The Specifics of Communication, Organization and Management Processes and their Role in Fulfilling the Mission of a Non-Governmental Non-Profit Organization

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Abstract
The paper presents the results of the qualitative and quantitative research in the area of non-governmental non-profit organizations with the focus on the specifics of communication, organization and management processes. The topicality of this theme in theory and also in practice is based on the fact that non-governmental non-profit organizations are mainly providers of services which cannot be provided either by the market business environment or by the state. Phenomena like generating of human capital (volunteer work), cultivating of social and knowledge potential of individual people including contributing to gross domestic product creation occur within the communication, organization and management processes. Non-governmental non-profit organizations are also a significant indicator of the development of civil society. The results of the performed qualitative research present a critical analysis, evaluation and discussion of the communication, organization and management processes in the area of non-governmental non-profit organizations. The empiric research was performed in the selected segment of non-governmental non-profit organizations operating in the area of providing services to the civil public in twenty-five countries. On the basis of both analysis and the evaluation of the obtained information as well, a proposal of significant characteristics of the processes of communication, organization and management in the selected non-profit organizations segment has been elaborated. The primary position among the researched processes belongs to the communication process which is based on motivation and whose significant part is meritocracy.

Key Words: Non-governmental non-profit organization (NGO), vision, mission, communication, organization, management
JEL Classification: L31, L32
1. Introduction and Literature Review

There are both state non-profit organizations and non-governmental non-profit organizations operating in the national economy sector. The state non-profit organizations, whose founder is the state, regions, municipalities or their organizational units, are primarily organizational units and contributory organizations that provide state administration and public services such as education, health care and social services. On the contrary, the non-governmental non-profit organizations (NGOs) are established by the citizens themselves. These are associations, foundations, institutes, etc. They provide similar services as the state non-profit organizations. Each entity is established and governed by the unique law that states the foundation, the termination, the management system and the organizational bodies. The types of non-profit organizations according to the founder are summarized in Figure 1.

Figure 1: The Types of Non-Profit Organizations According to the Founder

Source: own processing, 2017

The international taxonomy of the characteristics of non-governmental non-profit organizations was developed by Salamon and Anheier (1993). Both authors understand non-governmental non-profit organizations as a set of institutions that exist outside of state structures but serve, in principle, public interests, and not non-state interests. They name five basic features illustrated in Figure 2. According to these features, non-governmental non-profit organizations are divided into (Škarabelová, 2003):

1) Organized – these have a certain institutional structure regardless of whether they are formally or legally registered.

2) Private – these are institutionally separated from the state administration so that they can neither have any significant state support nor can the state officials manage the organization.

3) Non-profit – no redistribution of profits from organizational activities between owners or management of the organization is possible. Such an organization can generate profit but it must be later used to achieve the goals set by the organization’s mission.
4) Self-governing – they have their own procedures and structures to control their own activities, i.e. they are not controlled from the outside but they are able to control themselves. They are controlled neither by the state nor by the outside organizations.

5) Voluntary – these organizations use the voluntary participation in their activities such as volunteer work for the organization or donations or an honorary participation in boards of directors.

**Figure 2: The International Taxonomy of Non-Governmental Non-Profit Organizations in Five Features**

![Figure 2: The International Taxonomy of Non-Governmental Non-Profit Organizations in Five Features](source.png)

Source: own processing, 2017, based on Dohnalová et al. (2012)

The topicality of non-governmental non-profit organizations rests on the fact that they provide a certain range of services that cannot be provided neither by the market-based business environment nor by the state (or state through its public sector), thus ensuring the function of the state.

These organizations are an indicator of the development of the civil society as they are often public opinion movers and initiators of social changes. They belong to a group of economic entities which are funded from different sources and it enables them to implement different activities and products and thus to consume them as well. Within the framework of these organizations, human capital is generated (voluntary work) and contributes to the cultivation of the social and knowledge potential of individual people as well as to the creation of GDP (Stejskal et al., 2012).

The objective of the non-profit sector is to achieve direct benefit, not profit (Aldashev et al., 2015; Granados and Marturet, 2010; Verbruggen and Christiaens, 2012; Tetřevová, 2008;
Vít, 2015). Their existence is to a large extent connected with the terms such as public interest or public utility. Thus, by fulfilling their functions and activities, they contribute to the well-being of society as a whole or at least to a significant group of inhabitants (Dobrozemský, 2015).

