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Dissertation

THE ROLE OF MOTIVATION IN HUMAN RESOURCES MANAGEMENT: COMPARATIVE STUDY OF EMPLOYEE'S MOTIVATION IN NGO AND INTERNATIONAL MIGRATION AGENCY

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Abstract

Successful organizations are those who recognize the importance of their human resources in achieving business goals and who apply HRM practices for best results. Many times, the targeting of a variety of surveys is directed mainly at non-profit organizations, with Non-Governmental Organizations receiving less attention. The top challenges of Human Resource Management within NGOs stem from how multinational-offshore and domestic NGOs can apply simplified but at the same time realistic-realistic human resource management practices to their activities.

Motivation is very important for the dynamics of NGOs. Some NGOs aim at internal remuneration, such as employee involvement in decision-making, the working climate of co-operation between colleagues, the achievement of goals, feedback, recognition-praise to employees, etc., giving little importance to the study of the impact of external remuneration (recognition by the Top Management, monetary reward, grants). This is because there is a tendency to consider it easier, admittedly, to offer internal remuneration than external ones, as the former are considered of a qualitative nature and appear less costly than the latter where any quantitative change requires a complete redesign of the budget.

The following thesis explores the motivations that motivate NGO workers, in the light of a comparison with international migration organizations.

Keywords: migration, NGO, motivation, IMO.

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Human Resources Management

1.1 Conceptual approach to human resources management (HRM)

The development of the main theory of human resource management (HRM) concerns how the management of people can improve their performance. HRM includes a set of strategies aimed at maximizing organizational efficiency, employee engagement, flexibility and quality of work (Bae & Rowley, 2001). The simplest HRM models claim that the human resources of any organization are the valued assets and the commitment of the employees is a source of competitive advantage (Armstrong, 2008). In general, scientists had dealt with whether and how human management can lead to improved performance of the organization (Sheehan et al., 2010).

The most sophisticated HRM models emphasize the strategic aspects of human resource management, considering that it is as the foundation of quantitative and strategic management, which seeks to manage the workforce in a rational way. Searching for and understanding the HRM-performance business link has been considered as the primary goal of human resource management strategy (Aguinis, 2007). More generally, the positive climate is increasingly important for organizational growth and performance because creates a social atmosphere, which encourages high employee participation and culture, with a focus on the employee.

In response, employees feel comfortable and contribute positively to organizational performance. Positive perceptions of HRM systems can lead to job satisfaction and it is associated with enhanced citizenship behaviors, reduced absenteeism rates, lower resignation intentions and improved performance (Mullins, 2007; Armstrong, 2008; Dessler, 2002; Fitzenz, & Davison, 2002; Clardy, 2007).

Strategic Human Resource Management (SHRM) has developed as a field research area since the mid-1980s. Wright and McMahan (1992) define SHRM as the model of projected human resource development and activities designed to enable the business to achieve its goals. In this light, strategic human resource management includes the following components: first, it focuses on an organization's human resources, as a primary source for strategic utilization to achieve a competitive advantage. Second, it aims at management programs, policies and practices, as the means by which a business can gain a competitive advantage. Third, the HRM strategy and design plan describe the goal and process of the strategy in alignment with the organization's strategy and human resource activities. Fourth, under this definition, human resources, practices and planned model are defined and related to achieving the goal. Another view argues that strategic human resource management is primarily concerned with integrating and adapting human resources into the organization's strategy. Therefore, SHRM seeks to ensure that (1) human resources are fully integrated with the business strategy and strategic needs, (2) human resource policies coexist in all policy areas and hierarchies, and (3) practices are adapted, accepted and used by managers and employees as part of their daily work (Ulrich, 2009).

In each organization, Human Resource Management is mutually influenced by the strategic plan. It is often the case that a company implements a strategic plan without success, due to the lack of qualified and qualified employees to support the implementation of the strategy or because the management failed to convince the employees of the importance of the successful implementation of a particular strategy. For these reasons, the cooperation of the human resources management department with the management that forms the strategic plan of a company is an extremely important factor (Hellriegel, 2005).

The possible situations within an organization are the following:

1. The team that develops the strategic plan has absolutely no contact with the Human Resources Management department.
2. The team that prepares the strategic plan informs and informs about its actions the Human Resources Management department.
3. There is two-way communication between the above two parties (group-department).
4. A representative of the Human Resources Management department actively participates in the planning process (Michaels, 2013).

In each of the above situations, Human Resources Management has the following options, which relate to job planning, recruitment and development, training, performance management, remuneration and benefits, and employment relationships. . In general, in order for the organization to achieve increased productivity, the work should be designed in a simple and very specific way, while in order to strengthen innovation, the work can be expanded to allow the multidimensional form of work tasks. Each organization, in relation to the strategy it implements and the employees it wishes to have, follows a different recruitment process, providing education and training, in order to strengthen the capabilities of the employees and to ensure that they can support the strategic plan of the organization.

The issue of employee performance management concerns the specialized knowledge of senior managers and / or the quantification of the results of each employee. In this way, the remuneration is determined, which can drastically influence the support of the organization's strategy. Finally, equally important is the way in which management treats employees in the context of employment relationships. When employees participate in the way the organization operates, then their intention to contribute to it increases (Dessler, 2002).

In any case, the goal of the management should be to allocate the company's resources (human and organizational) in such a way as to ensure a competitive advantage. On the other hand, the goal of the Human Resources Management department should be to support the company's strategy by providing skilled employees, able to support strategic planning (Leopold, 2002).

Examining how the climate of employee relations affects the relationship between strategic human resource management practices and organizational performance in Chinese banks, Ali et al. (2018) find that HRM strategy has a significant positive relationship with business performance, while a positive work environment mediates the relationship between HRM strategy and organizational performance. Along with the development of human resource management strategy, researchers in psychology and social psychology have been exploring how the structure of employee behavior and participation could help explain individual performance outcomes through high levels of commitment, organizational citizenship and individual well-being (Cooper & Schindler, 2011).

Employee engagement can be the mechanism through which human resource management is exercised to determine individual and organizational performance (Truss et.al., 2013). In the context of globalization and the increasing changes that organizations are undergoing, human resource management systems must make full use of human resources in order to improve the performance of the organization (Boddy et al., 2010). On the other hand, in a globalized economy, organizations are faced with a variety of challenges. To make this possible, the management of the organizations is called to integrate the activities of the human resources in the business activities, allowing the management of human resources, to contribute with the effective management of the human resources in the future success of the organization (Michaels, 2013).

1.2. Functions of human resources management

The role of Human Resource Management policy is to design policies and systems and to perform specific functions. These functions include staffing needs planning, staff recruitment and selection, staff training and development, staff appraisal and remuneration. Despite the fact that the functions are designed by the Human Resources Management department, however, the participation of the heads of the individual departments of the organization in the implementation of the functions is required. This is evident from the fact that, while the evaluation process is designed and supported by the Human Resources Management department, it is also attended by the immediate supervisor of each employee, based on the existing process set by the company (Sparrow et al., 2009).

1.2.1. Planning of the staff

Human resource planning is a strategic action to cover future jobs. The Human Resources Management Department is called upon to develop a clear staffing structure to ensure sufficient staff for the operation of the missions. This requires a careful analysis of the business environment (external and internal) in order to accurately identify human resource needs. The analysis includes the following: a) search for information on the conditions prevailing in the labor market, b) forecasting the needs of the company in order to achieve its long-term goals, c) accurate recording of the specialties and qualifications of the human resources of each department, d) verification of any movements of employees, e.g. retirement, upgrade and d) knowledge of the legal framework and the terms of the collective agreement (Worrall & Cooper, 2012).

The Human Resources Management Department takes into account internal and external changes to integrate HR planning into the company's business plan. The steps required to develop a staff planning program are the following (Bresciani et al., 2012):

- Job description: refers to the development of a job analysis

Job requirements: concerns the development of a detailed and useful set of job requirements, to determine if there are already suitable candidates that can be developed within the company, before hiring externally. Some questions that help at this stage are:

o What knowledge and skills are required for the job?

o Which characteristics of people help them to succeed or fail in this task?

o Which qualifications are required for the job?

o How is work related to others?

- Equal employment opportunities:

In order to avoid the illegal rejection of candidates with disabilities, the Human Resources Management Department records only the necessary tasks for the jobs and not the way the work is performed.

- Assessment of the skills of existing employees:

Concerns the gathering of information on the skills of the employed human resources, in order to identify the appropriate internal candidates, before the company turns to the search for candidates outside the company.

- Turnover trends:

Tracking turnover trends helps to predict the number of people expected to leave the business.

- Business trends:

Concern the examination of two main issues: on the one hand the internal changes and on the other hand, the external factors. Internal adjustments, such as shifts in work shifts, human resource demographics and staff reductions, as well as external factors such as mergers, legislation, etc., affect staff planning.

1.2.2. Attracting staff

This action concerns the identification of candidates from the labor market who could be attracted from specific jobs. The Department of Human Resources Management invests time in developing relationships with university candidate promotion offices, recruitment offices and job search companies. At the same time, it enables existing staff members to actively participate in industry associations and conferences, where they are likely to meet candidates suitable for the jobs offered by the company. Another popular way to attract candidates is online work platforms, business association websites and magazines, as well as social media such as LinkedIn. The procedures followed include the creation of job descriptions, the prediction of possible problems and the training of all participants in the process (Boxall et al., 2008).

The first and most important step of this process is to determine the characteristics of the right candidate, both in terms of qualifications and in terms of behavior and ability to integrate and assimilate into the corporate culture of the company. Upon successful completion of this step, the Human Resources Management Department announces the job offer, making clear to candidates the job description, pre-existing work experience requirements and other formal and non-formal qualifications required. For example, if job requires creativity, the post to attract the right candidates should mention it.

An equally important issue is the reputation of the organisation, which extends beyond its relationship with customers. A company is evaluated both by its internal reputation and the way it treats its employees. A study by Melián-González and Bulchand-Gidumal (2016) highlights that candidates read at least six reviews of what other employees have to say about the organization, who are interested in sending a resume, while more than two-thirds will refuse to work in an organization that has a bad or negative reputation, even if it leaves them unemployed.

1.2.3 Selection of the personnel

The staff selection process begins with the administration's decision on the qualifications it wishes for a candidate job, such as, for example, the candidate's relevant level of education or work experience. Once the manager has determined the job requirements, the Human Resources department places ads on the company's website and on related websites visited by job seekers. The Human Resources Department may also work with recruitment agencies to find candidates who specialize in a particular field, e.g. in sales.

When the leading candidates are selected, the Human Resources department interviews the candidates, following a selection process aimed at reducing the number of candidates and focusing on the individuals who best meet the needs of the positions to be filled. Companies have different procedures for personal interviews. Some companies prefer to have full-time interviews, where job applicants meet with a different person every hour. Alternatively, candidates meet with key staff and, if deemed appropriate, are invited for a second interview with some company executives. The final choice is based on the qualifications of the candidate, as well as on the personality and ethics of the candidate. Choosing to hire the wrong employee in a company can create problems in the human resources, because other employees are very likely to react when they need to compensate for the damage caused by one or more of their unsuitable colleagues. In some cases, unsuccessful hiring can lead some good employees to look for work in another company (Azanza et al., 2013).

1.2.4 Staff Training & Development

Many times, the terms education and development are synonymous, but that does not mean they express the same objective. The training aims to develop in the human resources specific skills, in the direction of becoming more productive, covering any shortcomings. When new equipment is introduced in the organization, it is necessary for the human resources to be trained, so that they can use it, because it is something new, that the employee either does not know or does not understand how it works. On the contrary, development has nothing to do with the present, but with the future of the company and the skills that employees should acquire.

