

Motivating Staff and Volunteers Working in NGOs in the South

Prepared for People In Aid

By

FRONTERA, an international management and development
consulting organisation.

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Executive Summary

High staff turnover and poor performance have been persistent issues for both international and local non government organisations (NGOs). The issues have often been connected to the difficulties in motivating staff and volunteers. Financial constraints in NGOs including multi-cultural environments in many of those made the situation more complex and hard to tackle. People In Aid, therefore, commissioned research to look at ways in which these organisations can and do motivate their staff and volunteers. The aim was to identify the various non-financial incentives used by NGOs working in the South. The research was undertaken by FRONTERA, an international management and development consulting organisation, working with in-country consultants.

Primary data were collected through interviews with HR contacts or senior managers in 28 NGOs in four countries, namely, Honduras, India, Kenya, and Pakistan by consultants living and working in the region. A number of case studies, tips and recommendations are presented in the research report and will be of practical assistance to managers and HR professionals in Southern NGOs and INGOs with operations or partners in the South. The report provides insights into the key factors in motivating staff and volunteers, the non-financial incentives used by organisations as well as the do's and don'ts and recommendations for employers.

Irrespective of the affiliation, mission, size and extent of operations, problems of low morale and low motivation of staff and volunteers were found to exist in varying degrees in NGOs. The culture of an organisation, its structure, leadership, vision and mission, and management processes have a direct influence on the motivation of the employee. The global, national, and community influence also play a significant role in motivating employees. The organisation and the employee must deal with this interplay and tension between the different spheres of influence that affect them.

The factors responsible for low employee motivation and high turnover, as revealed through the research, are low salary, restructuring and job insecurity, increased employment opportunities elsewhere, issues of personal safety and security, lack of respect and appreciation, under employment, lack of development opportunities, work culture within the workplace and non alignment of values.

An analysis of the solutions that NGOs use in Honduras, India, Kenya, and Pakistan indicate wide variations. Practical solutions are offered such as culturally applicable activities and incentives, the proactive engagement of staff and volunteers in dialogue, as well as using a mix of incentives. However, the solutions suggest that they are all aimed at one thing: addressing the personal and professional needs of employees.

As derived from the research findings, here are some recommendations to the leaders and managers of NGOs operating in developing countries.

- Facilitate an organisational environment where employees feel valued, and receive necessary support to realise their potential by contributing to the development of organisational strategies, structures, and processes for improving the effectiveness of organisations.
- Ensure that organisations have HR strategies, policies, processes and procedures that focus on aligning employee objectives and organisational goals.
- Introduce culturally appropriate activities, incentives, and processes in the organisations to motivate employees.
- Proactively engage in dialogue with the employees to be aware of and manage their expectations keeping the organisational goals in view.
- Consider using a mix of suitable non-financial incentives to enhance employee motivation and organisational effectiveness.

Non- Financial Incentives

- > Management and Staff Development
- > Job rotation through secondment
- > Assessment and Development Centre
- > Employee Performance Recognition Schemes
- > Participatory processes and mechanism
- > Career development
- > Professional and Academic Studies
- > Special Projects/Assignments
- > Promotion and Transfer
- > Performance Management
- > Development of networks

Each NGO has a unique organisational situation despite having a number of common characteristics with others. Different NGOs are at different stages of maturity in strategic and operational HR, have different scopes, scales of operation and financial strength. In addition individuals within the organisations are also unique. Given this uniqueness there should be individual solutions to address the problems of employee motivation in organisations depending on the demands of the particular circumstances. The research offers the reader insights into a raft of successful ideas, from do's and don'ts to practical solutions currently being used in the South.

“Employee motivation is a continual challenge, where falling back could mean the death of the organisation”.

Executive Director, INGO, seeking to reduce poverty by developing innovative approaches to the productive management of natural resources in Africa.

Foreword

“A motivated employee generally remains with the organisation for a longer period of time, and by reducing the attrition of staff, we can make sure that the organisation’s resources can be dedicated to the programme and betterment of the communities.”

- **Head of HR, International Development Organisation based in Honduras**

Many of us would agree with the sentiments expressed by this senior HR manager, and recent research by People In Aid has shown that motivation, employee engagement, performance management and retention are inextricably linked, and high on NGO’s lists of priorities. This piece of work focuses specifically on how NGOs are tackling the issue of motivation.

Between October and December 2006, People In Aid commissioned the UK based International consultancy FRONTERA, and a number of individual consultants in India, Honduras, Kenya and Pakistan to research ways in which NGOs operating in the ‘South’ can and do motivate their staff and volunteers. The report brings together case studies from 28 agencies and offers the reader insights into a range of practical experiences, and constructive guidance where appropriate.

A key finding from the research indicates that although there is broad variation in the incentives and activities used to motivate people, there is really one consistent hallmark: successful interventions are those which address the personal and professional needs of employees. The role of people and their centrality to organisational effectiveness and the achievement of the mission is of paramount importance and echoes the guiding principle from the People In Aid Code of Good Practice, namely that *“People are central to the achievement of our mission”*.

We commend this research to you. We trust that you will find it both of interest and of practical benefit in your endeavours to realise your organisation’s mission.

People In Aid, London, January 2007

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HONDURAS: Instituto Hondureño de Desarrollo Rural (IHDER), Instituto Hondureño de Educación por Radio (IHER), Save the Children, Honduras, The Danish Association, World Relief of Honduras, SNV – Servicio Holandés de Cooperación al Desarrollo, World Vision Honduras,

INDIA: Antara, Paripurnata, Institute of Psychological and Educational Research (IPER), Noble Mission, Action Aid-India (AAI), HOPE Foundation, India, YMCA. CARE India,

KENYA: ADRA Kenya, Farm Africa Kenya, Kenya Association for the Welfare of People With Epilepsy, Terre des Hommes East Africa, World Wildlife Fund Kenya, Nature Kenya, The East African Network for Monitoring Anti-malarial Treatment (EANMAT),

PAKISTAN: Aurat Foundation, Orangi Pilot Project (OPP) Organisation, Rozan, Sungi Development Foundation (SDF), Voluntary Services Overseas (VSO), Islamic Relief

Two of the issues consistently high on the list of priorities of non government organisations are staff performance and staff retention. In talking to various agencies in a number of developing countries, People In Aid has frequently heard the comment that they cannot sufficiently motivate staff or volunteers to perform as required or to stay in the organisation.

There can be many reasons for NGO staff to under-perform, leave an employment or give up a volunteer post, including reasons related to low pay.

The growth in the NGO sector in the developed and developing countries demands more management attention in encouraging the employees to perform better. The current trend shows that there is an increasing number of national staff working in NGOs and International NGOs operating in the developing countries. There is also continual employee migration within the countries due to the need for emergency response, scaling up of NGO activities, increased need for experienced and competent employees, and the changing career aspirations of employees.

A key issue faced by many agencies is monetary resources and this is more the case in NGOs in the South. There are clear indications that financial incentives alone are not enough to motivate employees and more and more agencies were turning to non-financial incentives to enhance their motivation. Not much research existed however, involving the NGO sector in the South with this regard, and there was a clear need to investigate how to motivate and retain staff with low budgets.

With this in mind, People In Aid commissioned a research to look at ways in which these organisations can and do motivate their staff and volunteers by using alternative means other than providing higher compensation and benefits.

NGOs operating in the developing countries face a challenge to raise the motivation of staff or volunteers to perform well and continue to work without leaving their organisations prematurely. This research aimed to identify the various non-financial incentives used by the NGOs working in developing countries.

FRONTERA, a UK-based international management and development consulting firm was asked to manage the multi-country research guided by the objectives set out by People In Aid.

The output of the research is expected to be of practical assistance to Southern NGOs and INGOs located in developing countries and the HR Managers, Specialists and People Managers at various levels in such organisations.

02

Objectives & Scope

The objective of the research as per the Terms of Reference has been to study why and how people are motivated to perform and stay with non government organisations based in the developing countries.

The scope included research into:

- The causes of low staff motivation in NGOs based in Honduras, India, Kenya and Pakistan. Case studies were of 7-8 agencies per country, with only one faith-based agency per country – to prevent skewing of results.
- The impact of low motivation as experienced by these NGOs;
- How did these NGOs address the issue of low motivation? Case studies, tips and recommendations.

The scope also included works of others and analysis of theories propounded by recognised thinkers and specialists along with some research into existing practices of staff recognition and motivation in various organisations, e.g. corporate, INGOs.

03

Methodology

Briefings from People In Aid on their own work and their staff knowledge provided the required background for the study.

The research was conducted in four countries, namely, Honduras, India, Kenya, and Pakistan as required by People In Aid. Seven non-governmental organisations each working in development or poverty alleviation, in Honduras and Kenya, six in Pakistan and eight organisations in India participated in the research.

Country consultants based in Honduras, India, Kenya, and Pakistan were responsible for the in-country research, being already knowledgeable of the organisations and some of the practices and cultures in the countries.

Primary data were collected through interviews with HR contacts in the selected NGOs or other relevant senior-level contact persons in each country by the in-country consultants. Case studies were prepared by them based on the interview results. General employees of the organisations were not interviewed.

Further key inputs to the research included:

- Current HR debates on employee morale, wellbeing and motivation
- People In Aid Code of Good Practice
- Reviews of relevant research, literature, tools and techniques
- Consultants' own experience and expertise

The data from all these sources provided material to address the objectives of the study.

04

Concepts and Theories of Motivation

Before the field study of NGOs in Honduras, Kenya, Pakistan and India, literature related to the concepts and theories of motivation were reviewed in order to compare and contrast them with the actual practice in terms of employee motivation and retention in NGOs.

The negative view about people, driven by mistrust, and traditional 'command and control mindset' (Theory X, Douglas McGregor, 1960) has influenced organisational strategy through the ages because it seemed to work well under certain circumstances. Managers with such a mindset could not even imagine how great the organisational benefit could be if employees could be motivated to contribute on their own initiative.

The Hawthorne Experiments, by Elton Mayo during 1924 to 1932 studied the effect of fatigue and monotony on employee productivity. It demonstrated that people responded positively to caring behaviour resulting in higher motivation and productivity. This initiated the humanistic approach in people management.