The ultimate strategic goal of non-governmental non-profit organizations is to fulfil their mission and create public value (Bryce, 1992; Bryson, 1995; Galvez-Rodriguez et al., 2014; Moore, 2000; Spigelman and Evans, 2004; Uzunoglu and Kip, 2014).

The non-governmental non-profit organizations play an important and an irreplaceable roles in the modern market economies – participatory roles, service roles and roles expressing interests and needs (Rakušanová, 2007; Sun and Fuschi, 2015; Synek et al., 2015).

The participatory role – the citizens seek to express their common interests and demands through grouping in non-governmental non-profit organizations. They get together to address the problems they have in common. The cooperation between non-governmental non-profit organizations and the government or self-government is beneficial for both of the sides as non-profit organizations are often much closer to reality and can help the decision-making bodies to define issues that need to be addressed.

Service role - non-governmental non-profit organizations provide services especially for those groups of people who cannot satisfy their needs elsewhere. They fill the gaps on the market of services that are usually provided by the state or the local municipality. Non-governmental non-profit organizations tend to be very efficient and cheaper as they are not forced to achieve a profit that would be later redistributed. The received funds are therefore used to cover the costs and any surplus is invested in further improvement of the services provided. These services are also better targeted as they are usually based on the real clients’ needs. Different marginalised groups in the society may also express their interests and needs through non-governmental non-profit organizations and thereby create pluralism of opinion and alternative solutions to various problems. This process enables aggregation, selection and finally satisfaction of the interests of the citizens. It mediates the interests and often includes the satisfaction of individual and group interests and needs that are currently primarily defined as state functions. According to Weisbrode (1975), non-governmental non-profit organizations saturate the functions of the state and offer an alternative to the private sector.

In addition to their roles, non-governmental non-profit organizations have visions, missions, functions and goals as well. The crucial step is to formulate its vision as it is important for the establishment of an organization as well as for a successful strategic plan and finally for a successful implementation of the mission. The characteristic features of the vision include: looking into the far future; its definition is short, understandable for everyone; it describe the constant state; can be shared by several organizations in the local area or in the region or even state, continent or in the world – e.g. we want the sick children to be happy...
too; we want to protect and preserve national heritage, we want to improve the education of society etc. (Rektořík et al., 2010).

In comparison with the vision, the mission has a very specific character in virtue of the reasons of the founding of the NGO. Unlike the profit-making organizations, the non-governmental non-profit organizations are not set up for business purposes. The mission expresses the modification of the activities implemented by non-governmental non-profit organizations and it defines the focus of the organization in relation to the achievement of the expected benefit. Such a mission is a basic guide to decision-making about long-term goals and organization strategy. In a simplified way, we can illustrate the link between the mission and the benefit (see Figure 3) on the Input / Output model.

**Figure 3: Input / Output Model of Non-Governmental Non-Profit Organization**

![Input / Output Model of Non-Governmental Non-Profit Organization](image)

Source: own processing, 2017, based on Rektořík et al. (2010)

The detailed mission is part of the documents that non-governmental non-profit organizations must elaborate, use and archive (as law requires it) - an application for registration, memorandum of association, deed of foundation, registration or any other records, the status, the statutes, organizational rules, the annual reports and audits. The formulation of the mission depends on a particular organization and its specifications. There is no legal form that would regulate the formulation of the mission yet well-formulated mission is the cornerstone of the successful functioning of a non-governmental non-profit organization (Rektořík et al., 2010).
The mission of the organization is fulfilled through the functions as well as the functions ensure the implementation process. Functions are completed by a number of activities. The result is the production of the goods (services) or the conditions for the production of these goods. The primary (main) functions are those that, through their activities, fulfil the organization’s mission itself. The secondary (security) functions are those that, through their activities, create conditions for fulfilling primary functions. The primary functions are highly differentiated because they are related to a differentiated mission, so the content of these functions is very diverse and often difficult to define. On the contrary, the secondary functions have the same structure in almost all non-governmental non-profit organizations as they fulfil the HR, administrative and complex management function.