Development focuses on current and future work, while education deals only with current work. In addition, the purpose of the training is to acquire specific skills of employees at the individual level, while the development targets working groups or the company as a whole. Therefore, training seeks to fill the gaps in specific tasks performed by individual employees, while development refers to in the skills of the human resources as a whole. In addition, the training focuses on the immediate needs of the company in order to address the current inadequacy of performance, while the development in the long-term requirements, aimed at the overall enrichment of human resources and preparation for future skills of employees (Azanza et al., 2013).

1.2.5 Staff evaluation

Employee performance appraisal is used in an autonomous process and is not linked to strategy or goal setting. In essence, the evaluation of human resources is a structured process, with the aim of assessing the extent to which the employee contributes to the effective execution of the work and the achievement of the objectives, which he is called to pursue. Traditional rating systems are based on a review of how a person completed their job for the previous year, and may include a pay review, a bonus review, and / or an employee rating for promotion to a superior position. In general, evaluation includes the explicit determination of how and to what extent the employee's performance has room for improvement. For this reason, companies use performance appraisal standards, determining the acceptable levels of performance for each job.

An important issue in evaluating employee performance is the emotional aspect, as evaluating employees and their performance is the responsibility of some individuals, who are called upon to judge and control both the quality and quantity of the work of other employees. company (subordinates, when it comes to supervisors conducting the evaluation or supervisors, when the evaluation is carried out by employees).

Michaels (2013) states that emotions are closely related to the cognitive assessment of individuals to evaluate an individual's performance. In general, many theories give an explanation about the evaluation process in relation to the challenge and differentiation of emotions. For example, Smith and Ellsworth (1985) report that emotions that may arise from a particular event are pleasure, certainty, and responsibility, while Roseman (1984) reports coherence of motivation, outcome certainty, motivation, and coping ability (Bello, 2012).

The reasons that oblige the implementation of an evaluation system in an organization are (Bhatti et al., 2012):

- To determine if the right employee is in the right position, making full use of his qualifications.
- To determine the future employment of the employee.
- Identify a project of particular value that took place in the pre-evaluation period.
- Identify a possible lower performance than desired and suggest improvement solutions.
- To highlight the individual needs for training of the employee.
- To record any kind of special difficulties related to a job.
- Motivate the employee to improve his / her performance at work.
- Improve communication between executives and employees.
- Determine the amount of increase that should be given to a high-performing employee.

More generally, the evaluation of human resources contributes to the creation of a more efficient company, where employees know what their tasks are, but also why they have to perform them and how effective they are in performing these tasks. The advantages of employee evaluation for the organization is that it creates a base of qualifications and skills of the existing human resources. This base acts as a guide to employee performance and can be used for staff promotion purposes. In addition, evaluation acts as a means of informing the employee about how he or she is performing at work and can act as a motivating tool to further improve performance. For example, an employee with a high score and quality measurable achievements can expect a salary increase or promotion. Finally, for the management, the evaluation of human resources offers the opportunity to exercise managerial work in a more effective way, with the aim of developing the organization through communication, understanding and cooperation with subordinates.

1.2.6 Remuneration & staff benefits

Within the framework of the general remuneration policy, the management of a company formulates and implements a plan of remuneration and benefits of human resources. Remuneration and employee benefits policies include issues such as the evaluation of a job, remuneration when it is granted as an incentive, changes and adjustments in remuneration, employee bonuses, their participation in profits, etc.

The purpose of this action is to implement a fair system of remuneration and benefits, which will motivate employees to improve their performance both quantitatively and qualitatively. At the same time, it will be competitive. Proper remuneration and benefit systems ensure that hard-working employees are rewarded fairly and in the most cost-effective way for the organization. This, in turn, encourages employees to maintain their performance. In particular, in times of economic crisis, organizations are called upon to review the system of compensation, benefits and rewards, in order to retain and motivate human resources, but also to attract new people to the organization. It is a fact that salary and incentive packages are a major reason why applicants apply for specific jobs. Therefore, the most attractive systems of remuneration and benefits tend to create greater interest in new positions. Through remuneration policy, companies seek to remunerate employees with competitive wages, to attract suitable candidates for each position, while complying with the law and employment contracts. (national and sectoral). In addition, with remuneration and benefits policy, companies are able to control cost formation and regulate how often wages will increase, based on employee efficiency, but also factors such as workload, degree of responsibility and decision-making ability (Boxall et al., 2008).

1.2.7 Employee Protection, Hygiene and Safety

The regulations of health and protection of employees (UAE- 3850/2010) inside the administrative center are a demand of our time and a purpose of every society with fundamental concepts for the safety of human lifestyles and the herbal surroundings. Worldwide hard work enterprise (ILO) conventions, ecu Union (eu) Directives and rules / legislation in Greece oblige employers and personnel to take suitable protection and hygiene measures to save you injuries at paintings and occupational diseases, to shield the health of human sources and to keep away from both the introduction of risky situations and the pollutants of the natural environment. With the intention to attain these goals, employers and employees should strictly comply with the agreed rules. These rules define the framework wherein the exterior and indoors areas of place of business homes are used, as well as the approaches in which the diverse tasks are executed.

In particular, among others, the following are required: 1. Ensuring the suitability of building installations and technological infrastructure. 2. Easy access for fire trucks and ambulances in case of emergency (fire) and informing employees on how to deal with such incidents. 3. Readiness to provide first aid in case of accident and proper hospital care. 4. Proper storage and use of flammable and dangerous substances, gases, etc., to avoid accidents. 5. Proper training of personnel on safety rules when using machinery, etc. 6. Proper management or destruction of toxic and hazardous waste, as well as contaminants and radioactive materials. 7. Correct and simple marking of all workplaces and rules of prohibition for dangerous work or working conditions. 8. Observance of the UAE rules during work and commitments for frequent inspection of workplaces. 9. Training and information of the staff in the measures of the UAE. 12. Mandatory implementation of the recent Directives of the European Union and the legislative regulations for the UAE. in our country by employers and employees.

The purpose of this legislation is to implement measures to promote the health and safety of workers at work. To this end, it incorporates general principles on the prevention of occupational hazards and the protection of health and safety, the elimination of danger factors for injuries at work and occupational diseases, the information, consultation, balanced participation, training of employees and their representatives, in addition to the rules for the application of these general principles.

According to the law above, one of the important obligations of employers is to provide safety and health conditions to employees. In general, it is the duty of every employer to create a healthy and safe working environment, to protect his employee, as well as to protect the health of other people who may be affected by his business. Employers must do what is reasonably possible to achieve this, which means that it must be ensured that employees are protected from anything that could cause injury, injury, health problems or even disability due to lack of safety and hygiene. in the workplace. In this context, employers have duties under the law on health and safety for risk assessment in the workplace and are obliged to conduct risk assessments, taking into account all the risks that may cause injuries in the workplace (Azanza et al., 2013).

Employee health and safety is one of the key responsibilities of Human Resource Management. In particular, the Department has the obligation to provide information and instructions to employees on this issue, from the first moment they enter the company to work. Has the obligation to train staff and organize seminars for their protection. In addition, it has the obligation to plan, based on the needs of the company for long-term protection programs. It is equally important to know the views of employees and to take into account any messages of dissatisfaction, in order to suggest changes that will improve the attitudes of employees on issues of safety and health and quality of life in the workplace.

1.3 Benefits of human resources management

Strategic human resource management is considered to promote new managerial and organizational approaches, in which employee commitment and flexibility, as well as efforts to respond quickly to changing market conditions, are considered an important source of competitive advantage. The Human Resources Management Policy ensures that the culture, values and structure of the company, together with the quality, motivation and commitment of its members, fully contribute to the achievement of the intended goals. In particular, these policies address competitive challenges from the perspective of human management and address key issues related to performance and quality management, ensuring employee engagement and developing an internal environment of harmonious relationships (Clardy, 2007).

During the drafting phase of the strategy, the need for human resources involvement was emphasized in order to have a positive impact on the overall strategy process. It should propose more alternative strategic options or point out management to reconsider how and at what cost the company will acquire or develop the talent needed for the success strategy. The strategic decision-making process usually takes place at the top management level. Every element of the process faces a business-related business problem. Therefore, HR must be involved in every element of it.

In the strategic phase of implementation, the role of management is implemented through the formulation and implementation of appropriate human resources policies. In order to implement the strategic choice, it must be considered in relation to the specific requirements it raises in terms of skills, behavior and culture of the people. If there is a gap between the present and the desired situation, the Directorate of Human Resources is called upon, through appropriate policies to help fill the gap and motivate staff to manifest the desired behavior. The degree of success of the intervention will be judged by the company's performance in terms of productivity, quality and financial results (Dessler, 2002).

1.4. The Objectives of the Human Resources Department

As key objectives of the human resources sector are considered (Schuler et al. 1993): a) Establishing a competitive advantage: It is argued that the efficient use of human resources creates a competitive advantage for the company. Training, evaluation and reward, direct participation in order to exploit the innovative ideas of employees are the means by which the company can be segregated from its competitors.

b) Increase productivity: Increasing productivity is the main goal of any organization, public or private. Human resources can contribute to this effort in a number of ways: • Participate in important strategic decisions that affect the effective implementation of business strategies. • Identify and resolve staffing issues before creating new projects, techniques or guidelines

c) Improving the quality of life in the workplace: More and more employees want to gain satisfaction from their work, to have more control over the organization of their work and to look for opportunities to contribute to the efficiency of the company.

d) Compliance with legislation: HR must be aware of labor law on workers' rights and obligations, equal treatment of men and women, wages, health and safety / protection of workers, their trade union rights and their involvement in business management. He must also be aware of the relevant court decisions, the circulars of the Ministry of Labor and the labor inspectorate as well as the policies of the European Union and the relevant directives issued on the above issues.

1.5. Challenges of human resources management

In modern times, however, technological progress and access to information are considered important components for identifying new trends and challenges in human resource management, as they have a catalytic effect on each phase of activity of organizations. Nowadays, therefore, human resource management is important to ensure the harmonious relationship between the present and the future, emphasizing not only the processes, but also the human resources, which are now at the core of the organization. The changeable and unstable external environment of the public administration presupposes the assurance of the strategic role of the employees, in order to contribute to the improvement of the efficiency and the realization of the expectations of all involved. Thus, despite the assumption that labor costs are one of the highest operating costs for an organization, it is necessary for companies to invest in the continuous training of employees, in order to become a substantial factor of production (Ulrich, 2009).

The main parameter of the work is the remuneration of the employee, which takes place within the framework of the general remuneration policy of each company, which is based on various pillars. These are, the job, 14 the employee's contribution, the remuneration given in the labor market for each position and position but also the financial capacity of the company. This action will be successful by creating a remunerative system that will be competitive, in addition to fair, and will motivate employees to perform more efficiently. Thus, it can be considered as a combination of reward and job satisfaction. A remuneration system is related to performance, ie the determination, evaluation of performance and the supply of employees with feedback, as well as the reward, ie salary increase, bonus, allowance, promotion. Remuneration can also be considered an important factor in attracting a competent and experienced employee. Remuneration is not only a sum of money, such as salary, bonuses or some compensation, but also benefits related to job performance, such as vacations, leave, medical care. The first case is defined as direct financial benefit and the second as indirect financial benefit.

In conclusion, human resource management focuses on managing the culture of a public organization and expresses a complex psychological contract, between employees and the management of an organization. Therefore, the choice of a high level of human capital can be considered as the main feature, which differentiates an organization, contributing to the increase of its profitability. After all, the human resources of an organization possess unique knowledge and skills, which are difficult to copy, in contrast to traditional functions, which can function as an object of imitation.