Abraham Maslow's theory proposed that human beings had different levels of needs in a particular order. He identified five levels of needs in order of hierarchy. The most basic needs are the biological and physiological needs. At the top is the need for self-actualisation which Maslow defines as growth motivation and calls it the 'Being Need'.

Maslow identifies the four different types of needs below the level of self-actualisation as 'Deficit Needs'. He explained that if one had any of these four levels of unmet needs, one would feel the deficiency but if the need was met, one would almost be unaware of it.

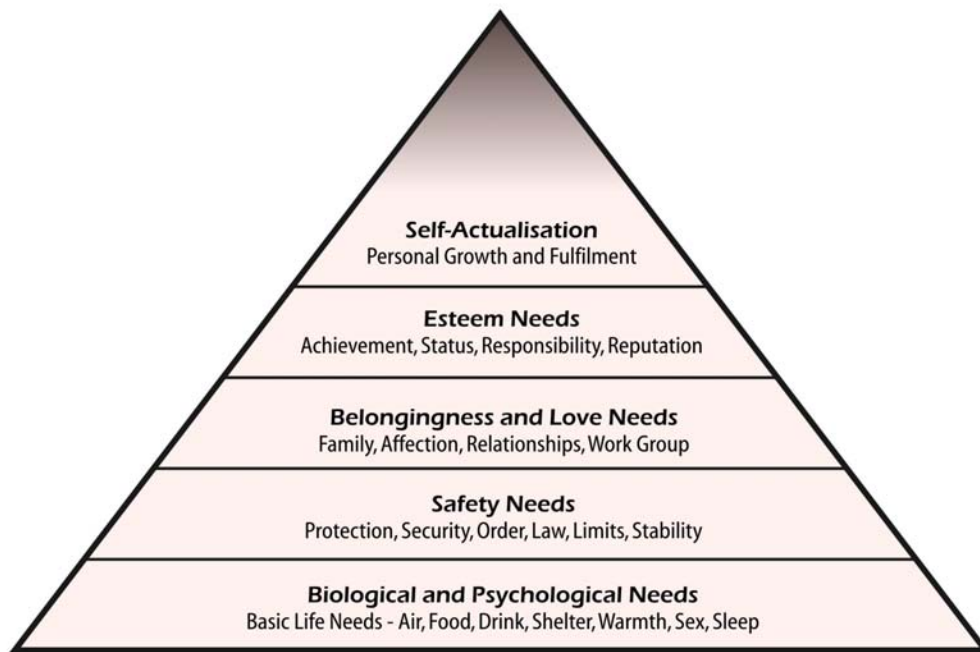


Diagram 1: Maslow's Hierarchy of Needs

According to Maslow, peoples' needs are insatiable and there can be unending demands. Once needs in one level are met, people will demonstrate their desire for the next level of needs. Maslow's theory helps to understand different types of needs of people.

The Theory Y assumptions (Douglas McGregor, 1960) about people and their work created space for bringing in an environment where they can feel motivated to perform at their best (Table 1).

Employee motivation often depends on the style of the managers. The managers with theory X assumptions are characterised by certain traits, e.g. authoritarian style and tight control.

They do not appear to promote development, and create a restraining culture. Employees hardly get any motivation under such leadership.

The managers with theory Y assumptions practice a different style which is liberating, empowering and developmental. They believe in achieving accountability among the employees by enabling them and giving them responsibility. Employees feel more motivated while working with such managers.

Table 1: Theory X and Theory Y

Theory X	Theory Y
<ol style="list-style-type: none"><li data-bbox="277 751 776 814">1. The average human being has an inherent dislike of work and will avoid it if he (she) can.<li data-bbox="277 848 776 1003">2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.<li data-bbox="277 1037 776 1157">3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.	<ol style="list-style-type: none"><li data-bbox="862 751 1360 814">1. The expenditure of physical and mental effort in work is as natural as play or rest.<li data-bbox="862 848 1360 1031">2. External control and the threat of punishment are not the only means of bringing about effort toward organizational objectives. Man (human being) will exercise self-direction and self-control in the service of objectives to which he (she) is committed.<li data-bbox="862 1064 1360 1127">3. Commitment to objectives is a function of the rewards associated with their achievement.<li data-bbox="862 1161 1360 1255">4. The average human being learns, under proper conditions, not only to accept but to seek responsibility.<li data-bbox="862 1289 1360 1444">5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.<li data-bbox="862 1478 1360 1572">6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Frederick Herzberg (1959) in his Hygiene / Motivation Theory proposed that people had two types of needs.

He identified 'Hygiene Factors' as a type which included:

- Supervision
- Interpersonal relations
- Working conditions
- Salary

The second type which he called 'Motivators' included:

- Recognition
- Work
- Responsibility
- Advancement

Herzberg suggests that if the needs related to the Hygiene Factors are not met, employees get de-motivated. If those needs are met, the effect on the employee motivation is limited. The Motivators are associated with long-term positive effects in job performance while the Hygiene Factors consistently produce only short-term changes in work attitudes and performance, which quickly fall back to their previous levels.

There are a number of other concepts put forward by many thinkers, the brief outlines of which may help understand the dynamics of employee motivation in organisational context. Here are a few examples:

Burrhus Frederic Skinner (1953) believes that behaviours of employees leading to positive outcomes are repeated and those resulting in negative outcomes are not repeated. Managers should take a lesson from it and reinforce behaviours that result in positive outcomes.

Victor Vroom (1964) states that employee motivation is directly proportional to rewards, i.e. positive rewards motivate employees and negative actions de-motivate them.

John Stacey Adams (1965) in his Equity Theory proposes that employees expect equity between what they give to the organisation and what they receive in return. If employees feel that their inputs such as efforts, commitment, loyalty, trust, and enthusiasm to the organisation are fairly and adequately rewarded by outputs such as financial and non-financial benefits or incentives, they remain motivated and continue to provide inputs towards higher productivity. Employees get de-motivated due to the *perceived* absence of such equity.

Over time many thought leaders including Chris Argyris and some others in recent times propounded that participatory management style boosts employee motivation. To ensure employee motivation, Argyris suggested that organisational structure should be adjusted to promote decision making at team levels. He also suggested that work should be reorganised enabling employees to realise their potential.

David McClelland (1988) identified three types of motivational needs, e.g. achievement, power, and affiliation which exist in varying degrees in all employees. His ideas have close links with the theory proposed by Herzberg.

It is obvious that these theories do not provide a standard formula or a conclusive direction for motivating employees. The theories, however, indicate that employee motivation is a matter of high complexity as it is all about dealing with complex human behaviour.

The theories may not be fully valid in certain countries due to the particular cultural context adding another dimension to the already complex issue of employee motivation.

05

Cultural Implications of Motivation Theories

Theories of motivation discussed above and the common strategies suggested for enhancing employee motivation by positive reinforcement, effective discipline, reward and punishment, fair treatment to employees, satisfying employee needs, setting goals and targets, performance management, and organisational restructuring have been applied in the western world for human resource management in the business sector.

Many of those were developed based on research and experiments in the United States. The strong emphasis on individualism there has led to the expectancy and equity theories of motivation: theories that emphasise rational, individual thought as the primary basis of human behaviour.

The emphasis placed on achievement is not surprising given the willingness of people in the west to accept risk and their high concern for performance. The theories do not necessarily offer universal explanations of motivation; rather, they reflect the respective value systems.

Maslow's need hierarchy argues that people start at the physiological level and then move progressively up the hierarchy of needs. In countries like Honduras, Kenya, India and

Pakistan, where uncertainty avoidance characteristics are strong, survival and security needs are on top of the need hierarchy. In these countries, unemployment is still high. Therefore, people prefer secured long-term employment. Whereas in the UK job-security need is seen to be lower due to lower unemployment, as well as personal aspirations and expectations to “job-hop”, linked to Maslow’s thoughts on needs being insatiable.

Another motivation concept that clearly has a western bias is the achievement need. The view that a high achievement need acts as an internal motivator presupposes two cultural characteristics - a willingness to accept a moderate degree of risk (not true in countries with strong uncertainty avoidance characteristics) and a concern for high performance (which applies almost singularly to countries with strong quality-of-life characteristics). These characteristics are found among the people in the west and relatively less or absent in most developing countries where life revolves around strong family or communal relations and socio-cultural traditions and norms. There is a higher need for affiliation in Eastern cultures where team working is valued and building good relations is motivating.

Key components of Goal Setting assume that subordinates will be reasonably independent, that managers and subordinates will seek challenging goals, and that performance is considered important by both. This is aligned with the western culture which tends to maintain low power distance, low in uncertainty avoidance and high concern for quality of life. This may or may not, therefore, increase motivation in many developing countries.

In certain oriental cultures such as Japan love and safety needs are stronger than the need for self-actualisation as revealed through research (Haire, Ghiselli, and Porter (1966). Edwin C Nevis (1983) proposed that social belongingness is the foremost basic need rather than the physiological needs in China. He also found that self-actualisation in China is achieved by committing to the welfare of the society rather than in an individual way. The issues above prompt a valid question. How can these motivation theories and modern management practices developed for the businesses in the western world, be made relevant for non-profit organisations in Africa, Asia and Latin America?

There are other schools of thought in countries and cultures in the developing world which can throw some light on the subject of motivation.

Taoism, an oriental philosophy, focuses on the inter-relationship of things. Taoism says that apparently opposing elements can be intimately related and can influence each other.

This provides an indication of why an unmotivated individual is *incapable* of motivating others, and why someone successful in motivating others may feel equally motivated.

Christian values have inspired many employees to work with high motivation. The idea of having an organisational mission was derived from Christian missionary work ethics world wide.

The philosophy of Islam emphasises on doing work with a spirit of helping others. There are systems (such as *Zakat*) where people are often motivated to give away a percentage of their income for charitable purposes.

The concept borrowed from the Gita, which is said to contain valuable advice from Lord Krishna on worldly matters is also thought provoking. It proclaims *“To action only hast thou a right and never at all to its fruits”*.

It emphasises selfless service and *‘Karma Yoga’* which implies that *Karma* (Work) itself should be the goal for all human beings. Many employees in India are inspired by this thought to perform with higher motivation.

