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FIELD: MANAGEMENT

**CULTURE OF ORGANISATIONAL ENTITIES
AND THEIR MANAGEMENT**

**(ON THE EXAMPLE OF NON-GOVERNMENTAL ORGANISATIONAL
ENTITIES)**

PHD THESIS

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TABLE OF CONTENTS

INTRODUCTION	1
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CHAPTER I

NON-GOVERNMENTAL ORGANISATIONAL ENTITIES - COMPONENT OF NATIONAL ECONOMY

1.1. National Economic System	4
1.2. Organisational Entities – a Systemic Approach	8
1.3. Theoretical Considerations Concerning the Non-Governmental Organisational Entities	17
1.4. Non-Governmental Organisational Entities - Component of Current Society	25
1.5. Relations of Non-Government Organisational Entities with Public Authorities and Business Environment.....	37
1.6. Current Situation of the Romanian Non-Governmental Organisational Entities - Case Study.....	44

CHAPTER II

NON-GOVERNMENTAL ORGANISATIONAL ENTITIES AND THE ROMANIAN CIVIL SOCIETY

2.1. Considerations on the Evolution of Civil Organisations in Romania.....	51
2.2. Non-Governmental Organisational Entities - Active Presence in the Romanian Civil Society	58
2.3. Activity of Romanian Non-Governmental Organisational Entities in the Context of EU Integration	72
2.4. SWOT Analysis of the Activity of Romanian Non-Governmental Organisational Entities - Case Study	79

CHAPTER III

ORGANISATIONAL ENTITIES - COMPONENT OF NATIONAL CULTURE

3.1. Conceptual Approach of Organisational Culture	90
3.2. Emergence and Formation of Culture in Organisational Entities.....	101
3.3. The Need to Know the Culture of Organisational Entities.....	115
3.4. Functions of the Culture of Organisational Entities	118
3.5. Organisational Culture Interdependence – National Culture.....	123
3.6. Culture Institution - Organisational Entity to Perform Cultural Activities - Case Study	128
ANNEXES TO CHAPTER III.....	141

CHAPTER IV

CULTURE OF NON-GOVERNMENTAL ORGANISATIONAL ENTITIES AND ITS CHARACTERISTICS

4.1. Unity and Diversity in the Culture of Non-Governmental Organisational Entities	157
4.2. Cultural Differences and their Commensuration in Non-Governmental Organisational Entities	159
4.3. The Culture of Non-Governmental Organisational Entities	169
4.4. Dimensioning the National Culture and Its Influence on the Culture of Non- Governmental Organisational Entities.....	181
4.5. Dimensioning the Culture of the Organisation "Salvați copiii" Romania - Case Study	187
ANNEXES TO CHAPTER IV	204

CHAPTER V

THE CULTURE OF VOLUNTEERING IN NON-GOVERNMENTAL ORGANISATIONAL ENTITIES

5.1. Volunteering in the Activity of Non-Governmental Organisational Entities	216
5.2. The Relationship Volunteer - Employed Personnel of the Non-Governmental Organisational Entity	221
5.3. Motivating the Volunteers in their Relationship with the Non-Governmental Organisational Entity	228
5.4. Considerations Concerning the Evaluation and Commensuration of the Volunteering Activity	232
5.5. The Volunteering Activity in Some European Union Countries.....	244
5.6. The Volunteering Activity in the Organisation "Salvați copiii" Romania	244
- Case Study	254
ANNEXES TO CHAPTER V	262

CHAPTER VI

MANAGEMENT OF ORGANISATIONAL ENTITIES

6.1. Emergence and Evolution of Management	268
6.2. The Management Process in Organisational Entities	278
6.3. The Management System and its Components	281
6.4. The Management of Non-Governmental Organisational Entities	297
6.5. Partnership and sponsorship, methods used in the management of the organisation "Salvați copiii" of Romania - Case Study -.....	308
ANNEXES TO CHAPTER VI	336
CONCLUSIONS.....	357
Bibliography.....	360

INTRODUCTION

The elaboration of this scientific research essentially focused on two main areas, namely: *the culture of the organisational entities in general and of the non-governmental ones in particular; the management of these entities and its relation with the national culture, in general and the organisational one in particular.* Actually, there has been created a tripartite structure of the performed study aiming at: the organisational entity in general and the non-governmental one in particular and their place in the national economy; the management of organisational and respectively non-governmental entities and its relation with the organisational culture. Within the culture of the non-governmental organisational entities, the activity of volunteers has a special position, which is considered to be a specific form of the culture of non-governmental organisational entities.

Taking into account such a concept, the scientific research aimed at: identifying and analysing the essential knowledge of the studied field as part of the national economy; dealing with the evolutions and tendencies that are manifested territorially, nationally and globally for the studied activity; dealing with the culture of the non-governmental organisational entities and their management based on actual concepts, actions and practices; facilitating the understanding of the purpose of the activities performed by the non-governmental organisational entities, including the expansion of the activities performed by these entities; investigating the opinions of employees and volunteers within these entities, as well as of the beneficiaries of the activities performed by these entities, etc.

The methodology of the scientific research was based on: studying the national and international literature; using a rich statistical material; knowing the management procedures in the analysed field; formulating some generalisations and practical conclusions regarding the future of non-governmental organisational entities and their management; establishing the causality relations between the culture and management of the non-governmental organisational entities; specifying the specialised casuistry in the studied field, etc.

Such structuring highlights the originality of the scientific action due to the novelty of dealing with the management of the non-governmental organisational entities, by using the models of organisational culture and national culture to analyse the management of the non-governmental organisational entities.

By using the classical toolkit of the scientific research based on analysis and synthesis, induction and deduction, general and particular, statistical and economical methods and the

SWOT analysis, relevant analyses have been done on some complex phenomena regarding the management of the non-governmental organisational entities and namely: the issues of the management of these entities has been addressed in two aspects, from the general to the particular and from the particular to the general; the management of the non-governmental organisational entities has been addressed in terms of systemic theory, which means on the one hand understanding the connection between them and between the non-governmental organisational entities and the economy of the market where they exist; underlining the role of the activity of non-governmental organisational entities in the national economy and local community; the need to prepare a managerial strategy in developing the non-governmental organisational entities, including the actions to implement it practically; defining the main particularities of the culture of non-governmental organisational entities and their influence on the management of these entities, etc.

Special attention has been given to practically implementing the analysed theory by means of some case studies, at macroeconomic level, as well as at the level of some non-governmental organisational entities, such as the organisation "Salvați copiii" (*Save the Children*) Romania.

This scientific approach theoretically and practically deals with the management principles, methods and systems and respectively the culture of organisational entities in general and of the non-governmental ones in particular, taking into account the actual forms in which the activity of these organisational entities is manifested in Romania.

DIRECTIONS OF THE RESEARCH

In this scientific action, the major research problems that have been dealt with analytically are: *positioning the organisational entities in the national economy* (the national economic system, the systemic approach of organisational entities, the analysis of the non-governmental organisational entities and their position in the society, the relations of the non-governmental organisational entities with the public authorities and the business environment, performing a case study regarding the current state of non-governmental organisational entities in Romania), *action of non-governmental organisational entities as part of the civil society in Romania* (the evolution of the civil organisations in Romania, the non-governmental organisational entities are an active presence in the Romanian civil society, the presentation of the activities performed by the non-governmental organisational entities in Romania in the context of our country's adhesion to the EU, case study - the SWOT analysis - of the activities of non-governmental organisational entities in Romania), *presenting the culture of the organisational entities as part of the national culture* (the concept of national culture, the evolution of the culture of organisational entities and the need to know it, the presentation of the functions of the culture of organisational entities, the inter-conditioning relation of organisational culture - national culture, case study on the cultural institution as space to perform the culture act), *analysing the culture of the non-governmental organisational entity and highlighting its characteristics* (unit and diversity in the culture of non-governmental organisational entities, elements to differentiate the culture of the non-governmental organisational entities and their commensuration, the culture of the non-governmental organisational entities, the commensuration of the national culture dimensions - including the influence on the culture of the non-governmental organisational entities, case study regarding the dimensions of the culture of the Organisation "Salvați copiii" Romania), *presenting the volunteer work in the non-governmental organisational entities as specific form of their culture* (dealing with the volunteer work in the activity of the non-governmental organisational entities, presenting the possibilities to motivate the volunteers in their relation with the non-governmental organisational entities, ways of assessment and commensuration of the volunteering activities, the comparative analysis of the volunteering activity in some European countries, case study regarding the volunteering activity in the Organisation "Salvați copiii" Romania), *analysing the management of the organisational entities* (the evolution of management over time, presenting the management process in the organisational entities, theoretical and practical analysis of the management system and its components, dealing with the management of the non-governmental organisational entities, case study regarding the partnership and sponsorship as methods used in the management of the organisation "Salvați copiii" Romania).

CONTENT OF THE RESEARCH

Chapter I called **NON-GOVERNMENTAL ORGANISATIONAL ENTITIES – COMPONENT OF THE NATIONAL ECONOMY** deals with positioning the non-governmental organisational entities within the national non-governmental organisational entities.

To begin with, the national economical system is analysed, having as starting points the "national economy" and "national economical complex", clearly emphasising the position occupied by the organisational entities in general and by the non-governmental organisational entities in particular, in the horizontal and vertical structure of the national economy (fig. 1.1 and fig. 1.2 of the thesis). Then the organisational entities and the non-governmental organisational entities are studied based on the systemic theory (**structuring according to the geographical criterion; formalisation; administrative intensity; centralisation; dimension of the organisational entity; organisational purpose**).