1.5. Challenges of human resources management

The need for greater transparency in organizational reporting has emerged as an important business issue. Disagreements abound about value to investors and other key players on the one hand and bureaucracy and diversion of resources on the other. Due to the number of corporate scandals and the inevitable regulatory initiatives, there is a growing call for non-financial data to be provided by commercial organizations. Increasingly, stakeholders, from shareholders and suppliers to employees, expect board members to provide them with unequivocal data and views on performance, ethical attitudes, environmental policies, and threats and opportunities that are likely to be encountered (Reporting in Context, 2006).

Corporate reporting is beginning to be treated as a commercial necessity. This has a direct impact on human capital reports, as the same arguments that apply to the need for a common language dictionary and metrics for CSR and other non-financial references clearly apply to human capital. The 2003 Human Accounting Report and the proposed OFR (Operational and Financial Overview) indicated the need for companies to expand human capital reporting on a consistent basis. However, they did not suggest the common metrics or measurements that should be applied. However, there is no doubt that the demand for 36 comprehensible, comparative, stable data on human capital within the periodic reporting systems of a company, will be a growing demand of operators. Companies that act quickly in the field will enhance their market reputation. Human capital executives should have systems and databases that will provide the necessary information that increasingly demanding bodies will require. There will be an increase in demand from human capital executives to demonstrate the commercial principles of other business functions, translate policies and operations into economic language that investment communities can understand (Boxall et al., 2008).

1.5.1. Company reports (Value Reporting)

The need for greater transparency in corporate reporting has become an important business issue. An example is Taiwan, where a new piece of legislation that will take effect on January 1, 2008 stipulates that employee equality incentives will be defined as exits and free employee stock options will have significant market value. Current accounting policies prohibit deducting employee incentives as an expense or loss. Therefore, the new law addresses the need to make corporate financial reporting more transparent to the public and to make accounting policies compatible with international principles (War on High Talent, Department of Statistics, Department of Home Affairs, 2007).

On one side due to the number of corporate scandals and the inevitable regulatory initiatives, there is a growing demand for non-financial information to be provided by commercial organizations. Increasingly, stakeholders, from shareholders and suppliers to employees, expect board members to provide them with unequivocal data and views on performance, ethical attitudes, environmental policies, and threats and opportunities that are likely to be encountered. This growing demand and information should have a significant impact on the type of human capital information available to an organization. The number of organizations that now produce non-financial information, either through their regular reporting systems or through separate corporate social reporting, is increasing every year. In Europe, 90% of the top companies now write these reports. However, there are still differences in practice: Europe covers broader issues and generates more reports than the US (Reporting in Context, 2006).

The majority of CSR reports include brief or difficult to measure comparative information. It is generally considered unlikely that higher levels of quality corporate reporting will be achieved until a definitive "best practice" agenda is promoted by either governments or authorities, producing a series of measures that will form the basis of a common audit system. This also requires logical assimilation of data across and between functions e.g. from finance, sales and human capital. This will also help both the common references that shareholders and others understand and a concatenation of data that will greatly facilitate important decision-making work. The quality of the information is still being monitored by analysts and other commentators, suggesting that there remains a strong tendency for most commercial organizations to produce ineffective generalized statements, making it almost impossible for readers to draw firm conclusions.

The Association of Certified Auditors strongly supports a "common language of evaluation so that the financial effects are clearly expressed in the international markets". As the business climate changes, companies are driven to re-evaluate their success criteria. As stated in PwC's 10th Single CEO Survey, the research findings support the belief of Michael Porter and Mark Kramer that, in order to have a competitive advantage, management must align its strategies, taking into account the needs of a wider set of actors, including employees and society. That's why companies need to keep in touch with stakeholders. They need to be well informed and 38 sure about the company's reputation in the market, as a positive reputation will create true value and reduce risk, while a bad or lost reputation can lead to the company's downfall. The Value Reporting initiative is firmly based on the view that companies need to promote their reputation in order to maintain themselves, and an important requirement is to "present to their operators a consistent information network that allows the reader to access corporate - and not just financial - access. performance ". Perhaps for the first time a strong business argument emerges for more disciplined, transparent reports.

1.5.2 Risk management

More than 60% of those surveyed in a PWC survey thought that risk management processes would be more effective if integrated into the business line. Risk management is now becoming a well-established organizational principle. Identifying risks, assessing their potential impacts, creating mitigation options, deciding on best actions and implementing decisions become part of the routine for any business. Individual risk is now considered one of the 10 most important threats to a company's profits. This is not surprising since people are an important part of the cost base and preventive actions of organizations.

However, integrating risk management and human capital management is a major challenge for most organizations. Effective personal risk management gives organizations the flexibility to identify the sources and likelihood of risks occurring and their potential impact on the organization, both financially and in terms of wider sustainability. Historically, human capital management has been less demanding on these requirements, necessitating a significant shift transformation towards a disciplined measure of activity, both in operational performance and policy development. Pension financing, compensation policies, work-life balancing processes, recruitment and retention activities are all important areas that require higher levels of risk assessment in the future. (Creating Value: Effective risk management in financial services, PwC, 2007).

Chapter 2nd

Motivation Theories

2.1 Key employee motivation theories

2.1.1. Theory of Hierarchy of Needs (Maslow Pyramid)

Maslow's theory of the hierarchy of needs (1943) is one of the most debated theories as it offers a comprehensive picture of the physical needs of man. According to Maslow, there are five categories of human needs that are hierarchically structured. The hierarchy of needs, also known as the "pyramid of needs" (Avolio et al., 2009).

Starting from the base of the pyramid, the normal needs include the needs that have more to do with the very survival of humanity, such as water, food, clothing and health. They are the first needs that man must satisfy. After all, without them it is unnecessary to talk about the rest. Needs of confidence include the need for a person to feel confident about his existence and the satisfaction of normal needs in the future. The need for security or safety is one of the most important motivations for every employee and takes the form of job permanence and savings. It is these needs that led the states to create the institution of social security. Also in the creation of private insurance by entrepreneurs who aim to meet security needs. After the needs of confidence, at the next level of the pyramid are the social needs, where it seems the desire of people to belong to social groups, to offer their appreciation and to enjoy the appreciation and understanding of others, to be accepted, to offer and to gain love. In the fourth category of needs according to Maslow are the needs for recognition or otherwise selfish needs. These include man's need for recognition by others, for prestige, appreciation, respect, and influence over others. This category is considered to be the most difficult in terms of meeting these needs. Finally, at the top of the pyramid are the needs for self-realization or completion. It is the need of the individual to become what he wants "to do whatever he is capable of doing", as Maslow states, to achieve what he considers ideal, to fulfill his desires.

2.1.2. Theory of hygiene and stimulation (Herzberg theory)

Herzberg (1959) theory has much in common with Maslow's theory. Herzberg studied the motivation and satisfaction to the job and so, he asked a group of people to answer about their experiences at work. According to these answers, Herzberg developed the theory of two factors or the theory of hygiene and motivation, based on which the employee has the following needs: a) they make him not suffer and intolerant of his environment and b) those that help him and allow him to develop psychologically (Seiler et al., 2012).

Essentials are called hygiene factors and are related to the work environment, ie the policy set by a company and the way it manages the organization and its employees, the conditions that prevail in it (i.e. cleanliness, appropriate machinery, lighting), the interpersonal relationships between superiors, subordinates and in general between all colleagues, the salary but also the security and stability offered to the employee. When a company has the above factors, then an acceptable environment is ensured and the employee does not feel dissatisfied. However, these factors are not enough to lead an employee to increase his performance. A low salary can cause dissatisfaction, but it does not mean that a high salary can cause higher performance and efficiency. According to Herzberg, hygiene factors direct the employee to reach a point, which he considers, "neutral". Satisfaction and positive stimulation will take place when it exceeds this point, with the help of stimulants, presented below.

The second needs are called motivating factors and are related to the work itself, i.e. the recognition of the effort made by the employee, his promotion, his ability to grow, the achievement of a goal, the object of work, etc. These factors cause feelings of satisfaction in the employee resulting in a mood for greater responsibility and efficiency (Rehman et al., 2018).

In conclusion, we can say that motivating factors have more power than hygienic factors, however, their motivating power cannot be achieved, if there are no hygienic factors, which precede the application and are necessary for the absence of dissatisfaction in employees. Teams with the best performance need organizations and their managers. But in order to motivate teams, hygiene factors must first be taken into account so that employees feel comfortable in the work environment.

It seems that motivations include achievements, recognition of effort, development and promotion prospects, work, responsibility and personal development. On the contrary, the disincentives are the policy applied by the company and the way it manages, the supervision, the working conditions, the interpersonal relations with superiors and colleagues, the salary, the prestige and the social position, the security and the permanence and the personal life.

In addition to the above, Herzberg also supported the enrichment of work as a basic method of motivation. By making the employee responsible for a project or a group, making fewer controls and giving him more autonomy, management can reduce the negative effects of over-specialization and monotony of work. This will result in the employee being satisfied with his position in the company, giving all the skills and abilities he has in it, improving his performance and at the same time developing greater responsibility.

On the other hand, criticism has been for the Two Factor Theory. People enjoy and project it on themselves when things are going well. When times are bad, external factors seem to play a bigger role. A second point of criticism is that the this theory presupposes that satisfaction about job equals higher productivity. Many reasons for factors can affect productivity, which Herzberg did not take into account in his research.

Comparing the two theories of Maslow & Herzberg, Tzortzakis & Tzortzakis (2007) emphasize that Herzberg's theory extends Maslow's theory, which he adapted in the workplace. Maslow refers to human needs, while Herzberg refers to the motivations that meet those needs in every business. This close relationship of theories seems to suggest that Herzberg's hygiene factors are almost identical and correspond to Maslow's first three needs, while the factors that motivate him to work correspond to Maslow's two higher needs, ie of integration and self-esteem.

2.1.3. McClelland Theory of Acquired Acquisition Needs

The theory of David McClelland (1961) is based on research conducted by him and his team in the 1950s. More specifically, this theory helped to better understand the needs that people acquire during life. from the influence of the environment in which they live and which act as motivators. McClelland argues that, regardless of gender, culture or age, all people have three driving drivers, one of which will be the dominant driving force. This dominant motivation largely depends on the individual's culture and life experiences.

Need to achieve goals: According to McClelland, this is a need that a person acquires in his life (acquired), depending on the experiences and performances he has, which is not of a fixed character, but dynamic and developing. Employees who deeply feel the need to achieve goals, want reward and immediate confirmation that their effort is successful (Rife & Hall, 2015).

Need to build relationships and bonds: Employees who feel this need, seek cooperation, respect and acceptance, try to create a good team atmosphere and avoid conflicts. Colleagues choose reconciliation and compromise.

The downside of these people is that their motivation is not high performance but to be accepted by the group they belong to. They will not guide or motivate the team members to increase their low performance, but neither will they stand out, performing more than the other members.

Need for power: Power-oriented individuals need to exercise control and influence the behavior of others. Their specific pursuit, however, reduces their effectiveness, since the achievement of goals comes in second place, after the effort they make to gain power.

McClelland's theory of needs recognizes that the above needs are not mutually incompatible. An employee may have a strong need to achieve a goal and at the same time be a colleague, while not having the need for power. Various studies show that managers have a great need for power, due to the fact that an important part of their duties, contains the direction of the activities of others (McClelland et.al., 1989; Graham, 1996; Hogan & Warrenfeltz, 2003; Seiler et al., 2012; Anderson & Sun, 2017). According to McClelland, people who are motivated by the need to achieve, set and desire to achieve difficult goals, taking a high but calculated risk and focusing on regular feedback on their progress and achievements. Essentially, these individuals are the ones who emphasize and emphasize Herzberg stimulants. What is new about McClelland's theory compared to other needs theories is that it is linked to a training program to develop a specific type of need.