06

Results and Reflections

6.1 Honduras – Latin America

Seven organisations participated in the research in Honduras of which two were national organisations, four were international organisations and one was a faith based organisation.

One national organisation employing 48 staff and 1,600 volunteers across the country did not report any problem of motivation and indicated that they maintained positive employee motivation by providing opportunities for training and development.

“There must be a healthy balance between teaching and learning and as the motivational levels of each student is different, attention should be paid to the individual emotional and education evolution based on the experience, values and the potential of each student” – Executive Director, a Honduran NGO for Distance Learning

They arranged trips to other countries to learn from their program activities, and field visits and the volunteers were provided with similar opportunities while their self-motivation and commitment were recognised and encouraged.

One national organisation pointed out that low staff motivation was due to an unhelpful and autocratic management style in the past resulting in lack of respect to employees, nepotism, indifference to employee issues, lack of listening, imposition of policies and procedures without employee consultation including low salaries. A number of employees left the organisation.

	National Non Government Organisation - HONDURAS	Case Study
<p>This is a national, not for profit organisation founded in 1978 dedicated to improving the standard of living and increasing social participation among the low income families. The organisation has 28 employees.</p> <p>About five years ago the motivation level of the staff was at an all time low, caused by the ignorance and stubbornness of the senior management. Some employees left the organisation, faced with the blatant violation of their basic rights (including, but not restricted to, lack of respect, low salaries, delayed payments, nepotism, indifference to staff issues, lack of listening, imposition of policies and procedures without employee consultation). The resulting downturn in employee morale reflected in the performance of the organisation as a whole, however a majority of the employees continued due to their deep commitment to rural development.</p> <p>The executive board decided to replace the chief executive officer and proceeded to realign the organisation with its strategy.</p> <ul style="list-style-type: none">• Generating more participation of the employees in the decision making process• Establishing an “Open Doors” policy• Continual training and development• Making the employee feel like a member of the organisational family• Generating commitment to the institute and the people in the rural community• Orientating the employees to the realities of the development scenario in the country• Life and accident insurance benefits• Recognition by circulating memos amongst the employees <p>The senior management’s actions directly influence the motivational levels of the employees, and therefore, salary and financial incentives are not the only determining factor with regards to staff motivation.</p> <p>The steps taken have greatly improved the performance of the organisation, which has been verified by the communities and the general public. Employee motivation is at a high, and the attrition levels are low. In the last three years, no employee has left the organisation.</p>		

Further case studies can be found in Annexe 2

The low motivation and the resulting 'brain drain' was becoming a chronic problem, and no action by the senior management seemed to find the cure. The distance between the management and staff grew at an alarming rate and those employees who remained in the organisation felt isolated day by day, but could not leave, due to either lack of opportunities in the job market or because of loyalty to the organisation.

Eventually the board had to intervene to change the senior management. Several measures were taken including participation of employees in decision making process, continual employee training and development, an open door policy, written recognition of employee performance, and other benefits such as life and accident insurance for the employees. These measures dramatically improved employee performance providing a lesson that non-financial incentives, such as respect, listening, and consultative management style play a major role in boosting employee motivation.

Three international organisations had no major problem in motivating their employees. Employee tenure was around five years in two organisations. The other organisation worked with employees and collaborators with fixed term contracts. All three international organisations had good communication with employees, opportunities for employee development, good leadership, and a consistent mechanism to address employee issues.

“building a relationship based on trust and paying attention to the needs of the individual is the thing that helps to boost morale” – Director, INGO based in Honduras

One faith-based international organisation had problems in the past in motivating employees, despite the Christian values of the organisation attracting employees who were already motivated to perform better due to the shared values. The reduced motivation was found to be due to the unsuitable pay packages. The issue was addressed and a number of other benefits, e.g. low cost Medical Care, Health Club membership etc. were also introduced.

“...with a little bit of creativity and openness we could achieve equilibrium of personal benefits and incentives in relation to productivity.....”

“We believe ... every member of the organisation must feel valued and appreciated for what they contribute, and their individual achievements must always be put into perspective with the organisational goals.” - Director, INGO based in Honduras

There were other measures implemented by senior management in order to boost the staff morale, as well as to increase organisational performance in general. Transparent performance management process, improved working environment, and valuing employee contribution helped enhance employee motivation and productivity.

6.1.1 Top Tips: 'To-Do and Not To-Do' (Honduras)

To-do

- Respect every individual and be friendly to staff
- Have clear communication with the staff
- Clarify the role of the individual with relation to the objective of the organisation
- Provide continual professional development
- Make employees feel like a part of the organisation
- Remember special dates (birthdays, anniversaries) and congratulate the employee
- Maintain a tidy, healthy and open work environment in the workplace
- Encourage staff with international travel to gain exposure from other similar projects
- Understand organisational politics and use it for organisational advantage
- Quickly resolve employee issues
- Encourage employee input into development of projects and assignments
- Maintain an 'open door' policy
- Make new employees feel welcome from the outset
- Formally recognise good performance
- Fulfil commitment towards employees
- Have fair rules across the organisation, for everyone
- Organise occasional excursions, field trips and social gatherings for the employees
- Make periodic health checks of the organisation
- Set realistic targets for employees based on their experience, ability and past performances

HONDURAS

Not to-do

- Do not engage in nepotism – fair rules for everyone
- Do not single out employees for criticism in a public setting
- Do not compare the employees with one another
- Do not neglect the needs of the employees
- Do not promote 'top down' management

HONDURAS

6.2 India – Asia

Eight organisations were involved in India of which four were national NGOs and four international NGOs including one faith-based organisation. Three national organisations reported their employee turnover rates as 34%, 20% and 30%. One organisation said in the last years none of their employees had left.

	International NGO Branch - INDIA	Case Study
<p>This is an international development agency that is presently working in 43 countries to fight poverty and injustice. It was setup in 1972 with the vision of an India and world without poverty and injustice, one in which every woman, man, girl and boy enjoys the right to life with dignity.</p> <p>The Mission is to work with poor and excluded women, men, girls and boys to fight poverty and injustice. In the three decades of work in India, they have formed partnerships with nearly 400 NGOs and community based organisations (CBO) to support more than 5 million of the poorest and most marginalised people to participate in the development process by accessing their human rights and entitlements.</p> <p>They believe that any dent in the scenario of persistent inequity and injustice, would require addressing the root causes of poverty, and not just the distressing conditions. Their role stems out of this world-view of poverty, which requires what is described as the rights-based approach to development.</p> <p>It has only five employees due to which there has been no big issues to deal with. During the last three years two employees left the branch organisation</p> <p>According to the organisation, they have their appropriate strategies and processes and no special strategy has to be developed to motivate employees. Although turnover rate is high, the organisation considers it as nothing to worry about.</p> <p>The performance of staff and volunteers increases once they get the exposure in media or participate in any campaign for advocacy.</p>		

Further case studies can be found in Annexe 2

One national organisation reported that it did not have any performance or motivational issue. They reported having healthy relationships with colleagues, relatively flat organisational structure, informal working environment and transparency. Many employees, however, left the organisation due to the availability of better opportunities elsewhere. This contributed to a relatively high turnover rate of 30%.

The fourth national organisation reported no problem in employee turnover rate but had certain motivational problems in employees dealing with mentally unstable patients as a part

of their job requirement. The tough psychological challenge of dealing with violent behaviours dampened their zeal. The problem was addressed by providing continual support through periodic counselling, awareness programmes, training and development.

“Awareness Programmes, learning about the nature of illness and symptoms helped us to get over the problem. Training and development focused principally on the type of work of the staff, helped them to regain confidence and motivation in dealing with their sensitive subjects” – Head of an Indian NGO dealing with mental health problems.

Among the four international NGOs, one organisation attributed the lack of motivation to the work culture in India. The other three did not face any problem in motivating their employees. Open working environment, exciting work of advocacy, staff autonomy, emphasis on performance management process, result focus, transparency and accountability were some of the factors that contributed to high motivation of their employees.

“counselling ... and awareness building helped them to be more productive. Making them aware on the mission of the organisation helped them to increase their involvement. Making them aware that “people come first - not personal interests” helped them to reach the goal”

“Performance appraisal and staff counselling are the two key areas which helped us to succeed” - Director, INGO based in India

The organisation based on Christian faith identified ‘the satisfaction to change lives of others’ and ‘rotational assignments’ as two key factors contributing to high employee motivation in their organisation.

Two of the national organisations reported that job hopping is typical among the more qualified staff heavily contributing to the high turnover rate (20% and 34%) (Employee turnover rate in the NGO sector in the UK in 2005 was 15.9%¹).

The organisations attempted to address this problem by taking less qualified staff and placing them in a talent management route which instilled in them a sense of loyalty and belongingness to the organisation.

¹ CIPD (2005) Annual Survey Report, Recruitment, Retention And Turnover, UK

“Staff motivation is a major problem for running the programmes. In India due to scarcity of suitable jobs, highly qualified people compete for jobs with not so qualified... the administration has to opt for the best candidate. But after getting the job the over-qualified employees lose motivation in their work” – Educationist and Author, Head of an Indian NGO.

6.2.1 Top Tips: ‘To-Do and Not To-Do’ (India)

To-do

- Show respect to all members of staff
- Provide ample scope for staff development
- Get staff involved in project development
- Have a transparent and accountable management team
- Make sure the employees feel challenged and confident about their task
- Listen to staff, and resolve their issues quickly
- Delegate responsibility to staff in an equitable manner
- Organise cultural and social programmes for the employees
- Provide incentives for staff to perform better (other than financial)
- Have rotational assignment policy to provide varied challenges to staff

INDIA

Not to-do

- Do not criticise employees in a public setting
- Do not engage in nepotism
- Do not infringe on staff autonomy
- Do not neglect staff
- Do not fail on commitments (to employees)
- Do not shift the 'goal posts'

INDIA

6.3 Kenya - Africa

Four national NGOs and three international NGOs took part in the Kenyan research. One of the seven organisations was an international NGO based on Christian faith. One national organisation reported no problem in relation to employee motivation. They claimed that their terms of engaging employees are absolutely clear. They provide financial benefits such as transport bonuses, pension scheme, and medical insurance for the employees and their families. They had clear communication channels between staff and the management.