The organisational entity is a hierarchically-arranged system, where the individuals have clearly defined statuses and roles and consists of the following subsystems. **the production subsystem – providing services; the support system; the maintenance subsystem; the adaptive subsystem; the management subsystem.**

Generally, the following types of non-governmental organisational entities are known: **volunteer associations; military organisations; philanthropic organisations; corporate-type organisations; family business organisations; small businesses, as well as the Mafia.** In the US, it is operated with a classification chart based on the principle "who benefits from the specific organisational activity", there existing: **mutually beneficial organisations; business organisations; organisations providing services; public organisations.**

Taking into account three types of coercive, remunerative and normative power, A. Etzioni classifies the organisational entities according to the confrontation types into: **coercive organisations; utility organisations; normative organisations.**

Then the organisational entities are addressed theoretically, meaning that the non-governmental organisational entities must concomitantly meet the following criteria: to operate as a structured entity; to be private; to comply with the criterion of non-distributing the profit; to be self-governing; to be voluntary; to be of public interest. Besides these mandatory criteria, two criteria of recommending feature are also used: to be non-missionary; to be politically non-partisan.

The non-governmental organisational entities can have a variety of forms: associations, cooperatives, mutual aid companies, foundations and federations. Generally, there are three main types both in Romania and Europe: associations, foundations and federations.

According to the law, the association is the legal convention by means of which several people share their financial contributions, knowledge and activities in order to achieve a goal that does not bring pecuniary or patrimonial benefits to them.

Unlike the association, where the minimum number of people is 20 for this to have legal personality, for the foundation, there must be at least one founder. Within a foundation, a natural person or legal entity establishes their own distinct and autonomous patrimony and permanently dedicates it to achieving an ideal goal of public interest.

Foundations consist of several associations and foundations.

Besides the associations and foundations, other forms of organisations may be encountered, whose affiliation to the non-governmental sector is questionable, and namely; *cooperatives; mutual aid funds; state employers organisations; unions; Romanian National Red Cross (Ro: Societatea Națională de Cruce Roșie); sport clubs; youth foundations; the Romanian and territorial Chambers of Commerce and Industry; political parties; religious organisations and cults.*

Internationally, there are various classifications of the non-governmental organisational entities. The World Bank uses a typology that divides them into *operational* non-governmental organisational entities whose main goal is to create and implement certain projects generally related to development and *support* which mainly aim at promoting or defending a certain cause.

The non-governmental organisational entities are a component of the society, occurring on all its levels (fig. 1.3 of the thesis). Their occurrence is based on the law emerged in 1924, known as the Mârzescu Law, which was amended and improved by a series of normative and legislative acts, such as: The Ordinance of the Romanian Government no. 26/2000, Law no. 246/2005 etc.

The establishment of non-governmental organisational entities in Romania involves covering the following stages, namely: **to obtain the certification of availability of the organisation's name; preparation of the articles of association; preparation of the articles of incorporation; authentication of the articles of association and articles of incorporation at a Notary Public; obtaining the evidence for the location of operation; presentation of the initial patrimony evidence.** The following are added thereto: the

payment of the judiciary stamp duties, purchase of the judiciary stamp, submission of the file of registration with the courthouse, presentation at the meeting of the council chamber of the courthouse on the date scheduled when submitting the application, redoing the documentation or completing the file upon the judge's request within the deadline they stipulate, submitting the application for taking the final decision and the legalised articles of association from the courthouse, obtaining the tax registration certificate.

Any non-governmental organisational entity has a start, a development, a maturation and respectively a decline and an end, which emphasises the existence of a life cycle for each entity (fig. 1.4 of the thesis).

The activity of these entities implies the existence of some close inter-conditioning relations both with the public and private business environment which they come in contact with. The partnership and collaboration of the non-governmental organisational entities with the private economic environment is practically done by activities such as: charity, philanthropy, aid.

The development of a successful partnership between the non-governmental organisational entities and the private economic environment is a complex process performed in several stages, and namely: *selecting the partner; implementing the partnership; assessment, monitoring and reporting.*

The hypotheses formulated and theoretical conclusions stated are verified at the end of this chapter, by preparing a case study on the current situation of the Romanian non-governmental organisational entities. The analysis performed shows that the non-governmental organisational entities play an important role in all fields of activity: social services, environmental protection, health care services, education, in democratisation, civic education, economic development and, perhaps most importantly, in supporting the elaboration of public policies in most of these fields.

The evolution of the non-governmental organisational entities between 2002-2011 is an ascending one (table 1.1 of the thesis), and the their activity fields are very diversified (table 1.2 of the thesis).

The fields where non-governmental associations can be created may be divided into three important categories, and namely: **the associations created in the non-patrimonial interest of their own members** include *the homeowner associations and tenant associations; holiday and leisure clubs; sports associations;* **the associations created in the interest of a social category** include *disabled people's associations; professional associations; employers' associations; consumers' associations; women's associations, youth associations, pensioners'*

associations, associations of ethnic, religious or sexual minorities; religious associations; associations created to solve certain actual legal or social issues, which a certain category of people face; the associations created in general or community interest include the humanitarian associations; associations created by initiating an advocacy campaign; philanthropic associations; social and scientific associations; political associations.

The close connection of the non-governmental organisational entities with the civil society is analysed in Chapter II, called **NON-GOVERNMENTAL ORGANISATIONAL ENTITIES AND CIVIL SOCIETY IN ROMANIA.**

The evolution of the civil organisations in Romania had an ascending trend. If by the First World War such organisations generally operated within the religious activities, after the First World War and the creation of Greater Romania (*Romanian: România Mare*), the evolution of the legislative framework for such organisations was accelerated by the emergence of Law 21/1924 known as the "Mârzescu Law", after its author's name, thus creating the legal framework to apply the principles of freedom of association stipulated in the Constitutions of 1866 and 1924. The number of associations and foundations has increased very much, the most popular ones being: cultural associations created to popularise certain skills at population level; associations promoting women's right to vote; associations promoting social activities; cultural associations of religious and ethnic minorities, etc.

During the communist period in Romania as well as in the other communist countries, the activities performed by the civil society, regardless of their nature, have been subordinated to the communist party by means of the public system.

The Romanian Revolution of December 1989 and creation of the National Salvation Front Council on 22 December 1989 were the beginning of the civil society transformation in Romania.

The legislative rules in the field took into account a certain timeline of the events and namely: 1990: The volunteer foundations and associations may be created without the government's permission; 1991 - 1993: The civil society - the public enemy; 1992: The tax exemption of all non-profit activities, the possibility of unconditioned and unlimited deduction of taxes related to donations for foundations; 1994: The systemic regulation of the sponsorship activities (Law no. 32/1994); 1997: The Economic and Social Council is created; 2000: G.O. no. 26/2000 replaces the Law of 1924, which governed the activity of non-governmental organisational entities. The public utility status is introduced; 2003 -2006: Law no. 43/2003 governing the financing of political parties and campaigns enables the non-governmental organisational entities to support the political activities. This provision causes

many disputes; 2003: The public consultation is introduced as rule in Romanian legislation; 2005: 1% of the personal income tax may be given to the non-profit organisations selected by the taxpayers. In 2006, this percentage is raised to 2%, etc.

The evolution of the number of organisations of the civil society can be considered spectacular, starting from minimum numbers in 1989, to 13,000 in 1996, to over 44,000 in 1999 and reaching to more than 60,000 in 2011.

The European integration process undoubtedly caused the increase of the civil society importance, particularly in terms of the capacity to influence the political factor. After 1999, the non-governmental sector managed to efficiently use the requirements imposed by the EU, requirements defined many times broadly in order to advance specific points on the agenda. Moreover, the reports of various organisations of the civil society were constantly used to assess Romania's progresses by the UE bodies, an aspect which influenced the attitude of the political class.

The non-governmental organisational entities are an active permanent presence in the Romanian civil society. According to a survey of FDSC and CIVICUS, the classification of the organisations of the civil society according to the criterion of the functions they meet includes not less than 20 categories: religious organisations, unions, civic and social organisations, service providers, training and research organisations, non-profit mass-media organisations, women's associations, student and youth clubs, organisations for socially and economically marginalised groups, professional and business organisations, local organisations, economic organisations, ethnic organisations, environmental organisations, cultural organisations, sports and leisure organisations; networks, federations and support organisations; social movements.

If in 2010, 90% of the non-governmental organisational entities active in Romania were in urban areas, of this percentage, 76% being located in county seats, the situation improved by 2011, the percentage of the organisations in the rural area increasing to a third. According to an evaluation of FDSC, in 2011, Bucharest hosted the largest number of non-governmental organisational entities and overall the region of Transylvania (North-West, West and Centre) was by far the leader in terms of associative life. It is worth noting that the smallest difference between the number of non-governmental organisational entities formally existing and of active ones is in Bucharest. This is due to a greater concentration of technical knowledge related to the capacity to establish a financially and organisationally viable non-governmental organisational entity in the capital. In 2010, 90% of the non-governmental

organisational entities active in Romania were in urban areas, of this percentage, 76% being located in county seats (table 2.1 of the thesis).

These data reflect the concentration of the civil society organisations in Bucharest and Transylvania and their weak presence in the South and East of Romania. Culturally, Transylvania has a number of particularities facilitating a more dense organisation of the civil society. Another factor explaining the regional distribution is also the distribution of resources at country level. Both Bucharest and the urban regions of Transylvania have been traditionally more developed in terms of economy and infrastructure.

The operation of the non-governmental organisational entities is based on donations. According to an FDSC survey, 9% of the interviewed population has frequently made donations and 30% a few times. Regarding the typology of the beneficiary organisations, according to a survey, the donations for the beneficiary organisations are: Church - 44%, non-governmental organisations - 22%, schools and kindergartens - 4%, medical institutions - 3% and public and local administration - 1%. Even if there are donations also to fields such as the environment, democracy and human rights, the same study reveals a surprising detail and namely that in the last two fields, that is democracy and respectively the human rights, benefit from only approximately 1% - 2% of the donated funds. Overall, in Romania approximately 1% of the average income of each family is donated.