Terzidis & Tzortzakis (2004) report that people with low need to achieve their work have the opportunity to be trained through role-playing exercises and activities that are aimed at achieving goals, so that it can be cultivated in them. the need for achievements and distinctions in the workplace. Other studies argue that the training program includes the recording of performance-related performance goals, intervention, so that individuals think and behave in the light of the high need to achieve training process, which focuses on the positive correlation of the need for achievement and success and team support from colleagues. Another practical application is the creation of a program, which is based on the motivation of employees in relation to the requirements of their employment, which aims to match individuals, according to their dominant needs, so that they are employed in jobs that give them job satisfaction.

2.1.4. McGregor's Theory X & Y.

The best-known theorist for proposing two positions on human nature is Douglas McGregor, founder of Theory X and Y. His theory is also related to leadership styles (ways). According to Theory X, employees are seen as people who initially have minimal am-bitions, dislike their job, are responsible and must be controlled to ensure their efficient work. There is a very negative view of employees.

In contrast, Theory Y advocates that employees enjoy work, seek and accept responsibilities, and exercise self-guidance. McGregor believed that management should be guided by Theory Y positions and argued that participation in decision-making, responsible and demanding work, and good relationships among team members would provide more motivation to employees. Theories X and Y have not yet been confirmed for their validity nor has it been certified that only a manager who adopts Theory Y can mobilize employees.

2.1.5. Expectancy theory

Vroom's Theory of Expectations (1964) argues that employees choose their behavior based on the results they expect because of this behavior and therefore perform their tasks based on the expected result. According to the Theory of Expectations, in order to motivate the employee, two parameters must apply simultaneously:

1. To believe that if he makes an effort, he will have the expected return (expectation of return).

2. Expect that if he is efficient, he will be rewarded with the expected reward (expectation of reward).

Vroom understands the motivation process as a negotiation between employees and management. Therefore, the degree to which the employee will be motivated depends both on what he believes he offers to the company and on what he expects to receive, as a reward for his offer. As Sharma & Gursoy (2018) point out, employees create expectations of positive outcomes related to their levels of behavior, while Al Battat et.al. (2014) estimate that the intention to leave the tourism industry is higher than other industries, due to the dissatisfaction of employees with their rewards in relation to their expectations.

3.1.6. Equity theory

The Adams' theory (1963) refers to employees who are not only interested in the type of pay they will receive, but also in the relationship between their pay and that of their co-workers. Particularly in labor-intensive industries, which require a customer-centric approach to job performance, there is a perception that low or unfair pay or even a lack of appreciation for an employee's offer can lead to lower performance, until employees receive what they consider to be fair and equal treatment.

According to Bustaman et al. (2014), many hotel organizations are not able to understand the types of rewards that will lead to employee job satisfaction. Examining a sample of 132 front-line employees in four- and five-star hotels in Malaysia, the authors conclude that rewards are positively and significantly related to job satisfaction, while financial reward has a greater impact on job satisfaction than non-financial reward.

A study by Wu & Wang (2008) examines the relationship between pay and employee satisfaction in ten hotels in China and concludes that employees have a very strong sense of organizational justice, as expressed through distributive justice, procedural justice, interactive justice and information justice. The stronger the employees' perception of organizational justice, the higher their emotional commitment to the hotel, the effort they make and job performance. Employees' positive perceptions of organizational justice can have an impact on turnover intentions, job satisfaction, and employee behavior (Nadiri & Tanova, 2010), while a study of 11 international Taiwanese tourist hotels shows that organizational Justice contributes to job satisfaction with positive effects on job performance, emotional commitment and lower intention to leave the organization (Yang, 2010). In general, the most positive aspects related to job satisfaction are the relationships with colleagues and the physical conditions in the work environment, while the most negative aspect is the issue of wages, ie unfair payment (Pelit, et.al., 2011).

2.1.7. The ERG Alderfer's motivation theory

The theory of the American psychologist Clayton Alderfer developed in 1969 is classified as motivation theories. It refers to human needs and can be seen as a modification of Maslow's theory of needs as it came from the attempt at empirical confirmation, through the statistical method of factor analysis, of Maslow's theory. Alderfer reduced Maslow's five needs to three: the needs of existence, the needs of relationships with the social environment, and the needs of development. The positive of this theory is that it leaves room for its affirmation in societies of different cultures and hierarchies of needs. (as in societies where social needs play a major role compared to normal). The needs of existence include Maslow's normal and security needs, the needs of relationships include social needs that include the needs of "belonging", and the needs of development include the two higher categories of needs of Maslow, namely appreciation and self-realization.

This motivation theory was named ERG from the initials of the three English words that describe the three categories of needs (Existence - Relatedness - Growth). The main differences between the two theories are the following: • Alderfer theory limits the number of categories, as a result of which the rigidity of the hierarchy is reduced, and he argues that there is a continuous series of needs. • Does not accept the one-way course of Maslow's needs. He argues that it is not necessary to satisfy a lower need first in order to motivate the person later than a higher need. In other words, it is possible for individuals to pursue the needs of a higher level at the same time and before the needs of the lower levels are fully met. • In ERG theory he accepts that there can be a regression from higher level needs to lower level needs when the former is canceled. Failure to do so means frustration resulting from dissatisfaction. Finally, it is worth noting that neither their needs nor their hierarchies are objectively identical to different people even if they belong to the same social and work environment. Also, we should not overlook the fact that mental processing (the degree of intensity and importance of a need and the measures to satisfy it) differs from person to person. According to cognitive psychology, the issue of needs is related to the issue of concept formation. (concept formation).

2.1.8. The model of working characteristics (job characteristics model)

As the name implies, this theory adapts the causes of job satisfaction to the characteristics of the job itself. Both Hackman (1975) and Oldham (1976) identified five key dimensions of work that determine the level of job satisfaction for individuals. These dimensions are as follows:

- Variety of skills i.e., the number of different skills required for a job
- task identity, i.e., if the employee is full-time or part-time
- task significance, i.e., the influence of the employee from others

- autonomy, i.e., the independence of the employee to have the opportunity to choose in his work
- job feedback, i.e., feedback that employees have positive or negative results

2.1.9. Goal setting theory (Locke & Latham)

Locke, in collaboration with Latham, formulated the theory of goal setting. Their thinking has been influenced mainly by psychologists and more so by Lewin. According to the theory of goal setting, when a person has specific goals for his performance, the results of his effort are better. Achieving goals that are important to the individual provides satisfaction and additional motivation. Although in the past the theory of expectations stated that only achievable goals motivate, today the prevailing view is that even the most difficult goals have a motivating power. Setting goals favors performance because it affects the individual's effectiveness as well as his personal goals. Thanks to goals, people are willing to put in more effort, are more focused on their purpose, and are more persistent. Goals help a lot because they help to clarify expectations. They can also help overcome the boredom of many types of work because they offer a challenge to achieve and add meaning to the work. It has been observed many times that employees like the work they do more and their job satisfaction increases, since through the mechanism of feedback or re-information, their recognition by their superiors or colleagues increases. In addition, sometimes a form of spontaneous competition develops, which helps to achieve results, while feelings of greater self-confidence, pride in achievements and greater willingness to accept future challenges have been reported.

Before the formulation of the goal setting theory, management by Objectives (MBO) was applied in practice. Goal management appears in the 1950s. Goal management is a system of motivating and better coordinating the efforts of executives. There are goals for the whole organization which are diffused at all levels and are formed into individual goals for each department. Therefore, the achievement of the goals of each level within the organization contributes to the realization of the goals of the next and ultimately to the success of the goals of the company as a whole.

The basic steps of this management system are: firstly, the establishment of clear and defined goals between management and employees, secondly the effort to achieve the objectives and thirdly the final evaluation of the achievement of the objective. The support of the employees by the management and the adjustment of the goals to the measures of the employees if this is deemed necessary contribute to the success of the management through objectives. In order for employees to accept the goals, management must extract the commitment of employees. Here are some methods that can be used to enhance employee commitment to the goals. The reasons for setting these objectives must be explained to employees. Employees need to be involved in setting goals. Provide instructions and commands and have constant support from the supervisor. If individuals do not have the necessary skills to achieve the goals, a training program should be carried out first. Finally, the result of people's efforts must be evaluated and the corresponding rewards provided. The degree of success of the goals set always depends on the character of the employee and the opinion he has formed about his ability to control his own life and the lives of his fellow human beings. The goals of the company set some standards of behavior that are related to the personal goals of each employee. High levels of motivation and performance are observed in cases where personal and corporate goals are related to each other.

2.2. Non-governmental organizations

2.2.1. Historical review of NGOs

NGOs have taken on a more important role, especially in the late 1980s and then, as never before, as an emerging model of "civil society". Increasingly, NGOs have been able to come up with fresh solutions to long-standing issues, which have remained unresolved due to inadequate governments but also due to mismanagement of state aid wasted on inefficient projects (Werker & Ahmed, 2008).

In fact, NGOs have been active globally and locally since the eighteenth century with a focus on shaking off the yoke of slavery, peace movements, relieving people of plagues and wars, providing health services, and protecting the natural environment. etc. It is characteristic that at the establishment of the United Nations in 1945, there were many Non-Governmental Organizations that contributed to the work and consultations for the drafting of the Charter for the Establishment of the United Nations. The same thing happened with the establishment of UNESCO and the World Health Organization. However, NGOs began to decline again in terms of the influence they exercised during the Cold War period. Some of the oldest and most well-known

NGOs are Save the Children, founded in 1919, Oxfam in 1942 and CARE in 1946 (Lewis, 2009).

2.2.2. Features & functions of NGOs

According to the available international literature, the choice of the term "Non-Governmental Organization" is a major topic of discussion and a challenge in terms of the difficulty of analyzing the NGO phenomenon. This is mainly due to the fact that NGOs are not an executive body-arm of governments and have no goal and incentive to achieve profitability, however there are many cases where NGOs receive a large volume of state financial aid. There is also strong criticism of the name of such organizations, as it is understandable that there is a focus on "what is not", ie Non-Governmental Organization, rather than "what is" really.

In terms of their internal organizational structure, NGOs may differ in size (small or large), the scope of their activities (immediate-short-term assistance or long-term development), caregivers (children, women, men, the elderly, the natural environment, etc.), the type of benefits they offer (relief of immediate living needs or protection of rights), the sources of funding from which they receive their funds (external funding or donations-subscriptions)), their geographical activity (domestic-local or off-national-multinational), the composition of the members who establish them (communities or individual-private initiative), the human resources they include in their ranks (professionals or volunteers), the incentives and the values that accompany them (religious or humanitarian beliefs). One definition that could be given is that of (Vakil, 1997), who, in the context of the organizational-operational definitions given above, defines NGOs as "self-governing, private, non-profit organizations aimed at improving the quality of life of wronged people " (Werker & Ahmed, 2008).

2.2.3. Human Resources Management in Non-Governmental Organizations

Unlike productive companies that aim for profitability, Human Resources Management differs significantly at the level of multinational and domestic Non-Governmental Organizations in terms of organizational structure but also in the field of application of human resources practices. According to (Sheehan, et al., 2010) the international literature related to Human Resource Management comments on the differentiation between the global approach of the HRM and the adaptation to local conditions and contexts. Most research on international human resource management has been conducted in the area of for-profit and often 'Western-type multinational corporations' with the result that anything known about international HRM may not be applicable to NGOs. Therefore, overseas NGOs are encouraged to look for ways to balance international standards with the domestic context, within the reality that they operate in a complex non-profit environment (Brewster & Lee, 2006).