	National Non Government Organisation - KENYA	Case Study
<p>This is a society that takes action for biodiversity conservation in Kenya. It believes in environmental sustainability through conservation of nature. It has 33 staff members and over 150 volunteers.</p> <p>It does not have any motivation problem. This is due to the fact the employment terms are very clear. There are, however, people with low motivation. They are accommodated as long as the situation does not impact performance. Staff turnover rate has been 20%.</p> <p>In order to tackle staff motivation problems, it is essential that terms of employment should be clear. It is true that salary is sometimes low. Those who join, however, agree with terms and condition including salary. To prevent low motivation among the staff there are certain incentives including bonuses, pension scheme for the employees, Medical insurance and a cooperative society.</p> <p>As the salary is low the organisation expects that some employees will move on. It believes that clear mission and vision, transparency in relationships, and a friendly environment are pre-conditions to building an organisation where employees work with high motivation.</p>		

Further case studies can be found in Annexe 2

Three national organisations reported issues with regard to employee motivation. All had similar problems. The contributing factors reportedly had been lack of communication, lack of clear decision making process, lack of adequate resources, unfinished activities and salary concerns.

One international NGO had a strategic plan, job profiles and clear work schedules which gave a sense of direction to the employees. They engaged in participatory methods to enhance employee commitment. Apart from salary and salary advances, they provided health insurance, study grants for the children of employees, and compassionate leave. Other incentives included staff outings for team-building, and various participatory processes which

could be classified as non-financial incentives. The current turnover rate is 0%. One international organisation reported problems of employee motivation due to the lack of fit between the employee qualification and job requirements which was due to the lack of appropriate HR processes.

“There is a need for careful recruitment and selection, there is no point hiring someone with a Masters degree while the job demands only a Graduate.” – Asst. HR Manager, INGO based in Kenya.

Low pay was another reason for low employee motivation. Many of the problems were resolved through participatory management practices and employee recognition. Perhaps due to the salary issue, employee turnover rate was 39%. The faith-based international organisation reported that they had problems with a particular employee who happened to be of a different faith. This contributed to a serious problem causing tension and lack of motivation among the general employees. The problem was resolved by separating the particular employee.

6.3.1 Top Tips: ‘To-Do and Not To-Do’ (Kenya)

To-do

- Leadership by example
- Continual learning and development opportunities for the employees
- Clear job description and evaluation matrices
- Formally recognise good performance
- Trust – that they have the capacity to carry out their assignment. Show your trust.
- Have empathy.
- Involve staff in decision making processes
- Resolve staff issues and sort out differences among staff quickly
- Make sure employees have direct access to the senior management
- Make employees feel part of the organisation
- Provide attractive benefits for employees (other than salary)
- Organise field trips, cultural and social events for employees
- Maintain a good work environment
- Have a fair evaluation process for everyone
- Listen attentively to employees

KENYA

Not to-do

- Do not be authoritative
- Do not ignore or neglect positive contributions
- Do not undermine teamwork
- Do not criticise openly
- Do not use offensive language

KENYA

6.4 Pakistan – Asia

Six NGOs including two International NGOs based in Pakistan participated in the research. One international organisation based on the Islamic faith also participated.

	Faith-based International Charity - PAKISTAN	Case Study
<p>This is a faith-based humanitarian organisation based on the philosophy of Islam and Quran that if you save the life of one person; you saved mankind. Therefore, it promotes humanity in its operational areas. However, due to its identity of being an Islamic organisation, the funds are mainly generated through Muslim philanthropists and other means such as Zakat. In essence, Islamic identity has been the motivating factor for generating the resources for programmes to help Muslims rather than employee motivation.</p> <p>After the earthquake of 2005 in Pakistan, it faced, like many other humanitarian organisations, two types of challenges. One was how to retain the existing staff because of changes in the job market; many relief organisations were offering high salaries on a short term basis which disturbed the momentum of work. The other challenge was related with the new recruitment. It hired at least 200 new staff in its field offices of earthquake affected areas. Due to the nature of emergency work, the organisation has to be more responsive towards community issues than the staff. Therefore, it becomes difficult for organisation to fix the clear divide of roles and responsibilities among staff members. Due to this reshuffling, staff became emotionally sensitive.</p> <p>The following strategies are used to address the issue of low motivation: Being a professional organisation, temporary allowance for field staff, promotion of staff, decentralisation of HR department, effective communication, and staff development.</p> <p>Organisational culture like democratic style of management and organisational values such as equality, rule of law and intolerance for abuse were found to be contributing factors to achieving staff motivation, retention and high performance in the organisation.</p>		

Further case studies can be found in Annexe 2

The Islamic faith-based international organisation could generate high motivation among the staff due to their Islamic identity. Practicing Islamic values of helping others kept the morale high. Due to the earthquake, employees had to respond to emergency situations and many employees had to be transferred according to the need, causing some dissatisfaction among the employees. The organisation tackled the issues by creating opportunities for promotion, providing timely HR support, fostering effective communication and creating a good working environment.

One national level organisation working for women reported that they did not have any particular problem in motivating their employees. They had, however, a concern that developing the various systems to work better in all their regional offices, spread over the country, could be a challenge. They feared that the expansion of the organisation could potentially hamper employee motivation as it could disturb core values of the organisation such as family atmosphere, caring attitude and trust.

As a preventive measure, the organisation developed plans with clear objectives and encouraged fluid communication with the employees. The employees are asked to develop their own job descriptions and they are given the opportunity to work in other regions for their career development. The organisation believes in recruiting long term employees rather than fixed term project type recruitment in order to build loyalty and generate better motivation.

One national organisation reported that they have no problem related to employee motivation and turnover. Two other organisations reported that the earthquake in Pakistan instigated higher turnover of staff due to the increased demand of experienced and trained staff by other organisations engaged in emergency relief and rehabilitation.

One said that the lack of opportunity for promotion to higher levels also de-motivated a number of professional staff with experience and skills. Employee salary was also an issue. Once the salary was increased for a section of the experienced staff, the other employees got de-motivated. Later individual attention was given on a case by case basis and a counselling service was provided to employees to control damages.

A learning program was introduced in one organisation to motivate employees. Three international NGOs had no major problem in employee motivation as they took these issues seriously. Two organisations reported that they had strong HR and business processes in place to tackle people related issues.

“Money cannot motivate. Relationships can.” – HR Manager, NGO based in Pakistan.

“Motivating staff and volunteers within a changing development scenario in Pakistan needs innovation and openness. There is no sure fire way of motivating everyone all at once. An individual approach may be a better option to those organisations which do not face a chronic problem with motivation.” – Director, International Volunteering Organisation based in Pakistan.

Employee friendly management style, streamlined recruitment processes, fluid internal communication, information sharing, employee forum, appointment of long term employees as a strategy, focus on employee development, and a gender-friendly environment in one organisation helped develop better employee motivation in one of these two organisations.

6.4.1 Top Tips Tips: ‘To-Do and Not To-Do’ (Pakistan)

To-do

- Do appreciate and recognise the work done by staff
- Do invest in staff development
- Do offer relatively long term employment/ job security and avoid project approach
- Do create an atmosphere where staff realises the value of their work and relate it with organisational values
- Do promote transparent process of recruitment and promotion of staff
- Do create sense of belonging among staff and promote equity
- Do take regular feedback from staff sharing mistakes and lessons learnt
- Do avoid rapid changes/ growth in the organisation

PAKISTAN

Not to-do

- Do not encourage the atmosphere of leg pulling
- Do not adopt bureaucratic style of management
- Do not be hypocrite
- Do not ignore violation
- Do not compare staff with each other
- Do not humiliate staff
- Do not make staff over burdened that can cause de-motivation

PAKISTAN

6.5 Combined Analysis

The problems identified through the case studies in Honduras, Kenya, India and Pakistan suggests the following:

Irrespective of the affiliation, mission, size or extent of operation of the organisations studied, problems of low morale, low motivation and high turnover of staff existed in varying degrees. For example, in Honduras two organisations, one national and one international had serious problems of low employee motivation. The other five organisations reported no systemic motivation problem.

In Kenya, the problem of low motivation exists except in one out of seven organisations studied. In Pakistan, turnover of staff, staff retention, tension between old and loyal staff and newly arrived professional staff are reported to be major problems. In India, similar problems are also reported in at least three cases. Therefore, low motivation of staff does affect non-profit organisations in developing countries.

The possible factors responsible for low motivation and staff turn over are:

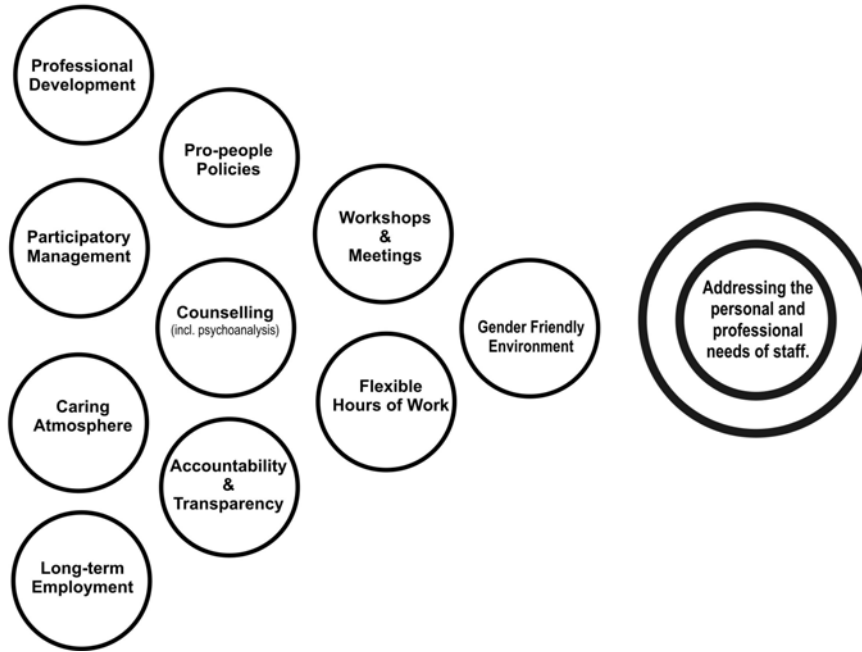
- Low salary,
- Restructuring and job insecurity,
- Increased employment opportunities,
- Personal safety and security,
- Lack of respect and appreciation,
- Under employment,
- Lack of development opportunities,
- Lack of work culture.