The same survey reveals that beyond motivations such as the absence of an income that would enable the act of donations to not cause a major deficit in the family budget or the lack of trust granted to the non-profit sector, a motivation to not donate is also that "only the state must provide aid to those who need it".

The Romania's reintegration to the European Union determined a reconsideration of the activity of non-governmental organisational entities within the Romanian civil society (table 2.2 of the thesis). The European integration has brought an additional dimension in the debate on the evolution of democracy in the EU member countries and is perceived in Romania as one of the main factors that contributed in democratising the public institutions. However, provided that the quality of the operation of democratic institutions in the new member-states is yet debatable, a question arises as to what extent the transfer of some duties to the Union's institutions, which the Romanian citizens had no influence upon before the integration, can contribute in developing a quality democracy. On the other hand, by promoting certain programmes to support the consultation between the civil society and the European institutions, the European Commission became a very important actor in promoting

an active dialogue with the civil society. This connection shall help in consolidating the role of the civil society's organisations as partner of the government.

The civil society, particularly through the non-governmental organisational entities most present in the public space, has played a fundamental role in transposing the conditionality of the EU integration into legislative reforms, especially in the field of decisional transparency and anticorruption fight.

The situation of the non-governmental organisational entities as component of the Romanian civil society has been analysed based on the FDSC and CIVICUS data, by using the SWOT technique and namely the SWOT analysis has been prepared, emphasising the strengths, weaknesses, opportunities and threats.

The SWOT analysis

Strengths

Formal development of the civil sector
 Fiscal legislation on sponsorships
 Supporting certain important legislative projects
 Watch-dog capacity
 Capacity to form coalitions and NGO's
 Increase of professionalism
 The existence of certain highly qualified experts
 Diversity of civil organisations
 The capacity to act locally
 Organisational maturation
 Research on the evolution of the NGO sector

Weaknesses

Ambiguous legislation
 Dependence on international donors
 Low level of civic participation
 Low institutionalised collaboration
 Government's lack of interest
 Decrease of salary competitiveness in relation to the economic and political field
 Fundraising
 Lack of some legal rules on the advocacy and lobby activity
 Trust level in the civil society
 Concentration in urban region
 Ambiguous legislation
 Dependence on international donors
 Low level of civic participation

Opportunities

Increase of the capacity to support actor's interests
 Improvement of the sector image
 Access to European funds
 Increase of the capacity to collaborate by projects
 Increase of the capacity to collaborate with local authorities
 Using the public consultations and rules of transparency
 Influence of policies at EU level
 Raising the number of professionals in the field of fundraising
 Development of Corporate Social Responsibility
 Contracting social services

Threats

Competition lack of transparency
 Increase of political dependence
 Lack of stable financing sources
 Romanian state's incapacity to absorb European funds
 Non-cooptation in developing the National Development Plan
 Loss of skilled personnel, particularly in the field of project drafting
 Doubts regarding the conflict of interests
 Lack of collaboration and initiative at European level

The organisational entities have their own culture that is component of the national culture, as it also results from the analysis performed in Chapter III, called **CULTURE OF ORGANISATIONAL ENTITIES - COMPONENT OF THE NATIONAL CULTURE**.

The concept of culture is a complex defined in several ways, but none can actually emphasise its content, modality and meaning. Culture includes values, ideas, opinions, experiences, lifestyles, products, etc. and is essentially the development of a country, being a combination of values and experiences that feed and influence people's behaviour over time.

Generally, culture is the tool by means of which welfare is achieved and this is why culture cannot be static, but dynamic and adaptive, ready to adapt itself over time. Culture has a great impact on the society, likely to increase the experience, knowledge and participation of citizens, reviving the traditions, giving power to the community, favouring the innovation, increasing the cultural perspectives.

In this context, one can speak of a market of cultural services, which does not include all cultural services and represents difficulties in the commensuration of the dimensions and dynamics of cultural services, has a specific way to manifest the competition and has significant and special qualitative elements. This market includes both an offer of cultural services, which are quite problematic and difficult, and a demand of cultural services that includes the - frequent - ordinary consumers of culture, as well as occasional consumers, including the non-consumers of culture, including the young, teenagers, the elderly, men, women, who can be highly or averagely cultured.

Further, the concept of existence of the organisational groups that are known as being a primary source issuing organisational culture and where a group culture develops within the organisational structure.

A traditional definition separates the culture into an objective culture that refers to the *material aspects, products and facts* created by an organisation to affirm its identity and personality and a subjective culture that includes *the systems of beliefs and fundamental hypotheses* divided by the members of the organisation and which allows them to operate together.

There are also opinions according to which the culture arises on two levels: *the external culture* (national culture, regional culture, local culture, generally the one brought from the outside) and *the internal culture* (professional, belonging to the group, which emerged inside the organisation because of that organisation's founder and members).

To define culture, it should be noted that, on the one hand, the organisation HAS a culture, and on the other hand, it IS a culture. In the first case, culture is created by all *values and fundamental rules*, by collective *codes and images* the resulted assembly of a history and a patrimony, and also by confrontation with the market and the compromise between the leaders and other actors in the organisation, everything admitted by most of the personnel and translated by rules, myths, customs, taboos, references and procedures of some collective actions. In the second case, culture is the synonym of a *cultural identity*, of a basic personality, of a profound configuration and includes not just the symbolic expressions, but also all the structures, in an anthropological sense. In this cultural identity, there is that part of the organisation actors' unconscious.

Regardless of the form in which the culture of the organisation is manifested, it forms as response to two large categories of problems which the organisation faces, and namely: *problems of external adaptation and survival; problems of internal integration*.

Knowing the culture of the organisation, making some comparisons between the cultures of various organisations or parts of organisations allow: *the identification of subcultures within that particular organisation; testing whether a culture matches or not the strategies set forth for the future; identifying the potential scopes of the cultural conflict among partners in the case of merges and purchases; evaluating the development of the organisation's cultures over time; making some potential changes which we want to make; understanding and accepting the culture by the new generations that are integrating into the working group*.

For any organisational entity, knowing the culture is very important, because: *the culture is a determinative element in changing the mentality; culture is a key element in strategic management; culture is an important administration tool for management; culture is a benchmark for each member*.

From the description of the culture components, it results they have actual effects on the operation of the organisation. In a certain manner, it has certain functions that are "useful" to the organisation, in the sense that it contributes in solving certain problems raised by the existence of a structured group, engaged in a collective action and confronted with the environment.

The culture of the organisational entities implies the following elements: discernment, action, judgement, similarity, etc.

Most authors highlight the following functions of the organisational culture: *integrating the employees into the organisational entity; directing the employees and*

organisational groups to achieve the objectives forecast by the organisational entity; adopting certain behaviours by the organisational entity; protecting the employees of the organisational entity.

National culture expresses a structured assembly of cultural practices and values shared by the individuals and groups that belong to a national state. Forming and developing the national culture has been favoured by language, national ethnicity - defined by historical, geographical, political factors - by the common spirituality and economical-social life, all leading to the cultural homogenisation of that nation.

The organisational culture represents all practices and values that culturally characterise a certain organisation. Therefore, the organisational culture consists in a set of rules, regulations and values which have the following purpose: to define the organisation's specific cultural profile; to ensure its internal consistency, by culturally programming the interpersonal relations of the organisation's members; to maintain the external compatibility by regulating the communication with the organisation's existence environment.

The organisational culture is similar to the national culture, it has its origin in history, myths, heroes and symbols, it evolves around the values inherited by the organisation from the generations before, it creates the same type of collective subconscious and critically influences the ability of the system to change. Organisational culture does not diminish the national culture, so the employees and managers bring their ethnicity to their job. Numerous connections occur between the organisational culture and national culture, however the disputes of opinions of many researchers dealing with this problem do not lack importance. The defining elements of the organisational culture are not far from those of the national culture, yet one cannot firmly say whether one or the other increase the cultural differentiation. According to some specialists embracing the idea that organisational culture could increase the national cultural differences, this only represents a mere question, which neither researchers nor managers can give a generally accepted answer to.

There are various forms of overlap and interdependence between the national culture and organisational culture that give rise to some complex cultural models.

The relation existing between the national culture and organisational culture has been studied very little by those who are experts in the field, separately dealing with the two components.

Hofstede and the team are among those who researched the relation existing between the national culture and the organisational one. According to them, national culture is a set of relatively diffused orientations, emerged as primary values formed at the beginning of life and

through other social mechanisms operating since the beginning of childhood. Although there are specific values that can be established organisationally, however in this case, the cultural dimension is based at this level on practices acquired in the organisation, particularly by means of some social processes acting later on in the individual's life. Hofstede and his team emphasises the existence of a cultural level and namely the occupational level that interferes and is influenced both by values and practices. In their studies, Hofstede and his team have tried to extract the basic features of the organisational culture, defining six dimensions describing the organisational cultural environment, realising a connection with the dimensions of the national culture.

Because the organisational entities perform their activity in a dynamic environment, they must manifest an adaptive conduct, which is why one can talk both by a non-adaptive managerial culture mainly directed towards the inside of the organisational entity, setting very rigid rules and procedures, a form giving little attention to the market requirements, and also by an adaptive managerial culture focused on achieving the adaptation of the organisational entity to the current and future requirements of the business environment where it performs its activity.

At the end of this chapter, a case study is done on the organisational entity as institution where it performs cultural activities at the level of Teleorman County. Such an organisational entity is analysed at micro, mezo and macroeconomic levels, distinctly dealing with the cultural associations and foundations, county culture and patrimony directorates, specialised ministries. Special emphasis was put on the analysis of structural and procedural organisation of these organisational entities (annexes 3.1.-3.6. to the thesis).