The goals are derived from the missions of non-governmental non-profit organization. It is commonly understood, that goal is a desired state that should be achieved at certain time. The goals may be divided, for example, by function criteria (primary and secondary function goals), by time criteria (long term 10-15 years, medium term 3 – 10 years, short term below 3 years and operational goals), by addressing criteria where the goals are divided according to individual organizational units up to individual workers. Organizational goals are usually included in the concept of development in the strategic plan or the short-term goals are included in the project plan and financial plan of the organization for a year or quarter.

The mission of non-governmental non-profit organizations is mainly aimed into the service sector. Their typology can be defined according to the service function (they either provide direct services to their clients or they directly address public issues; they provide social services etc.), the advocacy function (they fight for the rights of certain groups or selected public interests, usually associations, generally beneficial companies, foundations and foundation funds), the philanthropic function (financially supporting even materially beneficial activities, typically foundations and foundation funds) and the interests function (the biggest group of organizations, services in the sport field, culture or traditional rural associations). Table 1 demonstrates the typology of non-governmental non-profit organizations by function.

Table 1: Typology of NGOs in the Czech Republic According to their Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>Main activity</th>
<th>Inside structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>Social care, healthcare</td>
<td>Mostly non-member</td>
</tr>
<tr>
<td></td>
<td>Education, research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Humanitarian aid, charity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Culture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development cooperation and humanitarian aid</td>
<td></td>
</tr>
</tbody>
</table>
### Advocacy

<table>
<thead>
<tr>
<th>Environmental protection</th>
<th>Member as well as non-member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human rights protection</td>
<td></td>
</tr>
<tr>
<td>Promotion of equality and non-discrimination</td>
<td></td>
</tr>
<tr>
<td>Protection of minority rights</td>
<td></td>
</tr>
<tr>
<td>Animal protection</td>
<td></td>
</tr>
<tr>
<td>Protection of consumer rights</td>
<td></td>
</tr>
<tr>
<td>Fight against corruption</td>
<td></td>
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<tr>
<td>Cultural activities</td>
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</tbody>
</table>

### Philantropic

<table>
<thead>
<tr>
<th>Providing grants and donations</th>
<th>Mostly non-member</th>
</tr>
</thead>
</table>

### Interest

<table>
<thead>
<tr>
<th>Sport</th>
<th>Member</th>
</tr>
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<tbody>
<tr>
<td>Leisure</td>
<td></td>
</tr>
<tr>
<td>Beekeepers, hunters, gardeners</td>
<td></td>
</tr>
<tr>
<td>Community-based associations</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>


In order to ensure the effective functioning of the mission and goals of non-governmental non-profit organizations, it is necessary to design, implement and ensure the implementation of an effective system of communication, organization and management in a non-governmental non-profit organization.

### 2. Problem Formulation, Objectives and Methodology

As indicated in introduction, we have two major research questions.

1. Do the processes of communication, organization and management in a non-governmental non-profit organization affect the realization of the mission and objectives of non-governmental non-profit organization?

2. What are the important characteristics of the process of communication, organization and management in the selected non-governmental non-profit organizations segment?

The main objective of the research is to identify, analyze and evaluate the process of communication, organization and management in selected segment of non-governmental non-profit organizations and then to propose the significant characteristics of these processes.

The results presented in the paper are based on qualitative research of paper as well as electronic versions of the sources of the authors from both the academic and practical spheres. In particular, these are monographic publications, research reports, expert studies, papers and review articles from scientific journals published on the issue of non-governmental non-profit organizations in global context (Boateng et al., 2016; Dvořáková and Macková, 2016; Iwu et al., 2015; Macková and Dvořáková, 2017; Polonsky et al., 2016).

