of values where extrinsic rewards do not rank in first position.

Gagne and Deci (2005) introduced the cognitive evaluation theory which examines the contextual factors affecting the development of intrinsic motivation and shows that the basic psychological needs for autonomy and competence are important factors in intrinsic motivation. They also suggest that the way in which contextual factors such as rewards, deadlines, and penalties affect intrinsic motivation depends entirely on how these contextual factors support or hinder the fulfilment of the basic psychological needs.   On the one hand, external factors such as supervision, deadlines and tangible rewards tend to diminish the sense of autonomy and undermine intrinsic motivation. On the other hand, external factors such as growing tasks increase the sense of autonomy.

Lamb (2005) quoting Harris (1996) believes that there are five motivational principles that might encourage employees and volunteers to get involved in the organization's activities: capture the heart (ensure that the employee and volunteer have a good balance between work, family, holidays and fun in order to capture its heart); open communication (ensure that employees and volunteers feel they have an important place in the organization and they are not just a pair of hands that can be replaced

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anytime; as a result, encouraging interaction between volunteers and employees and management of the organization, providing feedback in real time, using various methods of communication represent key elements in increasing their commitment to the organization); create partnerships (only when employees and volunteers are considered partners of the organization, they make great efforts to ensure its success); emphasize learning (organizational leaders should encourage staff and volunteers to learn new skills because lifelong learning represents a key for creating a knowledge-driven workplace); emancipate action (every organization should provide employees and volunteers the opportunity to succeed, observing the following principle: freedom to succeed by allowing freedom to make mistakes and try again).

All these theories do not provide a standard solution for motivating employees and volunteers, but rather show that their motivation is a complex problem precisely because human behavior is complex (Frontera, 2007). However, these theories are not available in all countries because of cultural differences.

4. RESEARCH METHODOLOGY

The methodology used in this paper consists of studying a series of articles, raports and research studies which provide theoretical research on motivation as well as of conducting an interview regarding the field of activity and objectives of the non-governmental organizations and the ways of motivating their human resources.

The qualitative data in this study was collected through semi-structured individual interviews with board members from six non-governmental organizations: five associations, three of them being professional associations and one foundation. The interviews have been conducted on April 2013, five of them being held face to face and one by phone.

The semi-structured interview was preferred to the structured and unstructed one because, although it contains pre-set questions or topics that should be analysed and discussed during the interview process, it allows interviewer to ask new questions and interviewee to express new ideas.

5. RESEARCH RESULTS AND ANALYSIS

The interpretation of answers to the interview questions regarding the characteristics of the NGOs studied allows highlighting the following conclusions:

- The mission of the organizations studied is different.

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This statement could be explained by the various fields in which every organization performs: foreign languages, public administration, Roma communities' development, risk and national security. However, it could be mentioned that the fourth and the fifth organizations studied, which perform in approximately the same field, have a common goal: supporting the members of the Roma community.

Even if the first and the second NGO under study perform in the same field, they have different goals, because one of them is the channel through which the other may fulfill its mission: quality assurance in foreign language teaching and connectivity at European level.

- Half of the NGOs studied provide assistance to international organizations (NGO1, NGO2 and NGO6) or collaborate with European or international organizations in their field of activity (NGO2, NGO3, NGO6). Two of them are also members of a European association (NGO2 and NGO6).

This thing demonstrates that these organizations have reached a certain level of development, credibility and international visibility, allowing them to export expertise abroad, to integrate in a network of networks and to exchange best practices.

- Three NGOs operate across the country and the other three across the country as well as at international level providing direct assistance and expertise in the field of foreign languages and security.

- All the organizations are interested in making themselves known either through a website or a facebook account. A few of them publish a regular newsletter or organize conferences to increase visibility at national level and to attract volunteers.

The research results support or not the motivational theories presented in the first chapter:

- The elements contributing to intrinsic motivation (the sense of efficacy, contact with the Roma community, personal example, interest in the field, the activity generates personal pleasure, the sense of belonging to the organization, the sense of working for the community service, the need for continuing education, desire to promote, desire for permanent status) and extrinsic motivation (training programs, employment experience, public recognition of the effort, inclusion in a work team, democratic leadership, working environment, professional development opportunities, travels abroad, organizational prestige, contact with various personalities, flexibility of working hours, low level of stress, organization of parties, performance evaluation, visibility and professional credibility of the organization, possibilities for information about news from the field, regular information about the organization's

activities) revealed by the research support Deci and Ryan theory which states that people perform if they are interested in something or receive incentives.

The aims and objectives of NGOs enable them to attract more enthusiastic, creative, and committed people than the employees working in a private company or in the public sector. In these organizations, the wages are not the most important motivators for employees or members who will be later employed. It is well known that one of the rewards that employees receive from their work consists in remuneration. In Romania the wages rate is low and higher wages might be the main source of motivation at work. However, the interviews conducted shows that not only classical aspirations (high wages or other financial incentives, satisfactory working conditions) represent a priority, but also tasks accomplishment, inclusion in a team work or recognition of work results.

- McGregor theory (X and Y) about individuals' behaviour and work is supported by the following elements of intrinsic and extrinsic motivation identified after the data processing: work environment, democratic leadership, volunteers/employees consultation, communication with volunteers/employees, the sense of belonging to the organization etc. All these components reveal that NGOs are flexible structures, horizontally and not vertically built, based on teamwork, trust and allocation of responsibilities to those who work within them. The particularities of the activities and of those who perform them (volunteers, employees, members) make it impossible to practice an authoritarian style (theory X).

The authoritarian style (Theory X of McGregor) is not worthy of consideration in NGOs. Rather, the sense of belonging to the organization's values and the sense of professional fulfillment, as well as the development opportunities are the representative elements in motivating human resources in these organizations. A challenging job, a good working relationship with everybody and the boss (based on communication and respect) and access to training programs motivate and help human resources to satisfy their needs of affiliation, esteem and respect and especially of self-actualization.