Further keeping to the principle of consistency, whereby if the non-governmental organisational entity has been dealt with as specific form of the organisational entity, then the culture of the non-governmental organisational entities must also be dealt with separately, which is done in Chapter IV, called **CULTURE OF NON-GOVERNMENTAL ORGANISATIONAL ENTITIES AND ITS CHARACTERISTICS**

By using the opinions from literature, the diversity and unity of the culture of non-governmental organisational entities has been distinctly dealt with to start with, and the inter-conditioning connection between them.

Thus, according to Hofstede, a culture has not absolute criterion to decide that the activities of a culture are inferior or noble. However, each culture can and must apply this criterion to its own activities, because its members are both actors and observers. This means that the cultural relativism does not imply standards for the individual or for the society they

belong to. Similarly, the non-governmental organisational entities must know the cultural differences between regions, countries or societies and their consequences must precede the reason and action. Cultural diversity can influence the organisation both positively or negatively. Addressing the diversity and not the variety in itself determines the actual positive or negative results.

The differences existing between the cultures of non-governmental organisational entities and their commensuration have been addressed through the opinions in literature, there existing the following variants: ***Edward Hall's approach***, which starts from the researches of the two specialists Lewis and Fukuyama, who developed the one-dimensional models of cultures. Thus, Lewis model is based on approaching the differences in terms of time, as dimension, while the studied of Fukuyama focus on approaching the culture in terms of the trust or distrust relations within the society, between its members. Hall completes the studies of the two specialists, performing an analysis of the influences of culture at the level of managerial practices in terms of the following dimensions and namely: the small/large space; communication: high context/low context; time: monochronic/polychronic; the relations within the society: low/high trust; ***Geert Hofstede's approach***, according to which **the cultural dimensions** are aspects of culture that can be measured in relation to other cultures. Inkeles and Levinson have identified a number of elements common to all cultures, with consequences for the operation of the human societies, of the included groups and individuals belonging to these groups: the relation with the authority; the concept about the self; the relation between the individual and the society; the individual's concept about masculinity and femininity; ways to solve the conflicts, including the control of aggressiveness and expressing the feelings. The famous Dutch researcher Geert Hofstede, has done a survey which initially included 40 countries and later 60 (including Eastern and Western cultures), finding significant differences in the behaviour and attitudes of employees and managers, permanent differences which do not change over time. According to Hofstede, national cultures explain much more the differences in the values and attitudes related to work than the position within the organisation, profession, age or gender do. The cultural differences are visibly shown in the following domains: *geographical area, ethnicity, religion; gender; generations; social classes*. Summarising the most significant differences, Hofstede has found that these differences regarding both the managers and employees can be emphasised along five dimensions: individualism / collectivism; the distance compared to power, avoiding the uncertainty; masculinity/femininity; short-term orientation / long-term orientation.

The criticism by various authors on the model created by Hofstede can be classified into two large categories of conceptual nature and methodological nature. Baskerville lists as problems of the model created by Hofstede the too narrow approach of the culture concept and, according to the author, the unsuccessful attempt to measure what cannot be measured.

A special place has been given to studying the culture of non-governmental organisational entities starting from the culture of the organisational entities, taking into account the opinions of some specialists in the field, such as: A.L. Kroenberg, C. Kluckhohn, Geertz, John Levenson, Mayo, Barnard, Peters, Waterman, Schein, etc.

The organisational culture within the non-governmental sector includes most of the types of cultures listed. The power-type culture is the most encountered type of culture that places in its centre a charismatic leader, surrounded by a group of dedicated people working on the behalf of the leader. Another type of culture encountered frequently in the non-governmental organisations is the person-type culture, where people themselves are considered the main resource of the organisation, the latter being achieved through a minimally organisational structure.

The culture within the non-governmental organisation is how the organisation learns to perceive, think, feel and respond to situations affecting the its purposes, programs and way in which they arise. It is based on history, experiences, tradition, language and on the values shared by the members of the organisation. When the members start to feel and act in the same way, these common models of thinking and behaviour provide meaning and stability to the organisation. Such an atmosphere generates high performances of the team.

Dimensioning the national culture has been separately analysed, including its influence on the culture of non-governmental organisational entities.

Thus, taking into account the results of the survey performed by Gallup Romania in collaboration with the Interact Foundation, a survey called *"Study on Romanian values and behaviour in terms of cultural tensions according to Geert Hofstede's method"* the data on a study referring to the five dimensions of a culture as Geert Hofstede developed them have been refined, in the sense of behaviour an values of a nation, which can influence the management of the non-governmental organisational entities, also performing comparisons to other countries. The five cultural dimensions used are: PDI (Power Distance Index); IDV (Individualism); MAS (Masculinity); UAI (Uncertainty Avoidance Index); LTO (Long-Term Orientation).

The relative position of a country on a scale from 0 (low) to 100 (high) regarding the five dimensions is a good predictor of the social, family and education behaviour and rules, of the behaviour at work, state organisation, political colours and ideas.

It has been observed that Romania has similar values with other Balkanic countries and namely long distance to authority, collectivism, femininity, high level of avoiding the uncertainties and short-term orientation (table 4.1 of the thesis).

During the research performed by Interact in Bucharest, together with Gallup Organization Romania, the first dimension, the Power Distance Index, has a significant difference compared to the values assessed by Hofstede.

For Romania, Geert Hofstede has assessed (table 4.2. and 4.3. of the thesis) very high levels for the indexes representing the power distance (90) and uncertainty avoidance (90) and a low level for the index representing the individualism, meaning a high degree of collectivism (30), and a moderate degree of masculinity (42). Although he did not provide an assessment for the long-term orientation, one may say that Romania would also have a short-term orientation, just like all European countries.

Based on the information provided by the survey performed by Interact in Bucharest, together with Gallup Organization Romania and respectively that performed by Geert Hofstede for our country, as well as some estimations following the researches performed have led to the following levels of the indexes, and namely:

- ***the Power Distance Index.*** Taking into account Hofstede's assessment, one may conclude that Romania signals a need to have authoritarian leaders, centralisation in decisions, and the population wants to follow the rules set forth by such leaders. Furthermore, the authors of the Study on Romanian values and behaviour in terms of cultural dimensions according to Geert Hofstede's method also admit that although they registered a low value in the case of this dimension, the power distance index is actually around 70. The index obtained based on the responses (33) is due to Romanians' reluctance to show any interest in any form of power after the communist period;

- ***individualism.*** In the case of individualism for Romania, level 49 (30 in the case of Hofstede's researches) has been indicated on the scale from 0 to 100, where 100 is a collectivist society. The population's individualism degree is increasing due to the correlation identified by Hofstede between individualism and funding received by that country. The more a country benefits by the external funding, the more the individualism and therefore the trust in the individual's ability to create added value increase. This correlation however explains

why a poor country cannot sustain itself and needs external funds to start learning the economical self-sustainability;

- ***masculinity***. The number 39 (42 in the case of Hofstede's researches), on a scale from 0 to 100, places Romania in the family of those countries where the roles between two genders are not predetermined and where men can easily undertake household responsibilities. The results of the Interact survey and Hofstede's assessments shown that the members of the society seek a collaborative environment in Romania and ask for the support of all members of the society, regardless of their contribution. They are also less competitive and do not seek promotion and gain at all costs. The feminine values of the Romanian society determine a lower level of competitiveness of the non-governmental organisational entities compared to those on the external market and the Romanian employees shall not positively contribute in improving the situation. Because the feminine values cherish the personal free time and the cooperation to the detriment of the performance objectives, the successful Romanian non-governmental organisational entities are actually closely tutored by the governmental institutions. In conclusion, the results of the Romanian non-governmental sector shall become notable when the masculinity degree of the Romanian managerial culture shall increase;

- ***the Uncertainty Avoidance Index***. Romania has registered a high level of uncertainty avoidance of 61 (30 in the case of Hofstede's researches), which proves that the population has a high degree of anxiety regarding the future and prefer the safety of today rather than the uncertainty of tomorrow. This dimension correlates with the low degree of individualism, the extended level of poverty, orthodoxy and other. Some Romanians have difficulties to cope with certain ambiguous situations and opinions contrary to others;

- ***Short-term orientation***. Romania has registered a low score regarding the long-term orientation, as it has been expected, concerning any region, except for Southeast Asia. The short-term orientation - 41 - shows an inclination to the present and past to the detriment of investment into the uncertain future, as well as a low level of saving for the future. The short-term oriented societies mainly live on the debt instruments.

- ***long-term orientation*** expresses the extent to which the society cherishes or not the traditional values related to thinking and the existence of a perspective vision. A high degree of long-term orientation shows that the country promotes the values related to the long-term commitments and to the respect for tradition. This phenomenon involves a cult of work, long-term rewards being expected as a result of today's hard work, and the business develop with difficulty, particularly those of the newcomers. A low degree of long-term orientation shows

that the country does not cherish much the long-term and traditional orientation concepts. The changes occur more rapidly in these cultures than in the others, and the commitments are not an obstacle to the change.

The theoretical observations have been verified by performing a case study on the dimension of the organisational culture at the organisation "Salvați copiii" Romania. The toolkit of the research included: the documentary analysis, questionnaires, observation, interviews, diagnosis, acquirement of the managers' approval, group awareness, etc. (annexes 4.1.-4.2. to the thesis).

The objectives of the research consisted of the calculation and interpretation of the indexes characterising the dimensions of organisational culture, starting from those of the national culture. The hypothesis taken into account consisted in verifying the similitude between the indexes calculated at national level and those calculated at the level of the organisation "Salvați copiii" Romania.

The population researched had the following structure: gender: 49% men and 51 % women; level of performance: 89% performers and 11 % managers; studies: 4% - 10 years or less, 7% - 11 years, 26% - 12 years, 19% -13 years, 21% - 14 years, 7% - 15 years, 6% - 16 years, 8 % - 17 years, 4% - over 17 years; age: thus: 8% (20 - 24 years old), 14 % (25 - 29 years old), 15% (30 - 34 years old), 19% (35 - 39 years old), 32% (40 - 49 years old), 8% (50 -59 years old), 4% over 60 years old.