These seem to suggest that organisational dynamics due to the interplay of human needs, and external environment affect morale and motivation of staff in rich and poor countries and profit and non-profit organisations alike. The socio-economic and cultural variations between countries may determine only the way by which the problems are expressed, handled and resolved.

An analysis of the solutions to the low staff motivation and turnover of staff that non-profit organisations use in Honduras, India, Kenya, and Pakistan indicate wide variations.

However, a closer look at these solutions suggests that they are all aimed at one thing - addressing the personal and professional needs of staff. Please see Diagram 2 below:

Diagram 2: Addressing the personal and professional needs of staff



07

Discussion and Conclusion

The research indicates that despite the drive for the organisational effectiveness in general, HR strategy, principles, policies and procedures are not in place in a majority of the organisations.

Although we refer to non-financial benefits quite often, most of those 'non-financial' benefits have financial implications². In any event, 'non-financial' benefits and employee focused HR policies and processes seem to have a positive impact on employee performance and motivation. This is confirmed in a recent study on low motivation of health workers in developing countries³.

Motivation can be defined as the intrinsic drive of an individual to perform at an above average level. This simple definition can be applicable and relevant to organisations across cultures. The intrinsic drive of people can be strong and driven by inner urge but also depends on many factors far or near, direct or indirect, and overt or covert including external environment.

² See Annex 1 – Examples of 'non-financial' benefits used by the corporate world

³ Health worker motivation in Africa: the role of non-financial incentives and human resources management tools GTZ 2006

Employee motivation in the NGO sector is open to the same influences which affect the corporate workplace. The culture of an organisation, its structure, leadership, vision and mission, and employee management all have a direct influence on the motivation of the employee.

Organisational Influence is the main factor in employee motivation. However, no organisation or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organisation and the employee evenly. As the organisation must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Global influence is all encompassing; in today's global village ideas are exchanged in a matter of moments. This open exchange of concepts and knowledge set the perimeter for our expectations from us as well as others. Global influence moulds the national influence which, in turn, affects the community. The organisation and the employee must deal with this interplay and tension between the different spheres of influence that affect them.

Diagram 3: Employee Motivation – Spheres of Influence⁴



⁴ Illustration from the FRONTERA | Archives

Globalisation of the market has created a high demand for common work ethic and practices in the developed and developing countries. Despite questions about the validity of western theories of motivation in the developing world, globalisation has been rapidly blurring the difference in work cultures and environment both in the East and the West.

The research suggests that demand for western methodologies is common in Honduras, India, Kenya, and Pakistan. The difference may be found in the intensity of the demand and the response it evokes in terms of changes in practice. International NGOs may be inclined to apply western management practices more liberally than indigenous NGOs.

It is often observed that a highly motivated individual draws inspiration by envisioning a goal which she or he values. Organisations benefit when this goal is aligned with the organisational goals and objectives. This may explain why employee motivation is higher in faith-based organisations in which employees are more aligned with the organisational values. The research indicated that 3 out of the 4 faith-based agencies interviewed suffered from some form of low motivation, and the initiatives used to re-motivate staff were similar to the ones seen in non-faith-based agencies.

Stifling organisational environment, however, can dampen the human spirit and enthusiasm making an individual incapable of generating any personal drive. This can be detrimental both to an employee and the organisation. Employees can lose their motivation when organisations mandate certain behaviours and norms which are not aligned with the individual values of the employees.

Another assumption that loyal employees are highly motivated or motivated employees are highly loyal to the organisations which they belong may not be true in the modern world. The organisational loyalty now-a-days are transient and does not guarantee long employee tenure. The obvious reason is that high performers are in great demand in the employment market and can be enticed away with higher challenges and benefits both financial and non-financial.

In practice, organisations have their own way to deal with employee motivation. This is due to the fact that unwritten psychological contracts between the employees and the employers are dealt with differently within the organisations depending on the particular organisational culture and management style.

Much attention is required on the part of the leaders in motivating employees and volunteers of NGOs to perform at their best. Provision of psychological and physical rewards to

employees and volunteers as applicable can be crucial. This is an ongoing process and investing time to take the process forward is the key.

Human beings have an inherent need for care, respect, trust, recognition and support and when these needs are satisfied people often are encouraged to work harder and become more productive. We should, therefore, consider taking a holistic view based on humanistic values in dealing with the employees. The theories and concepts should inform us about the logical view of employee motivation.

08

Recommendations

Several methodologies and initiatives as non-financial incentives have been used successfully by the NGOs to enhance employee motivation as revealed through this research.

Each NGO, however, has a unique organisational situation despite having a number of common characteristics with the others. Different NGOs are at different stages of maturity in strategic and operational HR and have different scopes, scales of operation and financial strength. Given this uniqueness there cannot be any magic bullet to improve employee motivation in NGOs in general.

Working knowledge about relevant theories of employee motivation with the awareness of their cultural implications gained by the leaders and managers in NGOs can be helpful in analysing the pros and cons of various initiatives and methodologies.

As derived from the research findings, here are some recommendations to the leaders and managers of the NGOs operating in the developing countries.

- Facilitate an organisational environment where employees feel valued, and receive necessary support to realise their potential by contributing to the development of organisational strategies, structures, and processes for improving the effectiveness of organisations.
- Ensure that organisations have HR strategies, policies, processes and procedures that focus on aligning employee objectives and organisational goals.

- Introduce culturally appropriate activities, incentives, and processes in the organisations to motivate employees.
- Proactively engage in dialogue with the employees to be aware of and manage their expectations keeping the organisational goals in view.
- Consider using a mix of suitable non-financial incentives to enhance employee motivation and organisational effectiveness.

Non- Financial Incentives

- | | |
|--|-------------------------------------|
| > Management and Staff Development | > Professional and Academic Studies |
| > Job rotation through secondment | > Special Projects/Assignments |
| > Assessment and Development Centre | > Promotion and Transfer |
| > Employee Performance Recognition Schemes | > Performance Management |
| > Participatory processes and mechanism | > Development of networks |
| > Career development | |

Annexe 1 – Non Financial Incentives (Corporate Examples)

JOB ROTATION

This is where the company moves the employees through a range of different tasks or jobs. It allows the employees to gain more insights into the processes of the company. This type of method increases the employee's satisfaction through the variation of tasks.

The advantages of this are that more people will know about the task so if there is an employee away, someone else will be able to do the job. The workers can do the same standard of work if a member is away.

The disadvantages of this type of method are that the workers need to be trained to do the different tasks, the employee will have to be taken away from their duty to get trained and also the costs could be quite high.

JOB ENRICHMENT

This is used to make the jobs more interesting to the employees. It improves the work processes and the environment that the workers work in. Some jobs are unrewarding which can cause the workers to feel dissatisfied in their position due to the lack of challenge, or due to repetitive procedures. This method tries to eliminate these drawbacks and bring better performance to the workplace.

The advantages of this are that the employees have more responsibility and it improves the work environment. The workers feel that they have something to aim for so the workers will work harder.

A disadvantage of this is that there is a lack of skills. They will eventually want better job enrichment which will cost more for the company.

JOB ENLARGEMENT

This means increasing the scope of a job through extending the range of its duties and the responsibilities.

The advantages of this method are that more is done by the employee on the same product, there is no training needed and the costs are quite low.

A disadvantage of this method is that the employee is given more work on the same conditions that they were previously on. The employee is given more work, but stays on the same pay.

FLEXIBLE WORKING

This is where the employees can choose the hours and the days of work as long as they work a specific number of hours a week. It is now common in some businesses in the private and public sectors of the UK.

The advantages of this are that the employee can fit in other commitments, and it benefits the company and the employees.

The disadvantages are tiredness, the nature of the job and the concern if these are implementable to the job.

TEAM BUILDING

This is a process of establishing and developing a greater sense of collaboration and trust between team members. The team members are given interactive exercises, team assessments and group discussions help to create a greater sense of teamwork.

An advantage of this is that the workers get to know each other better. They get to interactive with the people that are working around them.

A disadvantage of this is that the workers will have to be taken away from their duty to do this.

TEAM WORKING

This is where people work with two or more people and they work to get something done.

The advantages of this are it is helpful to the employees to have someone help if they need help, there is more motivation and the communication is increased between the workers.

The disadvantages are that people can take advantage by letting the others do the work, people might not like working in teams and they might not get on with people in the group.

QUALITY CIRCLES

This is where a small group of people will get together in their working time and find ways of solving problems, improve work etc. They will then present the findings to the management in the form of a presentation. The typical topics that they will discuss are improving safety, improving the product design and improvements to the manufacturing process.

An advantage of this is that the employees will be more motivated because they know that they are being listened to.

A disadvantage is that if the management doesn't take notice then the employees will become de-motivated. The group of people will have to be taken away in their work time so the company will have to get other people to fill in their jobs. The people that do the job while the others are in discussion; the work that they do might not be up to the standard that is expected.

WORK COUNCILS

These are permanent bodies where the representatives of the employer and the employees consult to listen to the views of the workers and take them into consideration when making the decisions. The work councils can also provide a permanent consultative body which may be used to help satisfy any legal requirements for consulting with and also providing information to the worker representatives.

The advantages of this can be that the workers feel that they are being listened to. If a worker has a problem with something that the company isn't doing e.g. health and safety requirements, then the worker can go to the representatives and tell them about it.

The disadvantages are that the employer could not take notice of the workers which will decrease the motivation of the workers

GOAL AND TARGET SETTING

This is where specific, measurable, and time targeted objectives are set. It will help the employees know clearly what is expected of them. For the goals to be most effective the goals should be tangible, specific, realistic and have time targets for completion.