- The results support McClelland theory based on the necessity to ensure three needs: high need for achievement (interest in the field, the sense of working for the community service, contact with the Roma community, personal example, desire to know the Roma community); high need for affiliation (organization of parties, organization of regular meetings to exchange knowledge and experience, contact with different people, communication with employees); high need for power (assistance to international organizations).

Therefore, the incentive mechanisms are characterized by diversity and correlated both with the individuals's interests and desires and the organization's ability to support them. The organizations' leaders demonstrate an awareness of human resources' importance.

- The elements of intrinsic motivation and extrinsic motivation revealed by the research support Vroom theory stating that motivation is the individual's deliberate and conscious choice in order to perform a particular task that would be rewarded in some way. The human resources in the non-governmental organizations studied are motivated to perform an activity and value the reward associated (need for continuing education, desire for permanent status, desire to get noticed at national level, desire to get promoted, desire to know the Roma community, the acquisition of knowledge in the field of minority rights); they know they can perform the activities and that their work performance will be rewarded (performance evaluation, public recognition of the effort).

- John Stacey Adams Equity Theory is also supported by the research results. The lacks of significant financial and professional incentives in motivating employees or members (lack of career plan, salaries that do not reflect the costs of living in the city, financial jam, lack of office, involvement of members in other activities, precarious financial situation of the organization) represented important obstacles which caused them to leave the organization.

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

- The research results support Lamb quoting Harris theory as regards one of five motivational principles encouraging employees and volunteers to get involved in the organization activities: emphasize learning. According to the results, organizational leaders of NGOs studied encourage employees and volunteers to learn new skills by the following elements: training programmes, attending conferences abroad, inclusion in a team-work, etc.

- Herzberg theory about "hygiene factors or extrinsic factors" and "motivators or intrinsic factors" is supported in part by the interviewees' responses. "Hygiene factors" such as wages, supervision, interpersonal relations, and working conditions as well as "motivators" such as recognition and promotion are often mentioned in the responses. However, the research results show that both hygienic and motivators factors can cause satisfaction and

dissatisfaction, while Herzberg argues that job satisfaction is determined only by a certain type of factors, namely the motivators and dissatisfaction is caused by another type of factors, called hygiene factors.

- Maslow's theory about people's levels of needs and their satisfaction and Alderfer theory reducing Maslow's hierarchy of needs are supported in part by the research results: social needs (communication with volunteers/employees, the sense of belonging to the organization, regular information about the organization's activities, organization of regular meetings to exchange knowledge and experience, organization of parties), esteem needs (volunteers, employees or members consulting, public recognition of the efforts, organizational prestige, desire for permanent status), self-actualization needs (willingness to engage in organizational development, inclusion in a work team, training programs, professional development opportunities).

The partial support for these theories could be explained by the fact that the ways to motivate human resources have changed over the years from simple models aimed at satisfying needs to more complex schemes taking into account the following aspects: individual values, individual characteristics and the culture of the society where individuals work, as well as the rewards, incentives and organizational environment. However, one cannot speak of physiological needs and security needs (job stability, wages in tandem with the rising *cost of living*) for certain categories of resources such as members and volunteers working for such organizations that are likely to be very different to the private companies.

- The results are not relevant to the following motivational theories: Hofstede theory about the need for security and need for life socialization; Armstrong theory on distributive and procedural equity; Gupta and Mitra theory arguing that extrinsic rewards are more important for volunteers and employees than intrinsic rewards; Gagne and Deci cognitive evaluation theory regarding psychological needs for autonomy and competence.

The theories mentioned above (Hofstede theory, Armstrong theory, Gupta and Mitra theory, Gagne and Deci cognitive evaluation theory) are not supported by the research results because the purpose of the interview was to know the most effective ways to motivate volunteers and employees or members of non-governmental organizations to get the desired performance.

Despite their limitations, the theories confirmed by the study have a wide range of applications in human resource management in the contemporary context. Although these theories do not provide a

conclusive direction for motivating NGOs human resources, they are important because they highlight that employee motivation is a matter of high complexity.

6. CONCLUSIONS AND DISCUSSIONS:

Taking into account the results of the study conducted on April 2013, regarding the ways to motivate human resources from the Romanian non-governmental sector, the paper reviews the motivational theories in the literature in order to compare and contrast them with the current practice of motivating human resources in NGOs in order to find out if there is an evolution over time.

As evidenced by the literature review, there are many theories and studies that have been carried out in order to show how people could be motivated, but the review of literature also revealed a lack of specific studies analysing the ways of motivating human resources of non-governmental sector.

As regards the research results, they revealed that, in the current context, most theories are broadly applicable to the Romanian NGO sector characterized by flexible structures, based on teamwork, trust and allocation of responsibilities. With respect to the theories partially supported by the findings of the study, the changes in the ways to motivate human resources over years provide a possible explanation. There are also theories which were not supported because the purpose of the interview was not related to their content.

However, because the research was not conducted on a large scale and the responses represented the interviewees' perception, and not an opinion sustained by studies conducted within the organization, especially as regards intrinsic motivation, it should not generalize them. Besides, I have chosen the interviewees and organizations under study through personal knowledge, and due to the lack of time I have interviewed one respondent for two organizations performing in the same field of activity.

One approach that may reduce this concern is if the study is repeated by taking into account a greater number of interviewees and produces similar results. Therefore, the present pilot qualitative research I have done could be considered a starting point for further researches conducted on a larger scale. However, this research is particularly interesting because this issue was not sufficiently studied and developed in literature or in practice in Romania.

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