By using the appropriate calculation methods (formulas 4.1.-4.4. of the thesis), the following research results have been obtained:

- *hierarchical distance index (PD)*. To determine the PD, questions are used concerning the management style existing within the analysed organisation on the management desired in the organisation, as well as to what extent the personnel is afraid to express the disagreement before their superiors. Theoretically, the distance can vary between - 90 and +210. The constant number of 135 is meant to help in obtaining an index of values between zero and one hundred. At the investigated sample level, the following have been calculated: the percentage of those preferring the consultative manager is =32.2; the percentage of those who consider that their superior is of autocratic type plus the percentage of those considering that their superior is paternalist is b =38.5; The average score of the degree in which the personnel is afraid to express their disagreement before their superiors has led to a *hierarchical distance index (PD) = 58.8*. Taking values between zero (low hierarchic distance) and one hundred (very large hierarchic distance), it results that in the case of the investigated organisations, the

index PD =59, which means a long power distance. This index symbolises the managers' influence on the employees, social stratification and inequality;

- **Uncertainty control index (UAI)**. To determine the UAI, questions are used concerning the personnel's anxiety state or hindrances, the period of time when the employees estimate they shall remain in the organisation, as well as on the degree in which the rules may be breached. Theoretically, the control of uncertainty can vary between - 150 and +300. The constant number of 300 is meant to help in obtaining an index with values between 8 (Singapore) and 112 (Greece). At the level of the investigated population, the following have been calculated: the average score of anxiety and hindrance of the personnel, for which it resulted a =3.3; the average score of those estimating they shall continue to work within the organisation b =3.6; the average score regarding the degree of breaching the rules, which is c =2.7, which once replaced, they led to the *uncertainty control index (UAI) = 83.4*. In the case of the investigated organisations, UAI = 84 means a low control of the uncertainty. This index symbolises the anxiety, aggression (or the opposite of apathy) and is related to the need for structure and formalisation, the fear to assume the risks within the continuously changing Romanian economic environment, but also due to the restructures caused by the crisis and the decreased funding within these organisations is easy to understand that employees want to control this uncertainty;

- **individualism index (IDV)**, initially calculated in Hofstede's studies along with that of masculinity, in the last versions, it uses the average scores of the answers to the questions regarding the importance employees give to the different characteristics of work. It is assessed that the average error of the values obtained is of plus/minus 5 points. The values obtained in these average scores have been a = 3.6; b = 4.6; c = 3.4 and d = 4.1. By replacing these values in the general formula, we get: *The individualism index (IDV) = 38.1*. In the case of the investigated non-governmental organisations, the level of UAI = 38 means individualism, the mentality rather being a community one. This index symbolises the self-identity, the relation between the individual, organisation and society in general;

- **masculinity index (MAS)** uses the average scores of the answers to the questions regarding the importance employees give to certain characteristics of work. The values obtained in these average scores have been: a = 3.6; b = 3.4; c = 3.7 and d = 4.5, which has led to the *index of masculinity (MAS) = 25.3*. In the case of the investigated organisations, MAS = 25 means a low masculinity. This index symbolises the assurance of the personality, emphasising the social differences and roles of sexes.

Taking into account these cultural values encountered within the investigated organisations and the worldwide trends can lead to a number of **conclusions, and namely: the Romanian non-governmental** organisational entities have an autocratic style of management, to the disadvantage of individual initiative; they are equipped with a feminine culture related to a strong uncertainty control; the solidarity of the group is still important, even in relation to the individual welfare; due to the bureaucratic and pyramidal organisation, when an organisational problem shall occur, Romanians shall solve it by turning to hierarchy, unlike the English who turn to horizontal negotiations and Germans who turn to procedure rules; a big hierarchical distance entrains a rather political way of thinking than a strategic one, as well as a customisation of the planning and management system, planning being often formal.

In the case of research, **the cultural practices and their influence on the management of the organisation "Salvați copiii" Romania** have also been established.

In terms of culture, the analysed organisation is characterised by the following features: it is a powerful and successful organisation, being among the most influential international non-governmental organisations; the culture of the organisation "Salvați Copiii" has integrated into the national culture; the values, social profiles are still in a stage of being formed, the good practices have been implemented by benchmarking within the Romanian branch; the mission and activity object aims at a delicate field, the employees and volunteers of the organisation being imbued by the particularities of the culture of helping those in need.

The study performed shows that, taking into account the configuration, the organisation "Salvați copiii" can be included among the temple-type cultures, characterised by: the dimension of the organisation; the organisation is divided into several departments, which also form the pillars where the temple is supported and wherein subcultures emerge; the values and perspectives are given by the "roof" of the temple, are clear, expressed in writing; the discipline, complying with the procedures, the internal order regulations are guidelines of the employees' behaviour, the individuals are provided with the possibility of a professional specialisation.

If one takes into account the type of transaction by means of which the individual is related to the organisation, the organisational profile tends towards a bureaucratic mechanism-type culture and operates based on a formal contract, with precise modalities to control the employees' activity and with precise forms and hierarchical relations.

Within the organisation "Salvați copiii", a few subcultures have been observed: *the subculture of volunteers* (it is differentiated by the tendency towards individualism within the

team, but overall the mentality is rather of community type); *the subculture which the permanent employees are part of* (it could be again divided into two, the employees working directly to achieve the mission of the organisation and those working in the technical departments with supporting role).

Special attention was given to the volunteering activity considered to be a specific form of organisational culture that was dealt with in Chapter V, called **THE CULTURE OF VOLUNTEERING IN NON-GOVERNMENTAL ORGANISATIONAL ENTITIES**.

The Romanian law on volunteering defines the volunteer work as the activity of public interest in fields such as: social assistance and services, protection of human rights, health care, cultural, artistic, educational, education, scientific, humanitarian, religious, philanthropic, sportive, environmental protection, social and community, natural persons, called volunteers, within some legal reports, other than the legal work report (annex 5.1 to the thesis).

The volunteering activity is based on a volunteer agreement, which is a free convention, concluded between a natural person called volunteer and a legal entity, called the beneficiary of volunteering, based on this the former is bound to the latter to perform an activity of public interest without receiving a material compensation.

Volunteers can be those individuals who wish to perform an activity in the interest of the community, regardless of race, colour, ethnicity, age, sex or sexual orientation, political or religious views, physical/psychological deficiencies, civil status, financial situation or any other similar criterion. They perform their activity based on a volunteering programme, by means of which it is aimed at: the intensification of the services that the organisation provides to volunteers and beneficiaries; increase of the number of beneficiaries of the organisation's services; intensification of the connections with the local communities; providing the opportunities of the local community's members to be actively involved in the organisation, etc. Any volunteering programme aims at certain goals: to involve the volunteers who have interests, cultural and communication skills in the volunteering activity; the performance of a selection process in order to register the volunteers in NGO's; to provide the training needed to perform the proposed activities in good conditions, etc.

Volunteers have certain rights (the right to be a volunteer regardless of race, religion, sex, nationality, disabilities, civil status, sexual orientation, age, genetic characteristics, language, political views, property, etc; the right to respect for his or her physical and mental integrity; the right to confidentiality and personal data protection; the right to freedom of thought, conscience and religion, etc.) and certain responsibilities (to consider volunteering as

a serious engagement; to communicate the actual skills and possibilities available; to provide information regarding the available programme, how they can be contacted; to be willing to learn; to be a person one can count on and who respects their commitment, etc.) in the context of the volunteering activities they perform. A central place within them is held by the two basic concepts released within any organisation, meaning benefit and cost.

The organisations and institutions also have rights in their relation with the volunteers (to employ and waive volunteer commitments; to request respect and confidentiality to their customers; to request the volunteer to be open and honest regarding their motivations and goals; to request the volunteer to understand what that task implies before choosing it, etc.), but also responsibilities (to provide equal opportunities and competent assessments to the people interested to get involved in volunteering activities; to give the volunteers tasks that would respect their training and experience, both personally and professionally, as well as their personal interests; to provide the volunteers an appropriate description of the tasks, responsibilities and role within the organisation, to appropriately guide them, etc.), a close correlation existing among them.

The volunteering activity in the Romanian NGO's is governed by the Law no. 195/2001 - volunteering law, corrected with the subsequent amendments (annex 5.1. to the thesis).

This law was completed and amended by a number of subsequently prepared normative acts, and namely: The volunteering law in Romania (versions before 2006), The volunteering law version of 2006, the volunteering law in Romania (in force), Ordinance no. 58 of 22 August 2002 to amend and complete the volunteering law no. 195/2001, published in The Official Journal no. 642 of 30 August 2002, Law no. 629/2002 published in The Official Journal no. 848/25.11.2002, Law no. 481 of 8 November 2004 on civil protection, published in: the Official Journal no. 1094 of 24 November 2004, Decision no. 1.579 of 8 December 2005 to approve the Statute of the volunteering personnel in the volunteer emergency services, Order no. 160 of 23/02/2007 for approving the Regulation for planning, organising, performing and completing the activity of preventing the emergency situations performed by the volunteering and private services for emergency situations, the Decision no. 160 of 14/02/2007 for approving the Regulation on the description, conditions of assignment and use of the uniform, personal protection equipment and distinctive signs of the personnel of the services for volunteering/private services for emergency situations, the Order no. 718 of 30 June 2005 for approving the Criteria of performance on the organisational structure and equipment of the volunteering services for emergency situations, Order no. 195 of 20 April

2007 regarding the amendment and completion of the Order of the Minister of Administration and Interior, no. 718/2005 for approving the Criteria of performance regarding the organisational structure and equipment of the volunteering services for emergency situations, Government Decision no. 1317 of 27 October 2005 regarding the support of the volunteering activities in the field of the home care services for the elderly, the Order no. 439 of 21 May 2002 for approving the organisation of the volunteering action in the environmental field, Decision no. 77 of 23/01/2003 regarding the implementation of some actions to prevent mountain accidents and to organise the rescue activity in the mountains.