The subject of the study was a selected segment of non-governmental non-profit organizations operating in the field of providing services to the civil society in the global context. The empirical data of the quantitative research have been collected through the questionnaire surveys and expert interviews conducted at seventy-two legislatively independent branches of the selected international non-governmental non-profit organization.
Separate affiliates are based in 25 countries (Italy, Germany, Czech Republic, Slovakia, Poland, Great Britain, Ireland, France, Spain, Belgium, Luxembourg, Hungary, Sweden, Switzerland, Israel, Australia, India, Zimbabwe, South Africa and Nigeria). Their primary mission is to spread Christianity in modern ways (pastoral activities). The survey was conducted from January 2017 to March 2017. Sixty-four respondents took part in the survey from all the regions where the selected NGOs operate. The questionnaire was distributed to selected branches electronically and the return was at 88.89%. The core of the database source was Italy (16 questionnaire entries). All sixty-four separate branches of the international non-governmental non-profit organization have a unified model of organizational and financial management, as the parent organization was established in 1978 in the north of Italy and subsequently, gradually established new branches with the same model. The questionnaires included targeted questions on the issues of communication, organization and management in selected segment of non-governmental non-profit organizations. A proposal of significant characteristics of the process of communication, organization and management in the selected segment non-governmental non-profit organizations was elaborated on the questionnaire basis.

3. Results and Discussion

3.1 Communication

A group of people is precisely defined by the following definition: two or usually even more people who interact with each other and depend on each other when achieving goals together. According to Rektořík et al. (2010), if the above-mentioned interaction and achievement of the collective goals persist for some time, individual members of the group start anticipating the behaviour of the other people in the group. The expected behaviour of the co-operators in the group clarifies through the communication of the members of the group. The group of people (co-operators) has the following features:

- While co-working, the long term interactions arise among members usually in the form of communication.
- A network of communication relationships forms among the members of the group.
- Collective expectations and behaviours establish among the members due to their interactions. Certain positions and power relations of superiority and subordination arise.
- Group members share a certain range of collective goals and values. These are facts, ideas and qualities, etc., which are valued similarly by the all members of the group.

For managers and professionals, it is important to know that the behaviour of a worker in a group and the behaviour of an isolated person is not the same. In everyday life as well as in organizations, we distinguish between formal and informal groups. Formal groups are
defined, have a predetermined goal based on the organization’s mission and pre-written rules and the behaviour is based on the statute and organizational rules. These are the following working groups – command group, work teams, self-managing teams and temporary workgroups. Informal groups are the natural social formations that arise over a longer-term working environment as a response to the people’s needs of social contacts. Circles of friends and interest groups emerge from that. If the common interest is to assert their influence in satisfying their interests, we call them informal cliques.

The motives that lead people to form groups inside organizations are the practical intentions of long-term interactions and workers’ communication with each other. These are security, a higher social position, the need to be a part of a group, power, a desire of power and the achievement of goals.

Group development is a dynamic process that can be divided into five phases, each characterized by a specific feature: formation, storming (group conflict solution), standardization, task solving and the group disintegration (after the goals are met). At all the stages of the development, interactions and communication take place among the group members. In the stages of storming and standardization, when the group expectations are build, communication has and important group-building meaning. In the task-solving phase, the solid structure of relationships within a group starts to influence the course of communication.

The group cohesion is a very important factor in non-governmental non-profit organizations that are focused on the achievement of the mission and benefits and it contributes to the achievement of the goals as well as to the efficiency of all the activities. This generates the definition of the group cohesion - the extent to which individuals are attracted to one another in meeting group goals and to what extent are the members of the group dependent on expectations of other group members and organizations. A group can regulate the individual behavior of its members in this stage.

Communication is generally understood as a mean of increasing the group consistency. The consistency can exist in two ways:

1) The frequency of communication activities between people with different or conflicting ideas and expectations increases. The American sociologist Bavelas (1950) conducted research of communication at US Labour Offices. He found out, that in working conditions dominated by a competitive and conflicting atmosphere, productivity growth was directly related to a greater frequency of communication.

2) There is a reduction or disruption of communication between group members with different or conflicting opinions and ideas. This phenomenon is called the group excommunication, which negatively affects group cohesion and prevents members
from being influenced by someone with a significantly different behaviour and expectation.

The communication can be (the same as groups) either formal (based on formal authority network and needs to meet the given task) and informal (not approved or required by the supervisor).

Communication networks are an instrument for building roles and mutual expectations of group members and organizations. According to Bavelas (1950), the communication networks may be both formal and informal as well, the same way as the communication flows. An integration into existing informal communication network or the development of own networks may play the key role in a successful managerial work (Winkler, 1998). Figure 4 illustrates a complex cycle of managerial activities according to Blažek and Winkler (1997). It introduces communication as a basic tool of managerial activities.