Successful NGOs are those who understand the importance of the humans in the operational success of the organization and who emphasize satisfaction, motivation and commitment to achieve the desired goals. Homeowners (NGOs) often do not realize the importance of effective human resource management for the benefit of the organization and therefore do not invest sufficient time or resources in developing the necessary adequacy. The sustainable development of an organization is based on the effective management of human resources. Despite the small focus on adopting effective human resources practices, it nevertheless remains a perspective that can transform staff into a productive and driving force capable of improving the services provided. This lack of focus on human resource management is one of the factors that separates successful from failed domestic NGOs (Batti, 2014).

Overseas NGOs often face tensions over whether or not to invest in Human Resource Management structures, as they often have a low budget and therefore limit their ability to switch to more complex human resource management practices. The challenge is often to use limited funding, with a well-understood preference for service delivery and short-term goals rather than a more strategic direction for the organization. As a result, Human Resource Management is often interpreted as a way of dealing with day-to-day staffing issues, rather than as an important component of human capital development, intertwined with the organization's long-term vision (Brewster & Lee, 2006).

2.3 Employee motivation in NGOs

The categorization of the needs and expectations shown by the employees isvalid and applies to the humanitarian aid workers in the field of Non-Governmental

Organizations in Greece. All domestic and foreign NGOs provide financial benefits that are higher than the average of employees in Greece and specifically much higher wages than the legal minimum wage set by labor law. In addition, there are plenty of opportunities to achieve internal job satisfaction, as the ever-changing and fluid environment surrounding the refugee crisis provides many opportunities to gain new knowledge and experience, improve skills, take initiatives, work in positions of responsibility and challenge, but also individual pleasure that stems from the substantial and visible improvement of the living conditions of fellow human beings in need. Finally, social relationships are usually good, as the concepts of collaboration, teamwork and communication are commonplace. NGO workers share the same vision, the same motivation and the same determination to offer to the afflicted, which unites them as groups and normalizes any conflict or difference of opinion, as the common goal is to facilitate and care for those in need of protection and emergency (Abdullah & Hooi, 2013).

In the field of NGOs in the light of external remuneration and the level of remuneration of humanitarian workers, the challenge is to balance the need to compete with other NGOs for attracting more talent with the intention of adapting to the local. It is common practice for offshore NGOs to use a dual reward system, in which domestic and foreign staff are registered at different salary levels. A common phenomenon is the internationally followed salary practice for the international staff with the addition of various additional benefits (such as additional compensation for employees in high risk areas, the provision of free accommodation and vehicle, travel expenses and visa renewal, visa computer or mobile phone etc.). In contrast, the pay scale for local staff (national staff) is determined by the national labor market, which is usually lower. This system of division of wages is quite divisive, and maintains the perception that foreign workers are professionals and domestic staff as beginners, when in fact the latter usually possess remarkable institutional knowledge as well as knowledge of the wider geographical context in which they work. This perception is particularly prevalent in the case of any form of activity of foreign Non-Governmental Organizations within the borders of developing or underdeveloped countries.

The context in which NGOs operate is a fertile ground for the provision of internal remuneration to service workers humanitarian aid belonging to and working in such organizations. In a fluid and often unpredictable environment, employees are often required to assume different roles, under different circumstances, under the guidance of ever-changing foreign supervisors and always under the pressure and constraints of time, space, budget and emergency relief and care for the afflicted. This enables employees to receive more "ideal" but equally decent rewards, such as the well-known internal rewards.

Internal remuneration can be considered any quality, not quantitative, provision that gives personal pleasure to each person in the performance of their duties, such as teamwork, cooperation with colleagues, healthy organizational culture, providing feedback, recognition of value and performance, trust and empowerment, responsibility and autonomy, educational perspectives and participation in decisions. In summary, working in an environment such as that of NGOs is often an alloy through which one gains work experience, new knowledge and flexibility in a short period of time, as opposed to profitable multinational companies where many years of hard work are required, demanding work and appropriate results for promotion to higher levels of hierarchy.

Chapter 3rd

Questionnaire presentation

In the previews chapters we presented a bibliographic review and we referred to the specific targets of this study. In this chapter we will present the methodology we have chosen for our research.

3.1. Short presentation of the questionnaire

- *Purpose of the study*

The present research study the role of motivation in human resources management: comparative study of employee's motivation in NGO and international migration agency. In this context, an online survey was conducted in order to point out whether the employees are motivated within the organizations they work in, or not. The specific objectives of the research are the following:

1. To identify the structure of the employment institutions of our sample.
2. To investigate the objectives, targets, actions and programs which involved in an organization in order to motivating employees.

3. To define the incentives for employee motivation.
4. To evaluate what are the most dominant factors which motivate the employees.

❖ *Methodology of the empirical research*

The method of quantitative research was chosen, wanting to describe and investigate the objective characteristics of a population. Quantitative research (Javeau, 1996) is more explanatory and unpredictable in its results.

The data collection tool is the questionnaire containing 27 questions, both closed-ended where the respondents had to select only from the answers given to them and opened where they had to write their own answers. The questionnaire was distributed through the Google forms tool, in the month of August 2020, where the required target number was completed with a total of 40 answered questionnaires. The initial sample was 50 employees of IOM and 50 employees of NGO's . Only 20 workers from each field replied .We emphasize that questionnaire research is the most common method in the field of social and political sciences.

Our questionnaire, which you can find in full details in the appendix of this paper, consists of two conceptual sections. The first section sets out five demographic questions that helped us identify the general characteristics of the sample, so that we can investigate how opinions and perceptions of employee motivation vary by gender, age, ethnicity, employment and education.

In the second part, the respondents were asked to answer twenty-two questions in order to investigate their opinions and perceptions of employee motivation issue. In some questions we used the Likert scale, where the answer options were "Very", "Enough", "Neutral", "A little" and "Not at all". This choice was made because we were interested in exploring the degree of acceptance of the point of view under consideration.

Respectively in other questions the type of opened questions where the respondents had to give their own answers by typing a short text. Last but not least, in some questions the answers were specific, and the respondent chosen one or more of the available answers (multiple choice).

- *Questionnaire structure*

The structure of the questionnaire is distinguished for the logical and temporal continuity in the flow of questions to follow a logical and temporal continuity. From the first questions we take information of the sample on their demographic characteristics and their working environment. Some questions focus general both on the structure and the objectives, actions and programs of the organizations, while others are more oriented in the employee motivations.

- *Selection of the research sample*

Our sample was determined according to the basic principles of the statistical theory and the principles of academic ethics. More specifically, our sample included 40 questionnaires, which are representative of the survey population and the random sampling method was used.

Because the questionnaire was emailed and simultaneously posted on social media the answers were automatically collected and therefore there was no direct contact with the participants.*Processing of the questionnaire answers*

The answers, which were gathered electronically, were collected and processed appropriately for the calculation and the quantitive analysis of employee's motivation.

The statistical package SPSS (Statistical Package for Social Sciences) was used for the statistical processing, data analysis and interpretation of the results from the answers of the questionnaires.

3.2. Detailed presentation of questionnaire questions

Initially, a presentation is made of the demographic elements of the respondents, in order to get accustomed with the characteristics of the sample.

According to Table 1, we notice that the individuals who participated in the research almost half of them are females (48.8 %) and the other half are males (46.3%), while there is one neutral answer. The most prevailing ages of our sample are between 20-30 (68.3 %) years old and 31-40 (22.0 %) years old. In addition, as far as the ethnicity of the participants is concerned, 82.9 % are Greeks while the rest

19.1% corresponds to other ethnicities such as Albanian, Cypriot and Russian. Furthermore, regarding their employment status, 41.5 % of them are employed at S.A. (Societe anonyme) organizations, 22.0 % of them at Limited Partnership, 14.6 % at Ltd. (Limited company), 7.3 % at Sole Proprietorships, 7.3 % at General Partnerships and 4.9% at other types of companies. Completing the question set regarding the demographic data of the participants in our research, they have been asked to refer their educational background. Thus, generally speaking we observe that the majority of them are university graduates (63.4 %), followed by high school graduates (17.1 %), holders of Master's degree (12.2 %), PhD degree holders (2.4 %) and graduates of the compulsory education level (2.4 %).

Table 1: Demographic questions

Choices	Frequency	Response percentage
SEX		
Male	19	46.3%
Female	20	48.8%
Other	1	2.4%
AGE		
20-30	28	68.3%
31-40	9	22.0%
41-50	3	7.3%
51-65	-	-
ETHNICITY		
Albanian	2	4.9%
Cypriot	3	7.3%

Greek	34	82.9%
Russian	1	2.4%
EMPLOYMENT		
Sole Proprietorships	3	7.3%
General Partnership	3	7.3%
Limited Partnership	9	22.0%
Ltd.	6	14.6%
S.A.	17	41.5%
Other form	2	4.9%
EDUCATIONAL LEVEL		
Compulsory education	1	2.4%
High school graduate	7	17.1%
University graduate	26	63.4%
Master's graduate	5	12.2%
PhD graduate	1	2.4%

In consequence, the questions were more focused on the structure of the organizations, the objectives, actions and programs of the organizations related to employee motivation. In these terms, the questions are oriented in identifying the views and perceptions of the respondents regarding the subject of our study.

- **Structure:**

Table 2: Question "Management of the organization"

Management of the organization		
	f	(%)
Board of Directors	11	27.5%
President	27	67.5%
Committees	2	5.0%

Table 3: Question "How many are the employees of the organization"

How many are the employees of the organization				
N	Min.	Max.	Mean	Std. Dev.
40	12	180	48.53	30.89

Table 4: Question "What is the employment relationship of the staff?"

What is the employment relationship of the staff?		
	f	(%)
Part-time	5	12.5%
Full-time	29	72.5%
External partners	4	10.0%
Volunteers	2	5.0%

Table 5: Question "What is the educational level of the organization?"

What is the educational level of the organization?		
	f	(%)
Secondary education	8	20.0%
University	19	47.5%
Technological Institutions (TEI)	6	15.0%
Postgraduate studies	7	17.5%

Table 6: Questions "How many are the members of the organization?"

How many are the members of the organization?				
N	Min.	Max.	Mean	Std. Dev.
40	1	8	3.28	1.826

Table 7: Question "What are the organization's main sources of revenue?"

What are the organization's main sources of revenue?		
	f	(%)
Government transfers	1	2.5%
Sales	39	97.5%

- **Objectives – actions – programs:**

Table 8: Question "What are the main actions of the organization?"

What are the main actions of the organization?		
	f	(%)
Campaigns	9	22.5%
Investments	5	12.5%
R&D	16	40.0%
Social actions	10	25.0%

Table 9: Question "What motivated you to get involved in immigration / refugee?"

What motivated you to get involved in immigration / refugee?		
	f	(%)
Economic crisis	11	27.5%
Humanitarian protection	10	25.0%
Improved working conditions	6	15.0%
Professional development	13	32.5%

Table 10: Question "What are your goals in the actions of the organization?"

What are your goals in the actions of the organization?

	f	(%)
Broaden horizons	4	10.0%
Environmental protection	3	7.5%
Gain knowledge	5	12.5%
Know-how	11	27.5%
Professional development	8	20.0%
Social welfare	9	22.5%

Table 11: Question "The actions implemented by your organization are done according to"

The actions implemented by your organization are done according to:		
	f	(%)
Social needs	6	15.0%
Financial costs	24	60.0%
The proposals from European Union & Ministry of Immigration Policy	4	10.0%
Other	6	15.0%

Table 12: Question "How successful were the actions of your organization in the past 2 years?"