A number of inter-conditioning relations are established between volunteers and the personnel of the non-governmental organisational entity.

The involvement of volunteers in the organisation's programmes is not just an annex which we attach to the old structure, because planning the working programmes is a task that needs attention and consideration also in terms of volunteers' relationship with the rest of employees, and this planning must come from the executive manager. Volunteers do not work in a singular department of the organisation, they are distributed into several departments/programmes of the organisation, according to the needs. Thus, their relationships with the rest of employees are not just tangential. Therefore, collaboration is essential, as the efficiency of fulfilling the objectives and quality of work depend on it.

For a fruitful collaboration, the communication barriers, misunderstandings and prejudices must be removed, which some have concerning the volunteers and employees. The causes of the problems emerging between the two parties is due most often to the uncertainties on their own role and on the attributions the other party (volunteers, respectively employees). That is why an essential role lies in previously training both parties on the collaboration, but particularly the employees.

In the relation established between the volunteers and the employees of NGO's, fears can appear on both sides, and namely: *frequently encountered fears among the volunteers; frequent fears encountered among the employees.*

The fears can be related to organisational issues, such as problems of ethics, professionalism or supervision of volunteers, as well as personal fears, which are however unjustified, appearing due to a relatively new collaboration situation they are subject to.

Achieving a successful collaboration between the employees and volunteers is based on the following principles: *the principle of initial planning; the principle of continuous assistance along the way.*

A good relationship between volunteers and non-governmental organisational entities is based on the appropriate motivation of volunteers, however also taking into account the factors that influence the motivation (annexes 5.2 and 5.3. to the thesis).

The most important models regarding the motivation of volunteers are based on the following theories:

- Theory of altruism. Whether we accept or not the existence of altruism as such, a lot of volunteers mention the desire to help those around them without expecting anything in return, as their main reason of their involvement in volunteering activity. The altruism is one of the most important motivational factors of the involvement in the volunteering activity, a context where altruism and volunteering become creative answers to the challenges which the new millennium initiates to humanity.

- The instrumentalist theory is at the opposite pole of the theory based on altruism as motivating factor and shows that a person is motivated to act only if they shall have something important to gain by this action. According to this theory, before getting involved into any activity, the volunteers shall ask themselves certain questions which they shall give potential answers to based on their actual expectations from these activities. Therefore, this theory suggests that volunteers do not only come with the desire to give, but also with the expectation to get. In certain cases, volunteers know exactly what the desired result is. However, the volunteer sometimes has just a more or less clear idea about the possible advantages provided by their involvement in the volunteering activity. In both cases, it is just as important that the expectations would be mutually discovered, clarified, understood and accepted as starting point of a fruitful relationship between the volunteer and organisation (annex 5.2 to the thesis);

- The theory of reinforcement has been founded by professionals who consider that motivation can be influenced, shaped or changed, particularly in the case of volunteering. They are the adepts of the theory of reinforcement. Thus, if a certain behaviour - for example the involvement as volunteer in an event that aims at solving a problem existing in the community - is supported, encouraged, even praised, it is very likely that in the future that person would get involved again. According to this theory, the essence of the theory is that it stipulates that the task of the volunteers' coordinator would be to find the appropriate ways to encourage and always emphasise the value of volunteers' effort;

- Maslow's theory shows there are five distinct levels of the human needs; physical needs (food, oxygen, etc.), safety, relationships, self-esteem and recognition of the personal value and self-fulfilment. Each person is at different levels of this scale. As volunteers, they

shall be motivated therefore by different things. The art of the volunteers' coordinator consists precisely in identifying at least one of those needs that are not fulfilled and even in mapping the needs of the team members. There are a few possibilities to use Maslow's theory by applying it in the process of motivating the volunteers, and namely: if the volunteer is concerned with the basic needs, then we need to identify those resources within the project, which would enable the provision of some tangible benefits; if the programme develops in a dangerous area, which has security issues, it is necessary to find solutions to minimise the risks; if the relationship needs are those fulfilled, then the opportunities of team work, integration into an already existing system, socialisation are very motivating; for a volunteer that needs to cultivate the self-esteem, various occasions may be created, to recognise and appreciate (in public or in a restricted area) their qualities and emphasise their contribution to fulfilling the team's tasks, to remind them they are an important member of the community who gets involved in solving the problems; we need to create the appropriate environment to those volunteers who need self-fulfilment, where they would have the possibility to develop their talent or knowledge by participating in performing the activities;

- Theory of learned needs. Taking into account that everyone is motivated by those needs which are not yet fulfilled, a strategy with successful considerable chances is that of discovering in each volunteer those non-emphasised qualities, then providing to them an activity that would enable not just the use of those qualities, but also their development and improvement. Thus, McClelland proposes the theory of learned needs culturally and shows there are three categories of reasons of the human behaviour: the need of self-achievement; the need to affiliate; the need for power. Most often, one of these needs is predominant at a given moment also in a specific context. It is important to note that motivation is what provides the energy necessary to achieve the behaviour. This is why the volunteers' coordinators must take into account the following aspects: the team's need for individuals from all three categories; each individual's natural tendency to act into the direction of satisfying the need predominating at that moment; the need to diversify the volunteers' motivation system, as each person is motivated by different things (annex 5.3 to the thesis);

- The theory of expectations has been formulated by Victor Groom and underlines the fact that if the reality is not at the level of expectations, people shall be de-motivated! In the context of this theory, it is very important: to expose very clearly the expectations which the volunteer has from their volunteering experience, as well as the expectations which the organisation has from volunteers; to find the most appropriate way of negotiation in order to minimise the effect of the potential differences; not to promise ever more than they can

actually provide; not to embellish the reality when recruiting the volunteers - at the time of discovering the truth, the volunteer shall be disappointed; to explain from the beginning the organisation's mission and orientation; to clearly present the volunteer's responsibilities, rights and duties; to clarify any restrictions, limitations, etc.

A special problem both theoretically and practically is to find certain models to commensurate the activities performed by volunteers, because volunteering is dimensional and creates a significant economic value in the economy of any action - taking into account the fact that volunteers have a significant percentage of the labour force existing in each country.

There are many modalities to commensurate the economic value of the activity performed by volunteers, and namely:

- *at local level, to commensurate, "the minimum salary" is used* and the formula proposed by the organisational entity Barnados from Ireland is used, according to which the economic value of the volunteering activity is a product of the number of hours worked monthly by volunteers and the minimum salary related to one hour worked by the volunteer (formula 5.1. of the thesis);

- *at national level, to commensurate the "average salary" is used based on which "the replacement value" is calculated.* The calculation formula is that proposed by the non-governmental organisational entity VDS of Scotland, according to which the economic value of the volunteering/replacement activity takes into account the number of hours worked monthly by the volunteers/the number of volunteering days, the average salary related to one hour worked by the volunteer/one day worked by the volunteer, the part of the hourly costs added by the employer/daily costs added by the employer, the percentage of the employer's general expenses (formula 5.2 of the thesis);

- *the VIVA method* applied in England according to which in order to determine the economic value of the activities performed by volunteers, the organisations of volunteers must find an equivalent activity on the labour market in order to take into account the average market salary;

- *the method to commensurate the volunteering time value* representing several variants:

- a) The variant of costs with the opportunity to work, which begins from the question: How much would you earn if you worked additional hours instead of doing volunteer work? This variant is equivalent to the value of the volunteering hour with the actual salary which the volunteer receives at their actual job. If they are not employed, the variant equals the value of the volunteering hours to that which the volunteer observes to be "a reasonable

compensation" for the activity they perform;

b) The variant of costs with the opportunity of the leisure time, which begins from the question: How much would the reasonable compensation cost, which you assume for this activity, if it were to be paid instead of the volunteering activity? The variant equals the value of the volunteering hour with average reasonable rate of compensation indicated by volunteers. The calculations are done based on volunteers' proposals in terms of financial gain, if paid activities are performed instead of a volunteering activity;

c) The variant of replacement costs begins from the question: How many people would the organisation need to employ in order to perform an amount of work performed by volunteers and how much would the organisation pay for their work? This variant equals the value of the volunteering hour with the amount which the organisation benefiting from the volunteering activity should pay to the personnel it would employ to do the activity performed by volunteers;

d) The variant of salaries in the industry begins from the question: Should a volunteer perform maintenance activities, how much is the maintenance hour paid on the market? This variant equals the value of the volunteering hour with average level paid in the industry of volunteering activity.

Each of the previously described four variants has both positive and negative consequences. Choosing the calculation variant must be based on the purpose of the calculation and specific group which the results aim. The type of information needed to do such calculations is similar for all four methods. The needed basic data include the number of volunteers, the number of volunteering hours, the type of activities performed, the actual profession and salary of volunteers, the number of volunteering hours per activity per volunteer. Once there are such data, all methods can be used to highlight different aspects related to measuring the volunteering economic value, calculating the financial equivalent of the volunteering hour.

All measures proposed within A.E.V. 2011 regarding the economic value of the volunteering activity can be structured into: actions aiming at the productivity of the human resource; actions to make the volunteering programme more efficient; increasing the community assistance actions.