**Figure 4: Communication as a Tool of Managerial Activities**

Source: Blažek and Winkler (1997)

The proposal of significant characteristics of the communication process in the selected segment of non-governmental non-profit organizations

In the selected segment of NGOs, the basic phases of communication include communication of vision, NGO program and motivation. Communication is not lead on a performance level but on a motivational level otherwise the NGO would lose its mission, as the goal is not the profit, but the motivation of members for the mission and goals. The goal for the selected NGO segment is the spiritual, material and man’s good.

An important part of this communication is meritocracy, which means supporting those activities that bring fruit and benefit. Personal meritocracy can be achieved by motivation of
an individual. Active members get the chance to serve and they receive public recognition and appreciation. The part of the communication is an ongoing publication of the services, activities and accomplishments. A very important factor are the gatherings as well as activities where the participants discuss visions, goals as well as results, recognitions and appraisals of both, individuals and non-governmental non-profit organizations. In the selected segment of NGOs, there are celebrations that include motivational part and spiritual part as well (for example, members who are involved in mission funding are invited to attend the whole meeting, they are publicly appreciated and as a result, they feel motivated and recognized). Members are continuously motivated to continue in the mission, which is typical for the selected NGO segment. The communication process is primarily focused on motivating members.

3.2 Organization

An organizational structure is a mechanism that helps to coordinate and manage the activities of the members in order to achieve the goals effectively. The organizational chart is the graphical representation of the organizational structure (more by Plamínek et al, 1996). Three basic types of organization structures are identified as follows:

- Functional structure - it is the most common organizational form, there are two specific principles for this structure - the hierarchy and the expertise, departmentalism
- Project structure - in business practice called divisional - individual projects (divisions) have great autonomy.
- Matrix structure - it is a combination of the functional and the project structure, each employee has two superiors – an expert manager and a project manager.

Each organizational structure has its advantages and disadvantages. The choice of a specific organizational structure, and in particular, its implementation into practice, depends on the organization's management. None of the models is perfect, just like none of them is wrong. It is important that the selection of the organizational type reflects the current situation and the human potential of the organization. Well-chosen organizational structure results in the high efficiency of the organization (internal efficiency factor).

An organizational culture as a phenomenon that significantly influences the organization's behaviour and performance has been at the forefront of the interests of managers and organizational theorists since the early 1980s. The stimulus to this interest was, above all, the search for ways of how to manage firms efficiently and it had been caused by Japanese economic successes at the turn of the 70s and 80s. At the same time, the works highlighting the importance of "soft factors" for organizationally efficient management were published (Ouchi, 1981). In the context of non-profit organizations, organizational culture began to be intensively studied during the 1990s.
The organizational culture is not defined in the same way by contemporary authors, however, most authors agree that an organizational culture might be understood as “a set of basic assumptions, values, attitudes and behavioural norms that are shared within the organizations and which are shown in thinking, feeling and behaviour of members of the organizations as well as in the products of material and non-material nature” (Lukášová, Nový et al., 2004). The organizational culture consists of basic assumptions, values and norms shared within the organization and they result in a way of thinking, feeling and behaviour. The strength of the organizational culture is valued up to what extent the assumptions, values, norms and resulting patterns of behaviour in the organization are shared. If they are highly shared, organizational culture is strong and strongly influences the behaviour of workers and volunteers in the organization. The nature and the extent of the influence of organizational culture on the performance of an organization depend on both the strength and the content of the organizational culture as well, in their mutual combination.

Researches have been carried out on the link between organizational culture and the performance of profitable organizations (Denison, 1990; Kotter and Heskett, 1992; Marcoulides and Heck, 1993). Research results have shown that organizational culture has a crucial impact on the success of the surveyed organizations and the ability to survive on the market. If a culture of organization has a performance that supports content and reasonable strength, it becomes a competitive advantage for a profitable organization and it is difficult to imitate in the short term.

Non-governmental non-profit organizations are not focused on generating profit but on benefits. However, the characteristics of their culture are equally important for NGOs, and organizational culture is even of key importance in fulfilling missions and goals of some types of organizations. In a number of NGOs (groups, interest groups, etc.), the number of managerial tools that are used by profit organizations cannot be applied at all. However, these organizations also need to work efficiently and achieve the set goals. The tool is to share common values and interests, to maintain the traditions and motivation of the members of the organization, so to build strong and mission supporting organizational cultures (Rektořík et al., 2010).