How successful were the actions of your organization in the past 2 years?		
	f	(%)
Very successful	7	17.5%
Successful	19	47.5%
A bit successful	10	25.0%
Not at all successful	4	10.0%

Table 13: Question "What difficulties do you face during the implementation of the actions?"

What difficulties do you face during the implementation of the actions?		
	f	(%)
Lack of financial resources	9	22.5%
Lack of interest of the people	11	27.5%
Lack of proper reception	5	12.5%
Incomplete legislation	6	15.0%
Lack of cooperation with other bodies and organizations	9	22.5%

- **Incentives – Employees motivation**

Table 14: Question "I feel that the remuneration I receive for the services I offer is"

I feel that the remuneration I receive for the services I offer is:		
	f	(%)
Very satisfactory	7	17.5%
Satisfaction	19	47.5%
A little satisfactory	9	22.5%
Not at all satisfactory	5	12.5%

Table 15: Question "I feel for the payment I receive in relation to the job I offer"

I feel for the payment I receive in relation to the job I offer:		
	f	(%)
Very satisfied	3	7.5%
Satisfied	19	47.5%
Neutral	9	22.5%
Dissatisfied	6	15.0%
Very dissatisfied	3	7.5%

Table 16: Question " I feel for the additional benefits I receive, apart from the salary (insurance, leave, breaks, flexible hours, bonus):"

I feel for the additional benefits I receive, apart from the salary (insurance, leave, breaks, flexible hours, bonus):		
	f	(%)
Very satisfied	3	7.5%
Satisfied	20	50.0%
Neutral	9	22.5%
Dissatisfied	6	15.0%
Very dissatisfied	2	5.0%

Table 17: Questions "I feel that the organization I work for values me"

I feel that the organization I work for values me:		
	f	(%)
Very	8	20.0%
Enough	22	55.0%
Neutral	6	15.0%
A little	3	7.5%
Not at all	1	2.5%

Table 18: Question " I feel that the organization I work for treat its employees well "

I feel that the organization I work for treat its employees well:		
	f	(%)
Very	4	10.0%
Enough	16	40.0%

Neutral	10	25.0%
A little	6	15.0%
Not at all	4	10.0%

Table 19: Question " I feel that with the work I do I offer to other people "

I feel that with the work I do I offer to other people		
	f	(%)
Very	4	10.0%
Enough	14	35.0%
Neutral	15	37.5%
A little	7	17.5%
Not at all	-	-

Table 20: Question " I have the opportunity to take initiatives "

I have the opportunity to take initiatives		
	f	(%)
Very	5	12.5%
Enough	17	42.5%
Neutral	10	25.0%
A little	6	15.0%
Not at all	2	5.0%

Table 21: Question "Social work is an important motivator for my work"

Social work is an important motivator for my work		
	f	(%)
Very	10	25.0%
Enough	18	45.0%

Neutral	8	20.0%
A little	3	7.5%
Not at all	1	2.5%

Table 22: Question "Recognizing my performance is a motivator for me"

Recognizing my performance is a motivator for me		
	f	(%)
Very	10	25.0%
Enough	18	45.0%
Neutral	8	20.0%
A little	3	7.5%
Not at all	1	2.5%

Table 23: Question "My motivation could be improved by"

My motivation could be improved by:		
	f	(%)
Positive environment	11	27.5%
Rewards	7	17.5%
Transparency	3	7.5%
Trust and respect	8	20.0%
Well-being	1	2.5%
Work recognition	10	25.0%

3.3. Analysis of the questionnaire results

In particular, in this section we visualize diagrammatically the results of the data collected from the above questions answered by our sample in our questionnaire.

➢ Demographics

According to Figure 1, 50% of the respondents who answered our questionnaire are females, 48% are males and 3% chosen the neutral option regarding their gender.

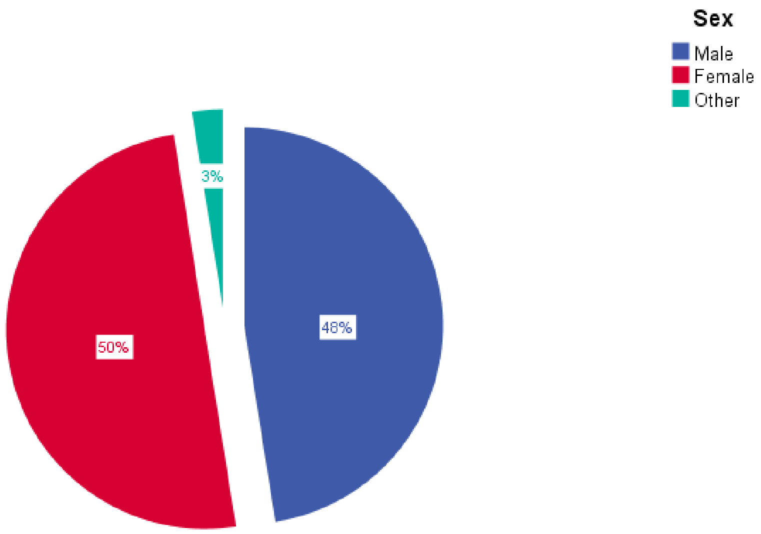

Figure 1: Sex

It seems that more than half of the respondents are between 20 and 30 years old, by 70%. A percentage of 23% belongs to the 31-40 years old group, while 8% are between 41 and 50 years old (Figure 2).

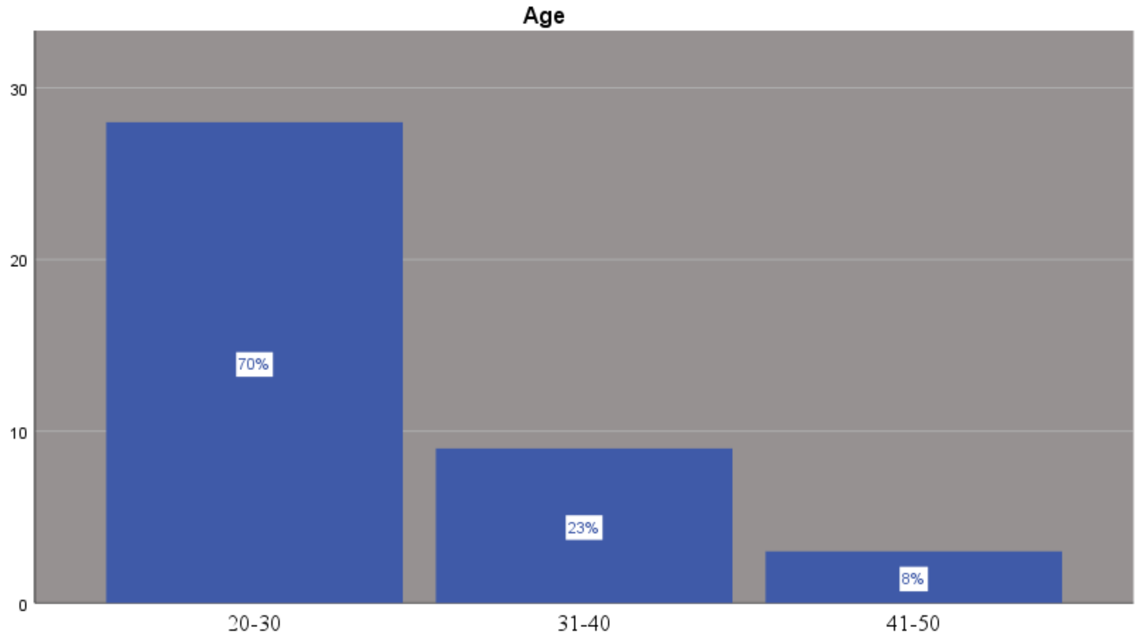

Figure 2: Age

The majority of the participants have Greek ethnicity by 85% (Figure 3). The rest ethnicities include Cypriot (8 %), Albanian (5 %) and Russian (3 %).

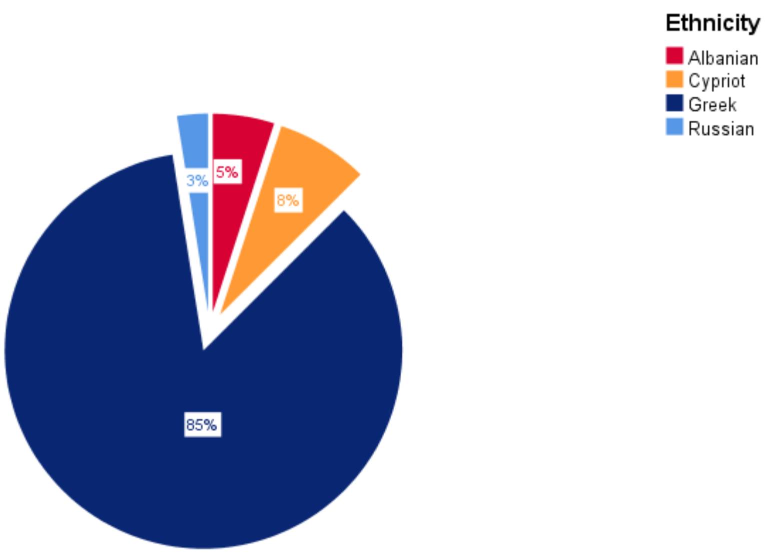

Figure 3: Ethnicity

According to Figure 4, the majority of the participants in our research are employees of S.A. organizations (43 %), followed by Limited Partnerships (23 %), Ltd. (15 %), Sole proprietorship (8 %), General partnership (8 %) and others forms of companies (5%).

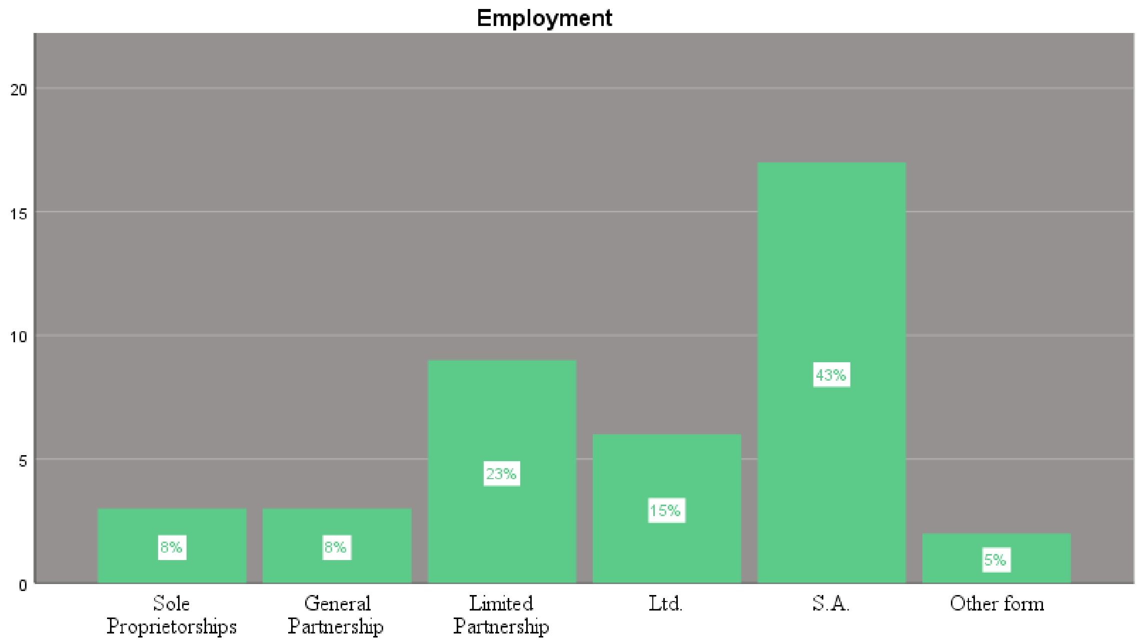

Figure 4: Employment

We observe that more than half of our sample's participants are university graduates by 65 %, while the rest are high school graduates by 18 %, Master's degree holders by 13 %, holders of PhD degree by 3 % and graduates of the compulsory education by 3 % (Figure 5).