The volunteering activity is performed based on a volunteering programme analysed particularly for a number of European Union countries. thus, the volunteering activities have been analysed, which are performed in: Holland, the projects started in 2002 and particularly the project MOVISIE (2009-2012) which refers to the Law of social support, which is the legal framework to encourage the local governments to support volunteering; Ireland, the

project "Bridging the gap", which seeks to increase the support for the organisations that involve volunteering. This is considered to be an example of best practices regarding the volunteering infrastructure in the sense of establishing the innovative tools to support the volunteering centre in recruiting the volunteers and correctly harmonising the non-governmental organisational entities' requests with the volunteers' opportunities, taking into account their skills and knowledge; Sweden, the project "Innovative motivations of young people to volunteer" aims at creating new unique meeting bases for people from different social, geographical and cultural environments at local, regional, national and international levels; Bosnia-Herzegovina, the project SEEYN is about creating a volunteering infrastructure in Southern and Eastern Europe, having three main objectives: acknowledging the value of volunteering by the governments; promoting the volunteer work among the young people; increasing the capacities of non-governmental organisational entities that promote volunteer work, etc.

There have also been a number of inter-regional and inter-country volunteering projects and programmes, such as: SPES conducted by Italy, Pro Vobis conducted by Romania, C.A.R.D.O conducted by Slovakia, ÖKA conducted by Hungary and Slovenska Filantropija conducted by Slovenia, INCLUDE conducted by the European Union, etc. By using the information acquired in the previous chapters regarding the non-governmental organisational entity "Salvați copiii" Romania at the end of this chapter, a case study has been done concerning the volunteering activity within this organisation. to begin with, the activities performed by this organisation have been presented at the European Year of Volunteering 2011, organised in Romania: Taking into account the objectives of this manifestation, the following national priorities have been established for AEV 2011, grouped as follows: making every effort to create an appropriate environment for volunteering in Romania; enabling the organisers of volunteering activities to improve the quality of volunteering activities; recognising the volunteering activities; increasing the acknowledging degree regarding the value and importance of volunteering by placing volunteering on the public agenda through various communication channels and different messages in order to increase the acknowledgement degree regarding the value and importance of volunteering for the Romanian society.

The organisation "Salvați copiii" Romania has directly involved in AEV 2011 specific actions and sustained their performance according to the National Plan AEV 2011 in Romania, by creating the demand and offer of volunteering at national level. The organisation "Salvați copiii" Romania has created the platform www.evoluntar.ro, a free service that

facilitates the connection between active individuals at community level and projects, organisations / institutions working with volunteers, as well as by preparing a guide of practices in the volunteer young people's work with children from institutions, prepared in a project developed and performed by volunteers, which is called: "A happier life for institutionalised children" (guide).

The formulated suggestions and recommendations, performed activities, working methods used by young volunteers of the Organisation "Salvați copiii" Romania, are presented in the guide, volunteers involved in the activity of informing the children in orphanages. These are examples of good practice provided by the high-school volunteers and active university students who, for one year, implemented the project "A happier life for institutionalised children".

The guide proposes an innovative action regarding the working methods used in order to develop the social abilities of children in orphanages. This guide has been created by using the reports and observations of young volunteers. The conclusions and recommendations of this guide have come to the attention of the UNO Committee on the Right of the Child from Geneva, by including them into the content of the Alternative Report elaborated by Salvati Copiii and presented to the mentioned international body.

At the end of the scientific research, problems related to the management of the organisational entity in Chapter IV of the thesis and the last one, called **MANAGEMENT OF ORGANISATIONAL ENTITIES**.

To start with, problems on management science, scientific management, pragmatic management and the relations in between them have been dealt with (fig. 6.1 table 6.1., table 6.2 of the thesis). Taking into account the opinions from literature, the management process in the organisational entities has been dealt with as being "*...an assembly of phases, in the processes by means of which the objectives are determined (of the organisation n.n.) and of the incorporated subsystems, resources and processes of work needed to perform them and to their performers, by means of which the personnel's work are integrated and controlled, by using a complex of methods and techniques in order to fulfil as efficiently as possible the reasons which determined the establishment of that organisation*".

The main characteristics the management process in organisational entities are: **dynamism; flexibility; periodicity**.

The development of the management process involves covering the following stages, namely: **the initial stage; intermediary stage; final stage**.

The management process implies the existence of some management systems in the content of which the components that were dealt with separately are included:

Starting from the general theory of systems, *the management system* can be defined as *the assembly of decisional, organisational, informational, motivational elements within the organisational entity, by means of which the assembly of management processes and relations are exercised, in order to achieve as high of an efficiency as possible*. It represents all components and relations in between them, structured in an organisational environment, expresses a social report of the driving system - driven system type.

The subsystems of the management system (fig. 6.2 of the thesis) are: *the organisational subsystem* is the most concrete component of the management system, being defined as all elements of organisational nature providing the environment, combination, division and functionality of production processes in order to achieve the forecast objectives of the organisational entity. This is the resistance structure of management and is materialised in the formal organisation and informal organisation; *decisional subsystem*, the most active element of the management system, it means all decisions adopted and applied within the organisational entity corresponding to the system of objectives aimed at and configuration of managerial hierarchy. Having the managerial decision as main component, it allows the performance of all management functions, being strongly conditioned by the quality of the other components of the management system; *informational subsystem* makes order in a field of theoretical thinking, governs, systematises, classifies, orders in a field of science or practical activities or does as such as a practical activity is efficiently performed, according to the objectives aimed at. *It is the hierarchical assembly of informational processes by means of which the informational connections are ensured between the driving system and driven system, consisting of a set of methods and procedures intended to collect, process, store and distribute the information that shall underlie the development of plans, adoption of decisions, coordination and control*; *the methodological subsystem* includes all methods, techniques and procedures used in the management of an organisational entity, which is characterised by complexity and formalisation, participating in exercising the management functions and increasing the rationality and efficiency of the management processes, management functions and increasing the rationality and efficiency of management processes. During the contemporary period, this has a good share - higher in the assembly of managerial elements, being a component both of management science and scientific management. The amplification of the functionality and competitiveness of the organisational entity in the context of current internationalisation is the result of the sensitive progresses in developing

and operating the managerial toolkit of the organisational entity.

For the non-governmental organisational entities, the following management systems can be listed: *the management system through objectives* is the most famous and widely used management system the substantiation and development of which are related to the name of P. Drucker in his paper *The Practice of Management*; *the management system by product* forces to the improvement of the performances of products in organisational entities, provided on the market and to the introduction of new products and services so that it would respond to consumers' demands; *the management system through budgets* takes into account that by starting from the consideration that in the market economy, the dedicated toolkit that provides the acquirement of some favourable financial results is the budget; *the management system through exceptions* has been suggested for the first time by F. Taylor and is based on systemic concept, respectively on the analysis and optimisation of the operation of a system by dividing it by component subsystems. It is a system of identification and communication signalling the manager when their intervention is needed, aiming to simplify the management process on each hierarchical level, needing the manager's involvement only on important issues. Management by exception is *a simplified management system based on the ascending selective transmission of information that reflects deviations from the established tolerance limits and on the concentration of the best managers in the decisional and operational key areas for competitiveness*; *the participative management system* is a modern management system, the need to promote it being determined by the changes in the society, by the rapid rhythm of renewals in engineering and technology, which imply training increasingly more specialists in the managerial activity, increasing the dimension and complexity of the organisational entity that complicated the managerial process, increasing the level of culture, education and professional training of employees. The participative management system implies the performance by a group of managers and performers of the main management processes, having specific objectives: the enhancement of collective thinking and all employees' capacity to create, improvement of the process to establish the objectives and scientific substantiation of decisions, enlargement of the knowledge scope of the entire personnel within the organisational entity, augmentation of the qualitative labour level and increase of the degree of individuals' integration into the work collective and organisation; *the management system through projects* has been designed as a form of management's response to the current amplitude of the technical and scientific progress, substantiated and applied for the first time in the US by specialists from N.A.S.A. It is a management system with a limited action period, designed in order to solve all complex problems, with a strong innovative

character involving the contribution of a wide range of specialists temporarily integrated into an autonomous organisational network. The management of projects in the non-governmental organisational entities involves covering the following stages: *stating the goal of the project; determining the duration of the project; establishing the human resources; stating other resources; commensurating the risk; establishing the informational base; management of the quality of projects.*

Specifically, applying the management through international projects in the non-governmental organisational entity involves: identification, analysis and preparation of projects; programming the project activities; monitoring the projects and assessing their results.

Within the management of the organisational entities, the problem of the non-governmental organisational entities in terms of management has been dealt with separately. The management of non-governmental organisational entities is a branch of the general management, which studies how managers' behaviour in a non-governmental organisational entity can influence the efficient use of its resources, in order to reach the objectives.

The study of the management of non-governmental organisational entities implies the research of those elements specific to them, which they differentiate them from the public administration institutions and from the organisations oriented towards profit. The management of the non-governmental organisational entities attempts to identify such situations and provides certain solutions for the problems of the organisations in the sector. They can only be general and shall need to be adapted for different types of organisations, but are useful for almost any non-governmental organisation.