The content of an organization’s culture is determined by a number of factors, both external factors and internal factors. The external determinant of an organizational culture content is primarily the environment in which the organization exists (e.g. national culture, political environment, competitive environment, etc.). These include the founders / owners, the professional culture, the size of the organization, the length of the organization’s existence, the technology used etc. The internal factors affecting the content of the organization culture are mainly organizational strategies, organizational structure,
management systems, management style and managerial methods that are used in the organization.

The proposal of significant characteristics of the organizational process in the selected non-governmental non-profit organizations

In the selected NGO segment, the organization focuses primarily on working with the NGO leader. The leader's position is not vertical, but horizontal, synodal, democratic. The leader is a representative of this democracy, and his task is to do everything to ensure that all members work together for the same purpose. The leader is expected to integrate members in the process of NGO, motivating them to serve as best as possible for the good of all. The leader is primarily a motivator. This is not a pyramid leadership and organization. NGOs are generally governed by the decision-making council. The selected NGO segment originates in Benedictine monks' history where the abbot does not stand in the centre, but the monks themselves do. The leader is elected with conditions and he can be changed. Everybody participates in the management. This can be achieved by the role of the leader, whose first task is to support, motivate, maintain the NGO's primary line, encourage, revise and rectify. The synergy between the leader and the council is significant for the good functioning of NGO. In case of a break or dysfunction between the leader and the council, NGO loses its functionality and weakens its mission. A strong personality leader and a council made up of mature people are essential prerequisites all the processes in NGOs.

Two approaches to the organization process were identified in the NGO surveyed segment. A fishing net, that represents relationships and link between members and a spider web that represents the relationships of members to the leader (see Picture 5).

**Picture 5: Fishing Net and Spider Web – Organizational Structures in the Selected NGOs Segment**

Source: own processing, 2017
These are two different views on the organizational structure. On one side, it is the relationship and connection between the members, and the unity with the leader on the other side. These two views must be interconnected. None of the organizational structure should be absolutized. The role of the leader is to support and maintain the relationship between the members. The knots in the net show the relationship among the members. On the contrary, the spider web reflects the unity of the organization. The relationships in the selected segment of NGOs are permanent and they are supported by the leader (the fishing net) and create the individual relationships to the leader as well (spider web).

The respected leader (shepherd) must have specific characteristics. He helps to create permanent relationships and links between the members. However, he is not a leader who rules, but the leader who is a brother as well and who must compare himself with others. The final decision in the selected NGO segment lies with the leader (the shepherd). A democratic vote is not necessary, but the search for unity and unanimity is the priority. The goal is the search for unanimity, not the result of voting. The spiritual dynamics is the basis for decision-making. It is not actually a vote, but search for unanimity. It is the dynamics of unity, the formation of unity, the formation of the body. Although some members may disagree with a particular decision or project, despite their personal disagreement, they perish the project and support it thanks to the sense of the unanimity.

3.3 Management

The management of NGO influences the level of communication, organization, culture of organization, fulfilment of the mission and realization of goals through the following activities:

- Formulates the mission (“why does an organization exist”) and the vision (“where is the organization heading”), creates strategies and elaborates them into set of goals, projects and procedures.
- Communicates the mission, vision, strategic plans within the organization and the values of the organizational culture. If the NGO’s management motivates their members enough to implement all the missions and goals, it enables the members to understand the meaning of their work and find their own identity.
- Decides (not only at the strategic level but also tactical and operational, including personnel issues) and through individual decisions fulfils the goals and shows the priorities of the organization.
- Defines behavioural standards for members, co-workers, the public, remuneration rules and evaluation criteria - this determines the positive, desirable matters for the organization as well as acceptable and unacceptable issues.
The NGO’s management does not only affect activities, communication, organization and organization culture by its targeted management activities but by its daily behaviour as well. Through the behaviour, the NGO’s management demonstrates the values that are recognized within the organization and provides behavioural patterns for the organization members. The achievement of the desirable functioning of NGO is therefore a matter of the whole organization however, the role of the top management as well as line management is crucial in such a process (Rektőřík et al., 2010).