The advantages of this method are that it gives the employees a sense of direction; it encourages the employees to put in substantial effort. This means that every employee is aware of what is expected of them which means that there is little room left for inadequate effort going unnoticed.

A disadvantage is that implicit learning may be impeded. This is because goal setting may encourage simple focus on an outcome without allowing the individual to explore, understand or grow.

Annexe 2– Case Studies by Country

CASE STUDIES – HONDURAS

1

National Non Government Organisation

Background

This is a national, not for profit organisation founded in 1978 dedicated to improving the standard of living and increasing social participation among the low income families. The organisation has 28 employees.

Challenges

About five years ago the motivation level of the staff was at an all time low, caused by the ignorance and stubbornness of the senior management. Some employees left the organisation, faced with the blatant violation of their basic rights (including, but not restricted to, lack of respect, low salaries, delayed payments, nepotism, indifference to staff issues, lack of listening, imposition of policies and procedures without employee consultation). The resulting downturn in employee morale reflected in the performance of the organisation as a whole, however a majority of the employees continued due to their deep commitment to rural development.

Strategies

The executive board decided to replace the chief executive officer and proceeded to realign the organisation with its strategy.

- Generating more participation of the employees in the decision making process
- Establishing an “Open Doors” policy
- Continual training and development
- Making the employee feel like a member of the organisational family
- Generate commitment to the institute and the people in the rural community
- Orientating the employees to the realities of the development scenario in the country
- Life and accident insurance benefits
- Recognition by circulating memos amongst the employees

Lessons

The senior management’s actions directly influence the motivational levels of the employees, and therefore, salary and financial incentives are not the only determining factor with regards to staff motivation.

The steps taken have greatly improved the performance of the organisation, which has been verified by the communities and the general public. Employee motivation is at a high, and the attrition levels are low. In the last three years, no employee has left the organisation.

2

National Non Government Organisation

Background

The organisation is dedicated to the “Teacher at Home” programme, which aims to make education available to those who are in full-time employment or those who don’t have funds to pursue full time education. The organisation operates with 48 staff and 1,600 volunteers across the country.

Challenges

It does not have any problems relating to low staff motivation. The main threat to employee retention is better offers received (often from abroad) and bigger challenges and benefits. However, in the past three years, the retention rate has been 100%.

Strategies

- Continual training and development
- Visits to other countries to gain exposure from different development programmes
- Regular field visits to familiarise with the reality of rural education and development
- At the volunteer level self motivation plays a key role and is encouraged

Lessons

There must be a healthy balance between teaching and learning and as the motivational levels of each student are different, attention should be paid to the individual emotional and education evolution based on the experience, values and the potential of each student.

3

International NGO for Child Development

Background

This is an international organisation whose objective is to contribute to the development of children in families and communities by addressing their real development needs. The focal point of its work has been, and is, to help children achieve their potential.

Challenges

As an organisation it does not have a systemic low motivation problem amongst its employees and volunteers. In the last three years 25% of the personnel have left the organisation who have been on short term limited contracts and also 10% of the permanent personnel. The average tenure of permanent staff is 5 years, whereas for administrative and managerial positions the average is 10 years.

Strategies

The organisation prefers to recruit individuals who have had experience of working in the development sector, however, for those who are new to development the organisation has a drawn out induction process, which is monitored closely.

As per organisational policy it does not offer financial rewards for improved performance neither does it offer payments for overtime or weekend work. The organisation focuses on training and development of its personnel and exposing them to challenging situations and by helping them to achieve success. It tries to make development work a fulfilling experience for its staff.

Lessons

One of the most important aspects of the volunteer, as well as the employee is his/her attitude towards development work. Despite there being a salary for permanent employees, there needs to be greater dedication from the individual while working in the development sector.

4

International Organisation for Economic Development

Background

This is an international organisation dedicated to the promotion of economic development, fair trade and sustainable democratic political systems around the world. The main focus is on the more marginalised communities (in order of priority): small organised sectors, community based organisation, indigenous communities, rural women's groups, and rural youth groups.

Challenges

There is no problem with staff motivation within the organisation. The reason for the high morale is, in fact, the success of the organisation itself; the feeling of achievement; of being able to make a positive difference. The organisation works with collaborators in the short term (six to nine months) and long term (one to five years) and all assignments are based on fixed term contracts.

Strategies

Establishing a clear communication channel between the frontline teams and senior management and ensuring that all members of the organisation are made to feel a part of the team, contributing to the progress of the common cause. Alternative recognition methods were also successful, where employees were encouraged to undertake greater decision making powers, participate in the strategy of the organisation and contribute more by utilising their additional skills and capabilities.

Lessons

A democratic leadership is the most effective morale booster. It enables and empowers the employees and all other members of the organisation to achieve their full potential. Building a relationship based on trust and paying attention to the needs of the individual helps to boost morale.

5

International Development Organisation

Background

The aim of the organisation is to help deprived families and communities fight against poverty and disease. Through micro-financing programmes for cottage industries and community development programmes and also through individual credit to pursue entrepreneurial projects, the organisation helps to promote sustainable community development around the globe.

Challenges

- There are no systemic problems with motivation levels in the organisation. There may be some isolated cases, which are a minority.
- In the last three years 15% of staff have left the organisation
- The average duration of employees is 5.5 years.

Strategies

- Improved work related benefits, like life insurance and medical cover.
- Schedules staff parties and celebrations, and the same for field workers and volunteers
- Public recognition of successful employees
- Visits to foreign countries to gain exposure and new ideas from relevant projects

Lessons

“A motivated employee generally remains with the organisation for a longer period of time, and by reducing the attrition of staff, we can make sure that the organisation’s resources can be dedicated to the programme and betterment of the communities.”

6

International Organisation to help community development

Background

The organisation is committed to building a society where the individuals can be responsible for their own development. The mission of the organisation is to enable community based organisations to take the leadership in local development. It helps to promote good governance and transparency in local development projects.

Challenges

The organisation has been experiencing certain difficulties in motivating a majority of its employees and volunteers over the last three years. The main causes that have been identified are:

- a) Constant change within the organisation (difficulty in acclimatising with the work environment);
- b) Lack of leadership and direction from the senior management.

In the last three years the organisation has lost a major section of its employees, and those who continue are a frustrated and de-motivated bunch. Only in the past six months the organisation lost close to 30% of its remaining staff.

Strategies

The organisation has currently been implementing some changes to the alignment of the senior management, and their performance review processes. Also there are changes planned in the communications strategy and employee relations. The organisation is looking to boost morale by bringing both management and staff close to each other. The reporting structure is also set to change with more transparent reporting of performance and by making the reports accessible by all stakeholders.

Lesson

Constant change at the top can destabilise the organisation and cause low morale amongst the employees.

7

Faith-Based International Non Government Organisation

Background

The organisation is dedicated to the implementation of programmes and projects that reflect the realities of the national development context and global development trends. The aim of the organisation is to alleviate poverty and work towards the Millennium Development Goals.

Challenges

It had some problems with staff motivation until only a few years back. The main cause of the problem was that generally people associated motivation with their salaries and pay packages. This was evident in the organisational research that the organisation has been carrying out to address the issue of staff motivation.

In the last three years the attrition of staff has been low compared to the previous years. Approximately 12% of the staff has left the organisation and the average duration of engagement has been approximately 6 years. We have a number of employees who have been with us for more than 20 years, and some of our staff who initially joined us as field workers are now in managerial posts.

Strategies

It is organisational policy to reward productivity with an annual bonus rather than an annual raise. We make sure that the salaries of our staff reflect the cost of living of the country and in doing so we are able to maintain our employee strength over a period of time without causing any strain to the organisation.

Other incentives include:

- Optional membership to the Cooperative, (The Cooperative offers extremely favourable interest rates for its affiliated members, and also shares dividend with its stakeholders). Health club membership, Low cost Medicare, Annual bonus
- The organisation also invests in improving the workplace as well as the work environment in its offices. This too, helps to boost the morale of our employees.

Lessons

“One of the lessons we learnt was not to tie 100% of the benefits directly with the annual appraisal. We also learned that with a little bit of creativity and openness we could achieve equilibrium of personal benefits and incentives (in relation to productivity). We believe that the working environment also plays a key role in raising the morale of the employees. Every member of the organisation must feel valued and appreciated for what they contribute, and their individual achievements must always be put into perspective with the organisational goals.”

1 International NGO Branch

Background

This is an international development agency that is presently working in 43 countries to fight poverty and injustice. It was setup in 1972 with the vision of an India and world without poverty and injustice, one in which every woman, man, girl and boy enjoys the right to life with dignity.

The **Mission** is to work with poor and excluded women, men, girls and boys to fight poverty and injustice. In the three decades of work in India, they have formed partnerships with nearly 400 NGOs and community based organisations (CBO) to support more than 5 million of the poorest and most marginalised people to participate in the development process by accessing their human rights and entitlements.

They believe that any dent in the scenario of persistent inequity and injustice, would require addressing the root causes of poverty, and not just the distressing conditions. Their role stems out of this world-view of poverty, which requires what is described as the rights-based approach to development.

It has only five employees due to which there has been no big issues to deal with. During the last three years two employees left the branch organisation

Strategies

According to the organisation, they have their appropriate strategies and processes and no special strategy has to be developed to motivate employees. Although turnover rate is high, the organisation considers this nothing to worry about.

Lessons

The performance of staff and volunteers increases once they get the exposure in media or participate in any campaign for advocacy.

2 National Non Government Organisation

Background

The organisation's mission is to alleviate suffering of destitute and poor people afflicted with mental illness, addiction and alcoholism. It also conducts active research into the causes and treatments of mental illness and provides rehabilitation programmes for stabilised patients.

Challenges

Volunteers generally work with the organisation on short term assignments. However, the main challenge of the organisation has been to retain its more qualified employees. The management believe that all not-for-profit organisations face a continuous battle to retain their more skilled workers. Staff turnover rate in the last three years was 34%, which the management is keen to bring under control.

Strategies

Taking volunteers for a project, identifying willing workers and then transforming them to staff of the organisation. Recruiting less qualified staff and then giving them a chance to self-development in the form of training and going for advance studies, solves the problem.