The managerial process related to the non-governmental organisational entities can be also dealt with in terms of managerial functions. The content of the activities performed during the management process can be structured by management functions, and namely: **function of prediction** includes an assembly of activities by means of which the identification of existing trends, prefiguring the processes and future phenomena, establishing the objectives to be fulfilled and the necessary resources. Once the objectives are set, the manager shall move on designing and developing forecasts needed to achieve them, a process known as prediction. Implementing the function of prediction requires that the manager would take into account some essential requirements and namely: the current and future conditions to be objectively appreciated and scientifically substantiated; when preparing the predictions, to ensure flexibility and realism; when creating the objectives, to ensure the participation of specialists from the organisation and, when needed, some consultants from outside; anticipating the organisational climate and local, national, international conditions wherein the organisation shall perform its activity, etc; **the function of organisation** requires a process of grouping, harmonising and mobilising the resources

and activities in order to get the final results, established by objectives, efficiently and effectively, by implementing the plans and strategy prepared for this purpose. In order to ensure efficiency and effectiveness in realising the function of organisation, the manager must permanently take into account some essential requirements, of which we list: rigorously applying the organisational management principles (priority of objectives, unit of decision and action, ratio authority / responsibility, by emphasising the precise delimitation of responsibilities); systematically dealing with its organisational elements; ensuring the dynamism of managerial organisation and its basic components; **the function of coordination** is the process of influencing the individual or collective actions of the human resources from a non-governmental organisational entity in order to achieve the objectives. The action of management coordination is meant to ensure the harmonisation and synchronisation of individual and collective actions within the organisation and their orientation towards the fulfilment of objectives, in conditions of maximum profitability. As function of the non-governmental organisational entity management, coordination is needed due to the influences which the non-governmental organisational entity encounters and changes intervening following the action of some exogenous factors: political, technical-scientific, legal, economic factors, etc. One should not neglect the fact that actions can intervene on the non-governmental organisational entity, which would cause momentary disturbances (strikes, lacks of financial resources, delays in performing some works by certain partners, etc.), a situation where the manager must take urgent actions of adaptation, to keep the stability of the system and ensure the coordination of its subsystems in the new conditions; **the function of training consists in** stimulating the personnel of the non-governmental organisational entity, in organising their efficient participation in the actions oriented towards achieving the set objectives, based on taking into account the factors that motivate the people. Within the function of training, two components can be identified: command and motivation. The achievement of training by means of the command implies: formulating some clear, simple and direct provisions; the correct joining of material stimulation with moral stimulation; appropriate assessment of the personnel's capacity and concordance with the delegated duties; promotion of an actual discipline at work; effective involvement in the activity of increasing the degree of acknowledgement of subordinates in achieving their tasks. The second components is employees motivation in achieving the preset objectives, which is based on a managerial philosophy rather than on applying a technique. A successful manager shall create a climate where the employees can apply the entire energy and will themselves to efficiently achieve the objectives of the public service. The manager is aware that the initiative, loyalty, devotion cannot be bought, but must be earned; **the function of control** is all the processes by means of which the performances of the non-governmental organisational entities, its

subsystems and components are measured and compared with the objectives and standards initially established in order to remove the deficiencies observed and to integrate the positive deviations. In terms of non-governmental organisational entity management, the control is not limited only to actions of observation and initiation of correction that is required, but also to preventing the deviations, to avoiding the malfunctions. An efficient manager focuses on the preventive side of control. At the same time, the manager shall insist that the control process is related to the following essential elements, and namely: any control must be based on previously established plans; comparing the activity performed (controlled) to a standard or to an assessment criterion; the existence of an actual mechanism of the activities performed; the existence of an informational system, with reverse connections, which would allow the manager to control whether the subordinates have correctly understood the decision and whether they act to achieve it, etc.

The functions of the management of non-governmental organisational entities must be addressed systemically, because there is a mutual interdependence between them, which is why the management process must be seen and dealt with as a whole and, as such, none of the functions should be neglected or ignored.

The specificity of the non-governmental sector determines a number of features of the management of non-governmental organisational entities regarding: **operation of the organisation; continuity of supplying the product / service; structural similitude; complexity; authority and hierarchy; compartmentalisation and structural typology; organisational formalisation.**

At the end of the chapter and respectively of the thesis, a case study has been done, called **Partnership and sponsorship, methods used in the management of the organisation "Salvați copiii" of Romania.** To start with, **the partnership between the non-governmental organisations and public authorities** was analysed, which is materialised in the relationships between the state and the third sector rotating around the distinction between two types of activities involved in performing social services: funding and authorising the services and their performance. Depending on their relation to these types of activities, several state relations may be noticed - non-governmental organisational entities, and namely: *the model of the state as dominant element*, where the government has the decisive role, both in funding and performing the service; *the model of the non-governmental organisational entity as dominant element*, where the same determinant function is not of the state, but of the sector of non-governmental organisations; *the dual model, of co-participation of the two sectors*, both in funding and performing the services, but each in their own scope, separately one from the other; *the*

collaborative model, which consists in the cooperation of the two sectors, the government providing funding, and the non-governmental organisational entities performing the services. This model is based on the principle of subsidiarity, the government being practically bound to support those organisations that perform activities in the general framework, established by the state. It has been continued with the **partnership between non-governmental organisations and the business environment** that implies two or several parties working together for mutual interests and goals. Each has something to offer and something to receive, but unlike a commercial transaction, there is a mutual objective in a partnership, on which both parties act. It is more than an exchange, it is a collaboration based on some mutual interests and values. The partnership is a long-term relationship, which must be built wisely and patiently, just like any other relationship planned to last. The most common relationships encountered in the business and non-profit sectors are defined by: charity, philanthropy, aid. The undertaking is that which has and can provide resources, and the non-governmental organisational entity is that which receives support, for in its turn, it provides it to the community.

The cooperation and private-public partnership – non-governmental organisational entities can materialise in **developing an action plan at community level**, which can be designed either by a non-governmental organisational entity, or by a business organisation or by a public organisation (local authority). In order to realise such a programme, the following stages are covered: *knowing the community; knowing the resources of the organisational entity; selecting the projects*.

At the end of this case study, sponsorship, cooperation and partnership within the organisation "Salvați copiii" Romania have been practically analysed, taking into account the formal structure of this non-governmental organisational entity (fig. 6.4. and 6.5. of the thesis) and the compulsoriness that at the end of the year, both the organisation "Salvați copiii" Romania, and its territorial branches prepare an annual report on these issues (annex 6.1. to the thesis).

Such activities are performed both at the level of the organisation "Salvați copiii" Romania, and at the level of each branch in Romania. **Argeș, Brașov, Bucharest, Caraș Severin, Cluj, Constanța, Dolj, Focșani, Galați, Hunedoara, Iași, Mureș, Neamț, Suceava, Târgoviște, Timiș, Vaslui.**

Regarding the activity performed by the organisation "Salvați copiii" Romania, the following may be listed among the most important sponsors and respectively partners: **Lidl Romania, Alcatel-Lucent Foundation, Enel CUORE, the pharmaceutical company GlaxoSmithKline (GSK), Henkel Romania, IKEA, Intesa Sanpaolo Bank, Kaufland**

Romania, KPMG, Selgros Cash & Carry, BRD – Groupe Societe Generale, Advertising Agency McCann Erickson, Allianz Tiriac, AVON, Biochefarm International, the fair Baby Boom Show, Schaeffler Romania, AVIVA Life Insurances, ING Life Insurances, Porsche Romania, Banca Comerciala Romana (BCR).

The dynamics of the sponsors and partners of the Organisation "Salvați copiii" between 2009-2011 was an ascending one, registering increases from one year to another, meaning an increase of 4 units in 2010 compared to 2009 and of 8 units in 2011 compared to 2009.

CONCLUSIONS

The issue of the culture of organisational entities in general and that of the non-governmental ones in particular and its influence on the management of such organisational entities has been dealt with in this scientific action from the general to the particular, and reversely, starting from the economic-social system to the local community, exemplifying by organisations such as "Salvați copiii" Romania, but also from organisations to the macroeconomic level.

The established hypotheses of work have been verified and confirmed in the analysed field, by this scientific action and led to the following conclusions:

- *the non-governmental organisational entities must be analysed in terms of the systemic theory and it is necessary to place them into the horizontal and vertical structure of the national economy.* Thus, their dynamic character is emphasised, as well as its influence on the operation of such an entity, which determines an efficient operation of the non-governmental organisational entities;

- the current state of the non-governmental organisational entities in Romania, analysed in a case study, highlights *their structural variety and diversity of the fields where they perform their activity* (associations created in the non-patrimonial personal interest of their own members, associations created in the interest of a social category, companies created in the general or community interest, etc.);

- the SWOT analysis, based on the data provided by FDSC and CIVICUS on *placing the non-governmental organisational entities in the Romanian civil society*, emphasises the need to achieve a *balance between the strengths and weaknesses on the one hand and opportunities and threats on the other hand, regarding the consolidation of the position of these entities, both in the Romanian civil society and in the national economy;*

- *the case study for a culture institution as space where the culture action occurs on the example of the cultural actors in Teleorman County is an analysis of the culture of the organisational entity and its relationship with the national culture dealt with both from its very components to the whole and reversely;*

- *case study on the analysis of the culture of non-governmental organisational entities and their characteristics, done based on some specific techniques (questionnaires), has emphasised: the long distance to power; very low individualism; average masculinity index; avoiding to take*

responsibilities by the organisation's members; presence of some contrary trends in the organisational culture; average value of long-term orientation; specific trends of culture and maximisation of the degree to satisfy the public's needs; team work; complying with certain standards, rules and special procedures, etc.;

- *in non-governmental organisational entities, volunteering is a form specific to organisational culture;*

- *to assess and commensurate the work done by volunteers, methods and techniques are used to measure the contribution of volunteers by the activity performed (the VIVA method, the method of measuring the volunteers' working time, the method of costs with the working opportunity, variant of costs with the opportunity of agreement time, variant of replacement cost, variant of the salary in the industry, etc.).*

- *case study on volunteering in the organisation "Salvați copiii" Romania, which emphasises the culture of volunteering within the activities of the European Year of Volunteering 2011;*

- *the management of organisational and respectively non-governmental entities has been distinctly analysed, focusing on theoretical issues (management process, management system), but also on the practical aspects regarding the management of the non-governmental entities and its relationship with the culture of the non-governmental organisational entities;*

- *partnership and sponsorship have been presented as methods to perform the managerial activity in the non-governmental organisational entities on the example of the organisation "Salvați copiii" Romania.*

- *the analysis of the management of non-governmental organisational entities in Romania highlights certain difficulties, and namely: lack of a coherent vision and strategies of the non-governmental organisational entities; lack of some studies and actual actions of social motivation; sporadic and superficial action of benchmarking activities; acute lack of resources; difficulties in obtaining funds, etc.*

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