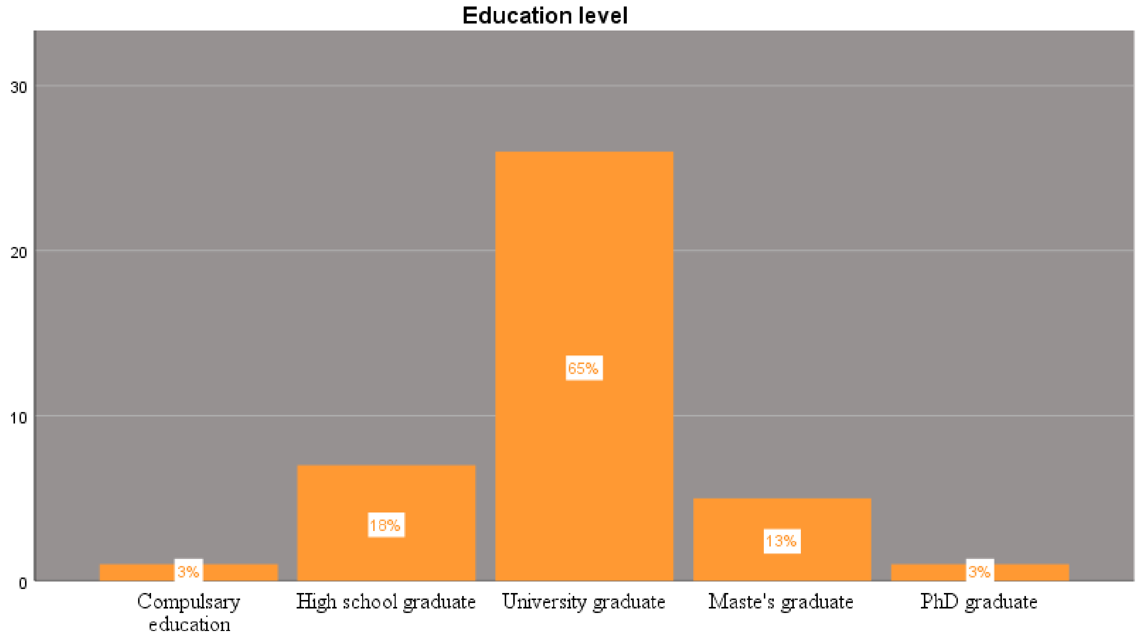

Figure 5: Educational level

➢ Organization's structure

In terms of the management of the organization we notice that 68 % are managed by presidents. A proportion of 28 % organizations are managed by board of directors, while 5 % by committees (Figure 6).

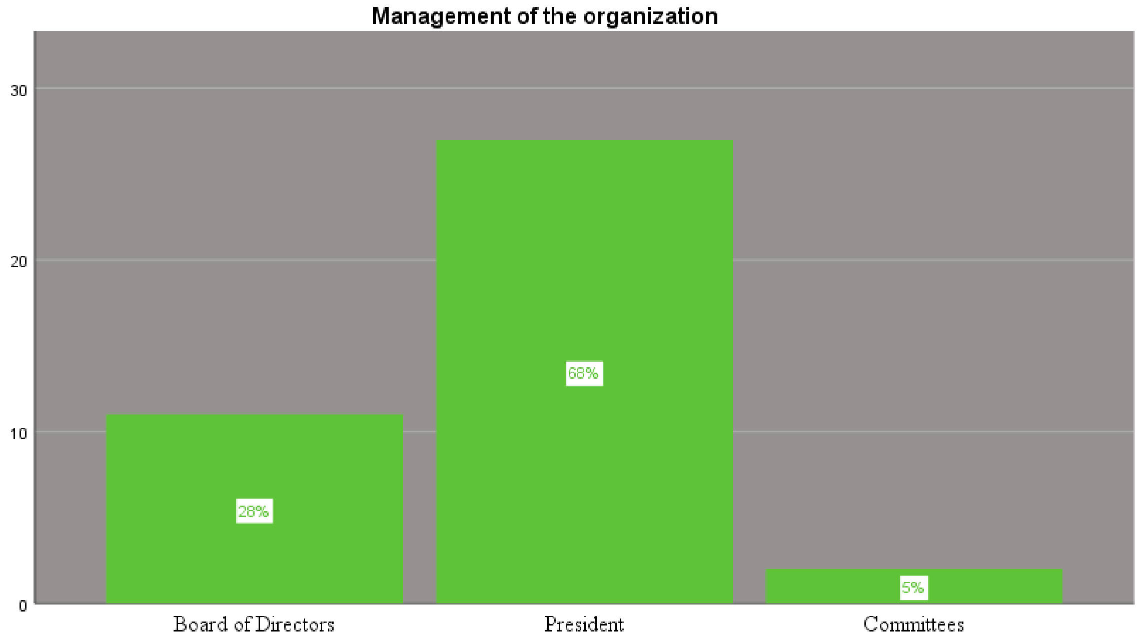

Figure 6: Management of the organization

In Figure 7 we see more specifically the employment relationship of the employees. It seems that the majority of them work in a full-time basis (73 %), followed by part-time (13 %), external partners (10 %) and volunteers (5 %).

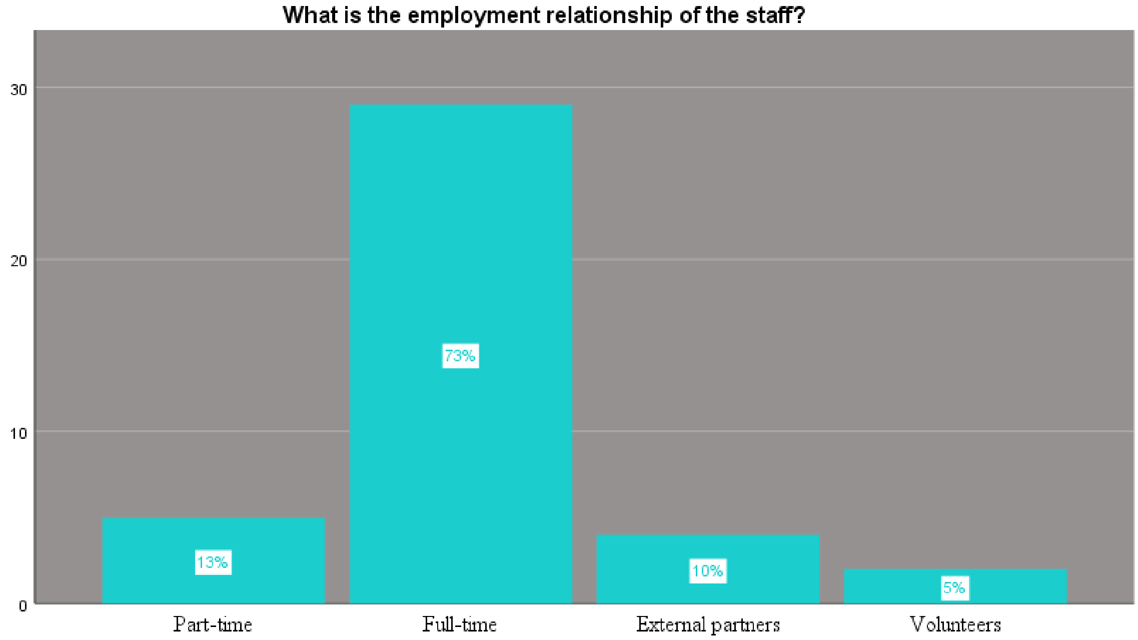

Figure 7: Employment relationship with the staff

According to Figure 8, almost half of the participants in our study claimed that the education level of the organization they worked for is the university degree (48 %), followed by secondary education (20 %), postgraduate studies (18 %) and technological education institutions (TEI).

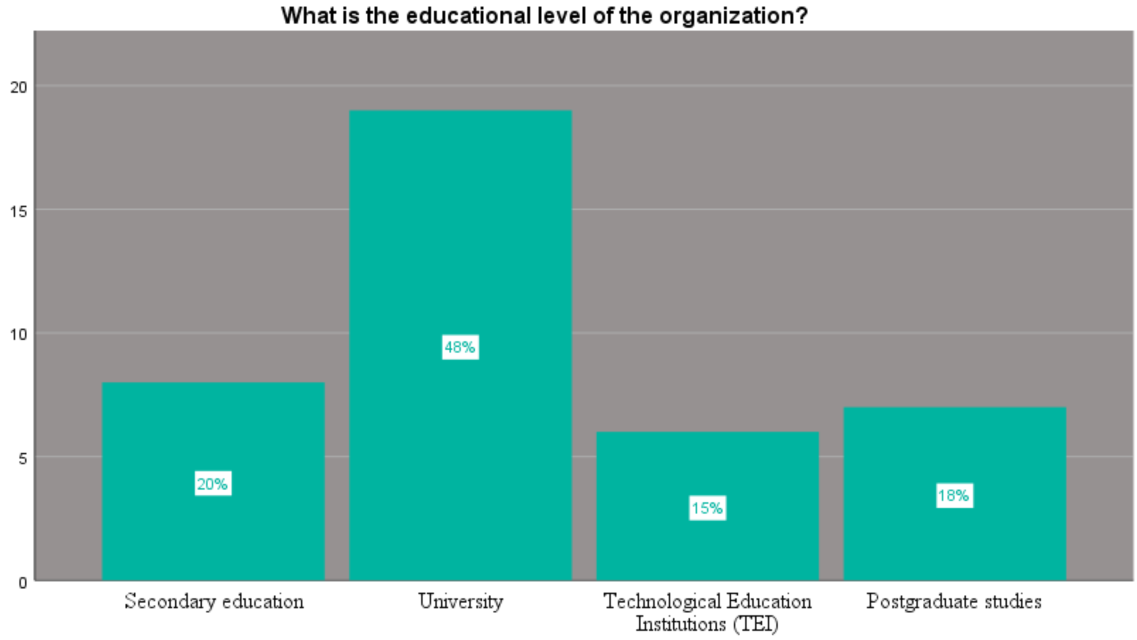

Figure 8: Educational level of the organization

It seems that sales of goods and services is the most dominant factor of the organization's revenues by 98% (Figure 9).

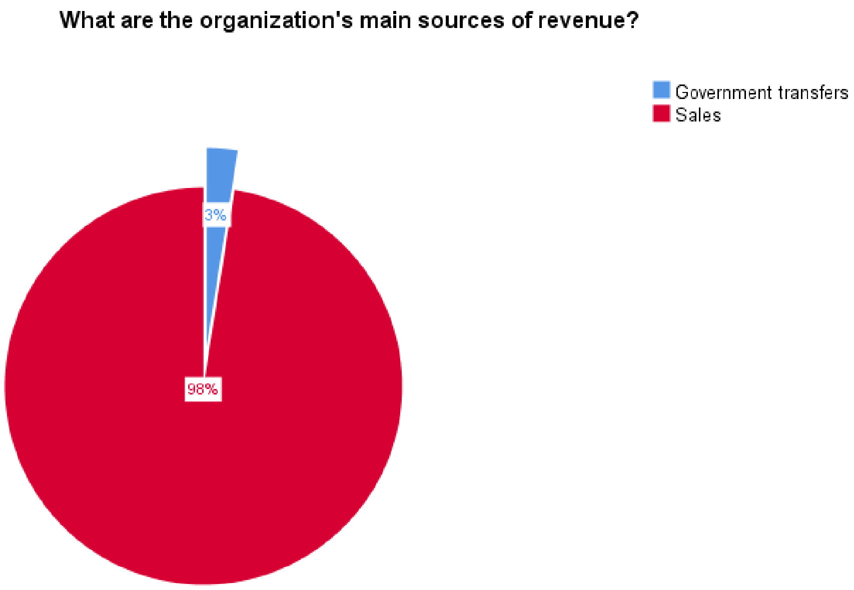

Figure 9: Organization's main sources of revenue

- Objectives – actions - programs

The main actions of the organization are related to research and development (R&D) by 40%, general social actions by 25%, campaigns by 23% and investments by 13% (Figure 10).