Lessons

Developing the less qualified person of rural areas as staff of the organisation enabled them to get motivated staff with commitment towards work. Employees must be paid attention to and cared for.

There must be incentives, bonuses and learning opportunities for the employees to keep them motivated.

3 National Non Government Organisation

Background

The organisation is dedicated to the rehabilitation of Non Criminal Lunatics (NCL) who, only because of their mental health problems are confined within the jails. The organisation also works with women who have undergone treatment in government mental hospitals and are ready for rehabilitation. The organisation has been a pioneer in giving hope to women with mental illness, bringing them out from jails and mental hospitals into a warm caring half-way-home.

Challenges

At the beginning the turnover of staff was very high. For the last three years, the staff turnover has been nil. Volunteers and even paid workers used to have stigma attached to 'non-criminal lunatics'. A phobia used to create a distance between the staff and the beneficiaries or service users. They were ignorant about the strategies to manage them and due to lack of experience used to be stressed over minor problems.

Strategies

Training and development of staff are essential in this situation, as one does not have either the experience or learning to handle the difficult challenging circumstances. Awareness Programmes, learning about the nature of illness and symptoms helped them to get over the problem. Training and development focused principally on the type of work of the staff, and helped them to regain confidence and motivation in dealing with their sensitive subjects.

Lessons

Intensive employee development programmes are needed for specialised projects. Employees must not be overburdened with management's high expectation.

4 National Non Government Organisation

Background

Its programmes in the last two decades cover a wide span of activities commencing from rendering essential services to the different types of disadvantaged and under-privileged children like street children, child workers, the mentally retarded, delinquents and drug addicts to creating awareness amongst all sections of people on their rights and duties towards the society.

Challenges

Staff motivation is a major problem for running the programmes. In India due to scarcity of suitable jobs highly qualified people compete for jobs with not so qualified. Often, when the administration wants 'graduates' as their teaching staff for street children they are over flooded with post-graduates and often doctorates for such low-salaried jobs.

The administration has to opt for the best candidate. But after getting job the over-qualified employees lose motivation in their work. Staff turnover in the organisation has been 20% during the last three years.

Strategies

To motivate the staff, the organisation has introduced notice boards in strategic locations around the establishment where every weekend people are able to comment on the achievements of the staff and teachers present there.

Some of the other measures include: a) Weekly discussion on achievements and blocks b) Time bound projects c) Output oriented programmes d) Orientation programme once a month e) developmental programme.

Lessons

Too qualified staff or professional staff sometimes prove to be a burden rather than being helpful to the system.

It is essential to know what exactly is expected from the staff designated for a fixed post.

Often if less qualified staff are provided the right learning and development opportunities, they prove to be better workers and remain motivated towards the work.

5 National Non Government Organisation

Background

The organisation is a platform for providing remedial and inclusive education and skills training in the area of daily living, communication, academics and socialization, training in pre-vocational and vocational skills to those suffering from developmental disorders, learning difficulties and associated disabilities, such as Down syndrome, Cerebral Palsy, Autism, Hyperkinesias, and Seizure Disorders.

Challenges

Though sometimes lack of motivation is felt, no overt lack of performance is identified. Staff turnover has been 30% in the last three years.

Strategies

“We don't have the power to motivate through increased financial incentives. In India as you know some NGOs are very rich with funds from abroad and some are striving to survive without any financial grants.” “Healthy relationship between the colleagues is maintained. No hierarchical system encourages transparency and helping attitude.”

Lessons

“Cohesiveness amongst staff and members often makes it easy to reach the goal.”

6 International Non Government Organisation

Background

The international charity strives to change lives by harnessing the compassion and commitment of dedicated staff and volunteers to deliver sustainable, high-impact, community-based services to the poor and needy.

Challenges

The lack of proper work culture became a problem initially. Everyone used to sit around leisurely, chat with each other without doing their work. It was really difficult at the beginning to make the staff committed towards the work. The staff motivation was really low. People used to enjoy only the pay packets, facilities like using the phone without proper cause or unnecessary use of Internets. Staff turnover in the organisation has been 5%.

Strategies

Staff counselling was done on a regular basis to increase the motivation. Taking care of professionals, providing them regular trainings, and awareness building helped them to be more productive. Making them aware on the mission of the organisation helped them to increase their involvement. Making them aware that “people come first - not personal interests” helped them to reach the goal.

Lessons

“A few dedicated staff who are committed to the mission of the organisation can change the whole working atmosphere. It is up to the senior management to harness that power.” Performance appraisal and staff counselling are the two key areas which helped them to succeed.

7

International Faith-Based Non Government Organisation

Background

The organisation seeks to unite men, women, youth and children as co-workers with God to promote mutually caring, loving and humane communities; accordingly, the organisation participates in God's mission of restoring abundant life to all with special concern for the most distressed and dehumanized in the country.

The organisation in India is committed to strive for a just society where oppression, exploitation and denial of life is confronted and transformed. It believes in the sanctity of all life and preservation of all God's creations. It stands for renewal and reconciliation in broken communities.

Challenges

It does not have any problems relating to low staff motivation neither in the administrative branch, nor among its volunteers. Staff and volunteers are highly spirited men, who can identify and adapt the mission of the organisation as their missions of life. Staff turnover has been 15%

Strategies

The organisation has a robust employee and volunteer support structure.

Lessons

The motto is wholesome development of mind, body and spirit.
Loss of focus is the beginning of all malaise.

8

International Non Government Organisation

Background

This organisation has been working in India using right-based approaches. It supports efforts that address gender discrimination, and increasing poor people's participation in local governance. Its mission in India is to facilitate lasting change in the well-being and social position of vulnerable groups - especially women and groups.

Challenges

No problem in staff motivation is identified. Through staff selection process only motivated highly professional staffs are selected, who know their work and are able to deliver them properly. The number of staff is 70 while the turnover rate is zero.

Strategies

"Effective selection process helps to select the right people for the right jobs. Attractive pay package, good benefits and a healthy organisational culture make it an employer of choice (within the NGO and INGO community)."

Lessons

"An employee, who is looked after, looks after the organisation." "Building functional and effective teams helps boost morale."

1

National Non Government Organisation

Background

This is a society that takes action for biodiversity conservation in Kenya. It believes in environmental sustainability through conservation of nature. It has 33 staff members and over 150 volunteers.

It does not have any motivation problem. This is due to the fact the employment terms are very clear. There are, however, people with low motivation. They are accommodated as long as the situation does not impact performance. Staff turnover rate has been 20%.

Strategies

In order to tackle staff motivation problems, it is essential that terms of employment should be clear. It is true that salary is sometimes low. Those who join, however, agree with terms and condition including salary. To prevent low motivation among the staff there are certain incentives including bonuses, pension scheme for the employees, Medical insurance and a cooperative society.

Lessons

As the salary is low the organisation expects that some employees will move on. It believes that clear mission and vision, transparency in relationships, and a friendly environment are pre-conditions to building an organisation where employees work with high motivation.

2

International Faith-Based Non Government Organisation

Background

This is a development and relief agency that has as its main objective the provision of relief and development services to troubled and impoverished communities around the world. In Kenya it is involved with development of infrastructure for making clean water accessible to communities in areas most affected by drought. It works also with farmers in building their capacity to produce high quality products. They help farmers to access markets for their produce.

Challenges

Employing non Adventists has had a demoralizing effect on other staff of Adventist conviction but soon everyone got to know that development and relief needs pervade all religious faiths. The organisation considers all problems here as failure to diagnose the problems early enough. The staff turnover rate is 4% in the organisation.

Strategies

The management decided to relieve the problem Project Coordinator of his duties and they engaged another Project Coordinator, who also was a non Adventist. This Project Coordinator was liked by workers and members of the beneficiary communities. Harmony was restored at this particular project. Performance normalized and staff retention rates improved.

Lessons

- a) "It works to trust in the LORD."
- b) People need to work as a team in pursuit of a common goal and these teams can be built by dealing with individuals on a one to one basis.
- c) "During morning devotions, ... which take place before works begins, it is truly good to talk about what GOD says and not what the Adventist church says (not doctrines)... and this worked well."

3

International Non Government Organisation

Background

The organisation has established successful grassroots development in Kenya, Tanzania, Ethiopia and South Africa. It is a specialist organisation which seeks to reduce poverty by developing innovative approaches to the productive management of natural resources in Africa.

Challenges

It does not have any problems with low staff motivation. However, as an ongoing process it is interested in trying out new approaches to management and teamwork. The challenges it faces are to raise its own standard of performance as an organisation. Team members are thought of as family members in the organisation. Staff turnover rate in the organisation has been 7%.

Strategies

It organises seminars where all the stake holders of our development projects get to interact with each other and share their views on our various development activities. These seminars include the employees (at all levels), government agencies, community members, other NGOs and stakeholders. At the workplace, it has a 'Rotational Responsibility' policy. The chairpersonship of team meetings are held on a rotational basis to allow everyone to develop their leadership skills. It also offers attractive non financial benefits, such as field trips, professional development and social events for staff.

Lessons

Employee motivation is a continual challenge, where falling back could mean the death of the organisation. Participation is the beginning of motivation.

4

National Non Government Organisation

Background

The organisation works for the welfare of people with epilepsy. It was started by volunteers who have faced and lived with the effects of epilepsy. The organisation started its operations in the country with the mission to provide access to medical care for epileptic Kenyans who live with the problem.

Challenges

A decision by the governing board to restructure the organisation left almost half of its employees redundant. This had a demoralising effect on the remaining employees and threatened to close down the many community based clinics. Volunteers and beneficiaries began to express their displeasure at the lack of services, as the organisation began to "fail to deliver on their promises to people living with epilepsy." The current turnover rate, however, is zero.

Strategies

The management has decided to work out the problem; however, they have had to make many concessions due to the political nature of the board. Through micro-fundraising they aim to resolve the issue.

Lessons

Organisational politics can have a tremendously negative effect on disadvantaged people in the developing communities.

5

International Non Government Organisation

Background

The aim of the organisation is to improve the quality of life for children in difficult circumstances all over the world regardless of race, religion or political orientation. Its objective is to increase access to and use of quality education, health and other social and economic services for children in need within their own communities.