The proposal of significant characteristics of the management process in the selected segment of non-governmental non-profit organizations

In the surveyed NGO segment, the goal of the effective management is the support of the pastoral program (pastoral plan) and all the energy is put into the support and the implementation of this program. Program support tools are created and it means providing the necessary resources (human, material, time, organizational) to implement the program.

The importance is focused on the process of communication and the division of the main goal into partial goals. If the members know what is ahead, what is the short-term goal, what stage of the program they are at and what activities they are about to implement, the implementation of the partial goal is successful. In case the members of NGOs are presented only the final, remote and difficult goal, there may be problems with their motivation, organization and finally the implementation of the program.

There are two basic steps in creating the NGO’s program structure:

a) The setting of the main goal, partial goals, stages of the realization of the main goal and partial goals, planned steps and means to achieve the goal.

b) Finding and securing resources (funds, human) for each partial goal.

The program can be effectively achieved if the specific goals and sub-programs (partial goals) are set as they are chaining to achieve the main goal. It is important to always take human and material resources into account. The program sets milestones to achieve the goals (results) and includes the specific duration of the individual stages.

This process can be documented on a particular example of the selected goal from the pastoral program of the selected NGO segment.

The selected goal of the pastoral program – Implementation of training courses for the members.

Partial goals:

1. Setting of the scope and content of the training courses for the members in the pastoral year.
2. Setting of the required training courses that are mandatory for the members in the pastoral year.
3. Reporting of the training courses including the number of participants.
Achievement method:

a) Ensuring there are sufficient financial and personnel resources to implement the partial goals 1, 2 and 3. Finding data on the number of participants in the training courses from local member branches. Arranging the lecturer and the training room for the course in the date of the training (one-day event).

b) Setting the particular timeframes for the implementation of the goals 1, 2 and 3 (the offer for the training courses, organization of the members according to the local areas, dates of courses, reporting the results of the courses).

When setting up a program and goals, the leaders and councils of the surveyed NGO ask the following questions: What do I want to do? Who is it for? How do I want to achieve this? Who will implement the program? What means will I use to implement it? Where? When?

The results of the empirical research have confirmed the interconnection of the vision with the strategy and the program. The main strategy in the selected NGOs segment is the multiplier process in the global context (multiplication of personnel and NGO branches), which is to ensure the sustainability of NGOs in the long run.

4. Conclusions

The paper identifies, analyzes and assess the process of communication, organization and management in a selected segment of non-governmental non-profit organizations that operate in twenty-five countries and that perform their mission in providing services to the public.

Based on qualitative and quantitative research, the authors of the paper demonstrated that the process of communication is a primary and significant process in the process of organizing and managing processes. An important part of the communication process is meritocracy, which is to support those activities that bring the social good, the benefit and the development of NGO members and the civil public. Meritocracy is achieved through the personal motivation of a member, co-worker, and volunteer. Active members are given opportunity to serve and receive public recognition and awards. The process of organization in the selected segment of NGO is based on the co-operation of the leader and the NGO members. The position of the leader (the shepherd) in the organizational structure is not vertical, but is horizontal, synodal and democratic. The leader is above all the motivator and implementer of the unanimity dynamics. The management process in the selected NGOs segment is based on the consistent linking of vision and mission with strategy, program, and goals. The main strategy is a multiplier process in a global context, involving the multiplication of people and NGO branches. The implementation of this strategy is a prerequisite for ensuring the sustainability of the selected NGO segment in the long run. These results of the mixed method research have resulted in the proposal of the significant characteristics of the process of communication, organization and management in the selected...
segment of NGOs. These results are limited by the specific missions and areas of NGOs services provided, as well as by the worldwide implementation of a unified model of organizational and financial management in independent branches of the international non-governmental non-profit organization.

Unless there was an effective communication, a non-governmental non-profit organization wouldn’t be able reach the goals and fulfil the mission despite a very well managed organization. The processes of communication, organization and management are interconnected in a non-governmental non-profit organization and their effective setting is a prerequisite for ensuring the vision, mission, function and goals of non-governmental non-profit organization.

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References


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