Challenges

This is a case of continually working to motivate staff not because there is a motivation problem but rather because motivation is institutionalised in the organisation. "We know that there are motivation problems in organisations but we don't have them because we prevent them from happening." The current turnover rate is 0%

Strategies

It is a case of dealing with the problems before they appear.

- a) Lead by example
- b) Give employees competitive salaries and secondary benefits
- c) Listen to employees attentively and with an open mind
- d) Encourage them to excel in their careers
- e) Provide clear terms of engagement with all the obligations and rights spelled out clearly

Lessons

Prevention is better than cure. Periodic organisation health checks are vital for the wellbeing of the organisation and its employees.

6

International Non Government Organisation

Background

The organisation has been operating in eastern Africa with the mission to: a) conserve the world's biological diversity; b) ensure that the use of renewable natural resources is sustainable, and c) promote the reduction of pollution and wasteful consumption.

Challenges

Different people are motivated in different ways, and no matter what measures are taken, "there will always be a disgruntled one in the family." There has been an experience in the organisation involving a young professional who believed that she was not remunerated fairly. It was understood that she had all the necessary academic qualifications, but she lacked experience. Staff turnover rate has been a staggering 39%.

Strategies

The management took the initiative to speak with her in counselling fashion, and delved deeper to know the root cause of the motivation problem. The counselling sessions were intended to identify the cause of her grievance and find a mutually beneficial solution.

In case of the particular case mentioned above, the management decided to raise her salary to decrease the salary gap with others, and encouraged her to take on extra responsibilities. The management also supported her in developing herself professionally.

Lesson

There is a need for careful recruitment and selection. "There is no point hiring someone with a Masters degree while the job demands only a Graduate." Managers should pay attention to the personal problems of employees. "Personal problem cannot be locked outside the office as they will always find their way in to the office."

7

National Non Government Organisation (Network)

Background

It is a local initiative to strengthen the regional information base on parasite chemo sensitivity. Formed with three member countries, Kenya, Uganda and Tanzania, the network brings together representatives of the National Malaria Control Programmes of the member countries, together with other operational and research expertise. This provides a dynamic assessment of current anti-malarial treatment, and the data upon which policy change can be based.

Challenges

Motivation is an issue especially where remuneration is concerned, but the management realise there is more to motivation than just remuneration. The organisation experienced difficulties in motivating its field staff, due to lack of clear communication. Staff turnover has been reported to be 0%.

Strategies

To tackle the problem of motivation, the organisation provides continuous updates to the employees about what is going on in the organisation. It provides skills to employees by providing more exposure and major emphasis is given to provide training and capacity building.

Lessons

To keep the employees motivated it is important to make proper planning from the outset and it is critical to success. Recognition for jobs well-done, clearly stated scope of work, performance criteria, and minimum supervision help keep staff encouraged and motivated.

CASE STUDIES - PAKISTAN

1

Faith-based International Charity

Background

This faith-based humanitarian organisation based on the philosophy of Islam and Quran that if you save the life of one person; you saved mankind. Therefore, it promotes humanity in its operational areas. However, due to its identity of being an Islamic organisation, the funds are mainly generated through Muslim philanthropists and other means such as Zakat. In essence, Islamic identity has been the motivating factor for generating the resources for programmes to help Muslims rather than employee motivation.

Challenges

After the earthquake of 2005 in Pakistan, it faced, like many other humanitarian organisations, two types of challenges. One was how to retain the existing staff because of changes in the job market; many relief organisations were offering high salaries on a short term basis which disturbed the momentum of work. The other challenge was related with the new recruitment. It hired at least 200 new staff in its field offices of earthquake affected areas. Due to the nature of emergency work, the organisation has to be more responsive towards community issues than the staff. Therefore, it becomes difficult for organisation to fix the clear divide of roles and responsibilities among staff members. Due to this reshuffling, staff became emotionally sensitive.

Strategies

The following strategies are used to address the issue of low motivation: Being a professional organisation, temporary allowance for field staff, promotion of staff, decentralisation of HR department, effective communication, and staff development.

Lessons

Organisational culture like democratic style of management and organisational values such as equality, rule of law and intolerance for abuse were found to be contributing factors to achieving staff motivation, retention and high performance in the organisation.

2

National Non Government Organisation

Background

It is a national level non-governmental organisation recognised nationally and internationally as a major institution for women's development in Pakistan. It has three major programme areas including: Information to build capacity for decision making and action; capacity building of civil society organisations for participation in social change and governance; advocacy for developing an enabling environment for women's empowerment and participatory democracy.

Challenges

Over 200 staff members are working in the organisation in its seven offices. The organisation has not faced a major problem in terms of staff motivation. Staff retention rate is very high in the organisation. In terms of its achievements, its network is spread all over Pakistan. However, the organisation faces a challenge as to how to develop systems which do not disturb the core values of organisation such as family atmosphere, caring attitude, trust on staff, etc., with the expansion of the organisation which are contributing factors for staff motivation in the organisation. Staff turnover has been reported as 0%.

Strategies

Recently, it has conducted a strategic planning exercise to develop its management systems. During the study, a number of pro-people policies and processes were identified which are main cause of staff retention and high performance. These include: Commitment with the cause, Sense of belonging and ownership, Freedom of work, Programme approach.

Lessons

It must devise a way to keep its core values intact, while nurturing the growth of the organisation. This can be done from within the organisation by improving the motivation level in employees and volunteers. There needs to be dialogue amongst the members of the organisation and representatives from the communities.

3

National Non Government Organisation

Background

It is a non-governmental development organisation created to engage itself in different activities including low cost sanitation, health and family planning, micro enterprise, credit, education, low cost housing, social forestry and rural development. In last twenty five years, it has extended its programme in other parts of Pakistan through developing partnership with the civil society organisations

Challenges

There were two situations faced by the organisation where the management thought that there might be de-motivation occurring among the staff. One: when a blasphemy case was registered against the leader and second when he died. However in both cases, the management was able to help recover the staff from these shocks. Staff turnover has been reported to be 0%

Strategies

While discussing how the management keeps the motivation high, staff mentioned two important factors of staff motivation, namely, the decentralization of their management structure and enhanced recruitment and on-job learning processes.

Lessons

Recruitment process must be “clean”, and there must be continual development and grooming of staff (including the senior management). “A healthy organisation is a learning organisation.”

4

National Non Government Organisation

Background

The organisation works on issues related to emotional and psychological health, gender, violence against women and children, and the psychological and reproductive health of adolescents. There are four major programmes implemented. These include Aangan (focusing on issues related to child abuse), Zeest (focusing on issues related to violence against women), Youth help line (a toll free telephone counselling service) and Rabta (police training programme to enhance the relationship between the police and the community).

Challenges

The organisation continuously faces the challenge to retain the staff who come under the category of Programme Officer and Assistant Programme Officer. The main reason was due to the fact that this category does not find promotion opportunities. The staff turn over rate in this category has even increased after the earthquake of 2006 because job market is increased for experienced persons.

Strategies

Initially, the organisation increased staff salaries in one case but it affected the organisation badly. Other staff members became de-motivated because they did not find any justification of the salary raise.

The organisation promotes the culture of cross learning. If an employee felt alienated in his/her work, he/she shifts to another programme for wider learning. It has also introduced an internship programme.

Lessons

“Money cannot motivate. Relationships can.” Other factors which contribute staff motivation among all staff members include flexible working hours, staff development, and weekly staff meetings.

5

National Non Government Organisation

Background

The organisation works for both policy advocacy and service delivery. Its main focus is to bring about policy and institutional changes by mobilising deprived and marginalised communities with a view of creating an environment, in which communities at the local level may be able to transform their lives through the equitable and sustainable use of resources.

Challenges

In 1999, the executive director and founder of the organisation left the organisation. Since he was known as a charismatic personality who inspired the whole organisations, his departure also created chaos within the organisation. The organisation hired a new director who was less experienced and different in his style and approach. Due to this reason many professional staff members who came from outside, left the organisation. This situation affected work/productivity and enthusiasm among the staff.

Strategies

Change in organisational structure: The new system has created check and balances in the organisation and staff also has comparatively easy access to top management. Review and planning meetings: The number of staff meetings has been increased. Management team meetings are now held twice each month.

Code of conduct: The organisation has developed a code of conduct which focuses on how an employee should behave according to the values of organisation.

Gender friendly environment: The organisation effectively addresses mobility issues of its female staff, creates women and children friendly spaces and there is also option of flexible hours.

Job analysis: Staff members are asked to develop their own job descriptions and then share with management. This creates ownership among the staff.

Lessons

Change at the top can destabilise the employees. Any major change must be planned, and where change is un-predictable, there must be a quick and decisive response to change.

6

International Non Government Organisation

Background

It is an international development charity that works through volunteers. It is one of the largest organisations in the world which facilitates volunteers to work in developing countries on various social and development issues. Currently, it is working with 2,000 skilled professionals in over 40 countries.

Challenges

The organisation temporarily closed its operations in Pakistan in 2001-2003 due to security reasons after 9/11. However, it retained some administration related staff on payroll but the programme staff left the organisation. This situation created challenges for the organisation to motivate volunteers to come and work in Pakistan. For a few years, the organisation was able to motivate a very few volunteers to work in Pakistan. It also faced high staff turnover among programme staff after earthquake 2005 due to change in job market. During the study, it was also observed that programme staff was some times frustrated because their role is to facilitate the volunteers only and they were not part of any implementation mechanism i.e. not directly working with the organisations.

Strategies

The organisation has adopted various strategies to motivate volunteers and the staff. For volunteers, it concentrated on providing a comprehensive orientation on security issues and culture of Pakistan. They arranged teaching classes for them in Urdu so that they should not find problems in communicating with local people. The staff of the organisation is assigned to provide counselling services to each volunteer separately if they find any problem.

The organisation has deliberately kept their salaries comparatively low (lower than other international organisations, but are of same standards of other similar British organisations) because it wants to promote its organisational value of volunteer work.

Lessons

“Motivating staff and volunteers within a changing development scenario in Pakistan needs innovation and openness. There is no sure fire way of motivating everyone all at once. An individual approach may be a better option to those organisations which do not face a chronic problem with motivation.”

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