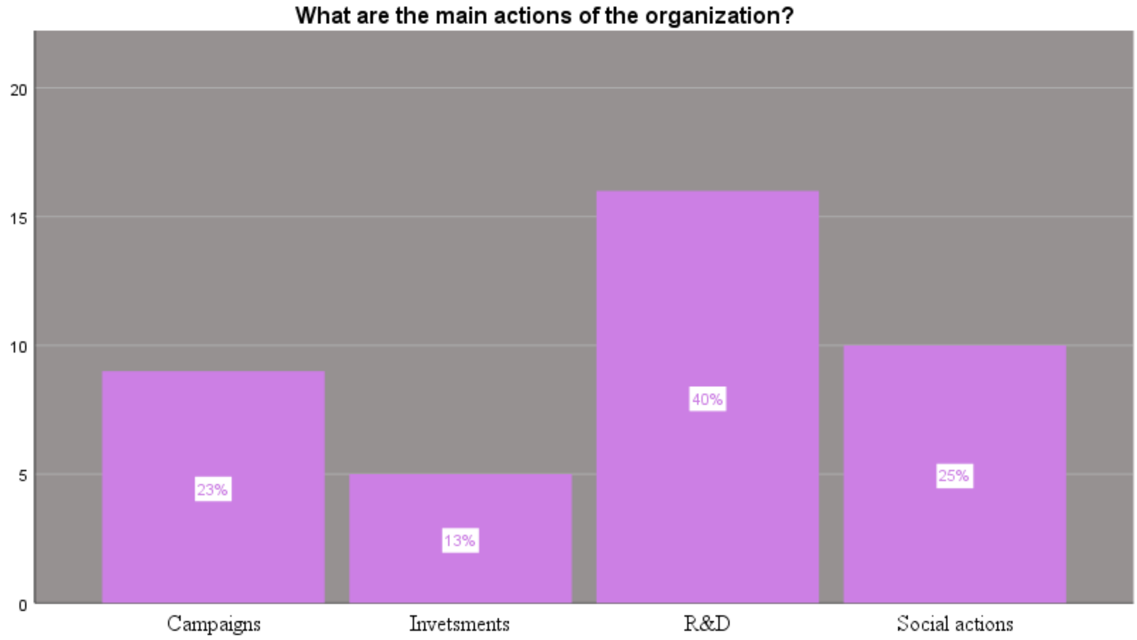

Figure 10:Main actions of the organization

Based on Figure 11, the factors that are related with the motivations to get involved in immigration or refugee includes professional development (33%), economic crisis (28%), humanitarian protection (25%) and improved working conditions (15%).

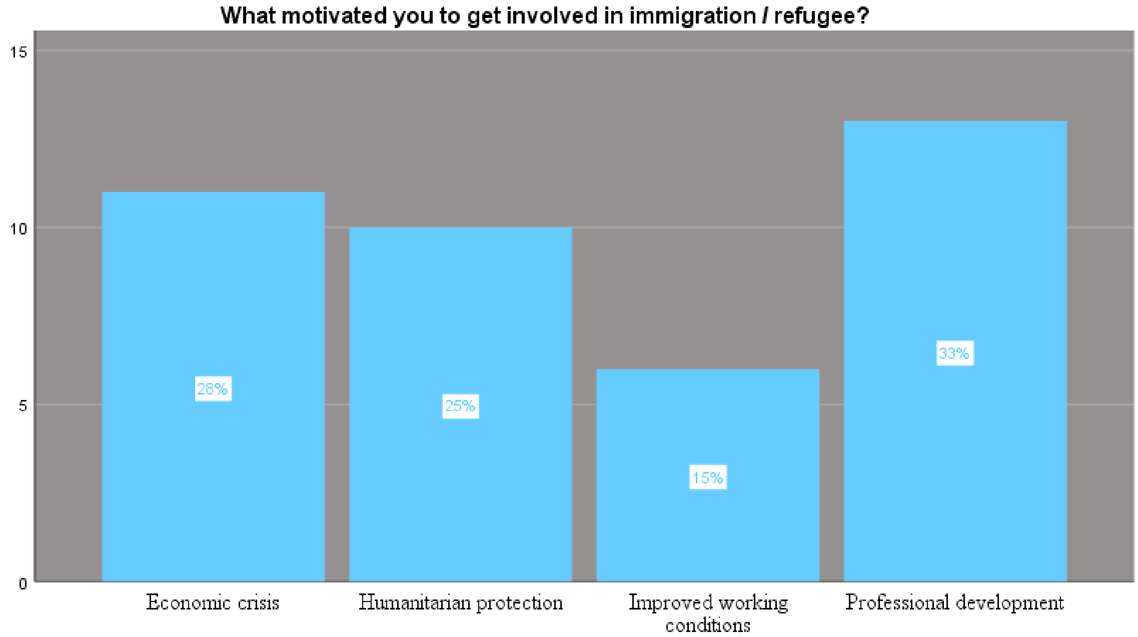

Figure 11: Motivations to get involved in immigration / refugee

According to Figure 12, some of the respondent's goals in the action of the organization they are occupied are the following: know-how (28%), social welfare (23%), professional development (20%), gain knowledge (13%), broaden horizons (10%) and environmental protection (8%),

Figure 12:Goals in the action of the organization

According to Figure 13, to a large amount 60% of the actions, which are implemented by the organizations, are mainly based according to financial costs. In a proportion of 30%, the half of them claimed that the actions are according to social needs (15%), while the other half supported that are based on other factors (15%). Additionally, 10% answered that the organization's actions are according to the proposals from the European Union and the Ministry of Immigration Policy.

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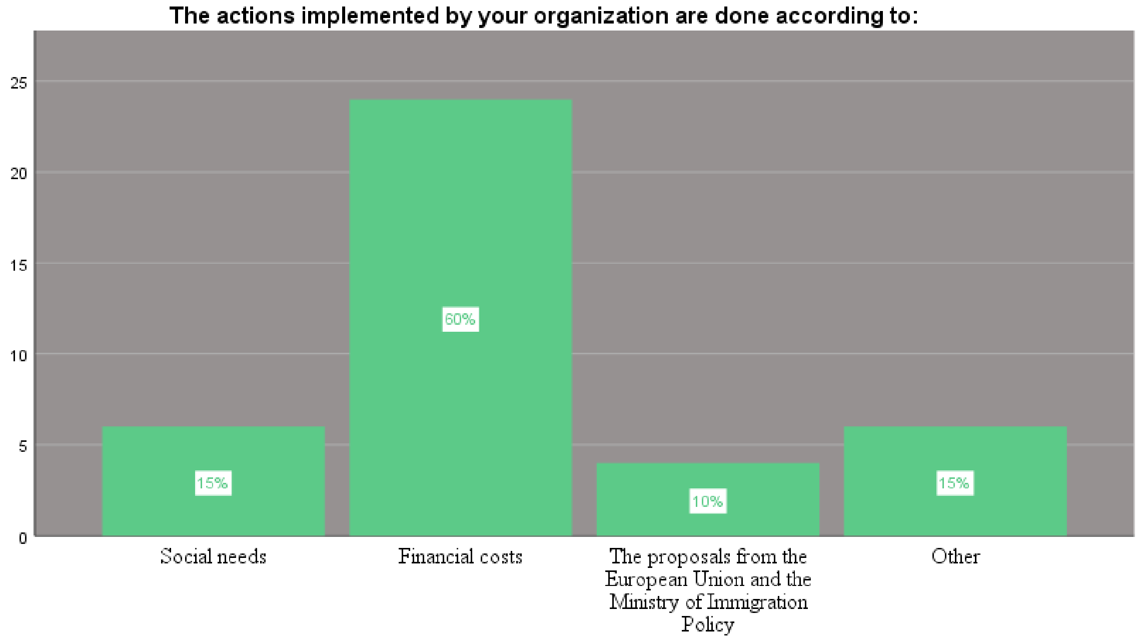

Figure 13: Actions implemented by the organization

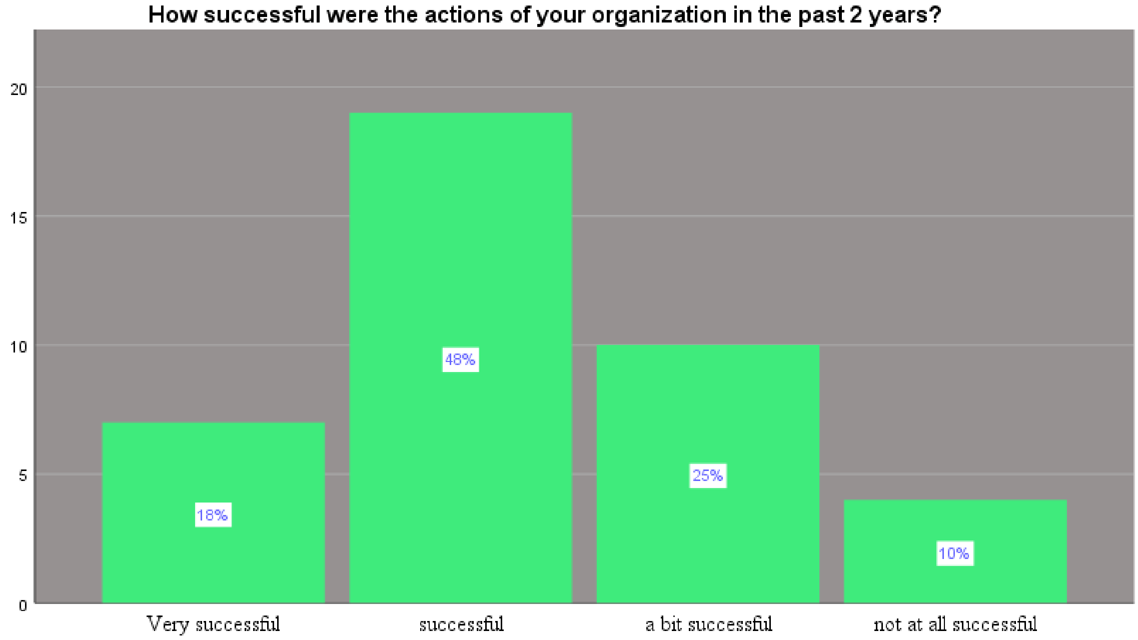

Figure 14: Success of the organization's actions the past two years

Based on Figure 14 we observe that almost the half of the respondents regard that organization's actions the past two years were successful by 48%, while 25% were a bit successful, 18% very successful and 10% not at all successful.

It means that the individual's lack of interest is the most prevalent difficulty which organizations face during the implementation of the actions by 28% (Figure 15). At a percentage of 46%, half of them blame the lack of financial resources and the other half the lack of cooperation with other bodies and organizations. What is more, 15% find hardships regarding the incomplete legislation and 12% face issues referred to the lack of proper reception.

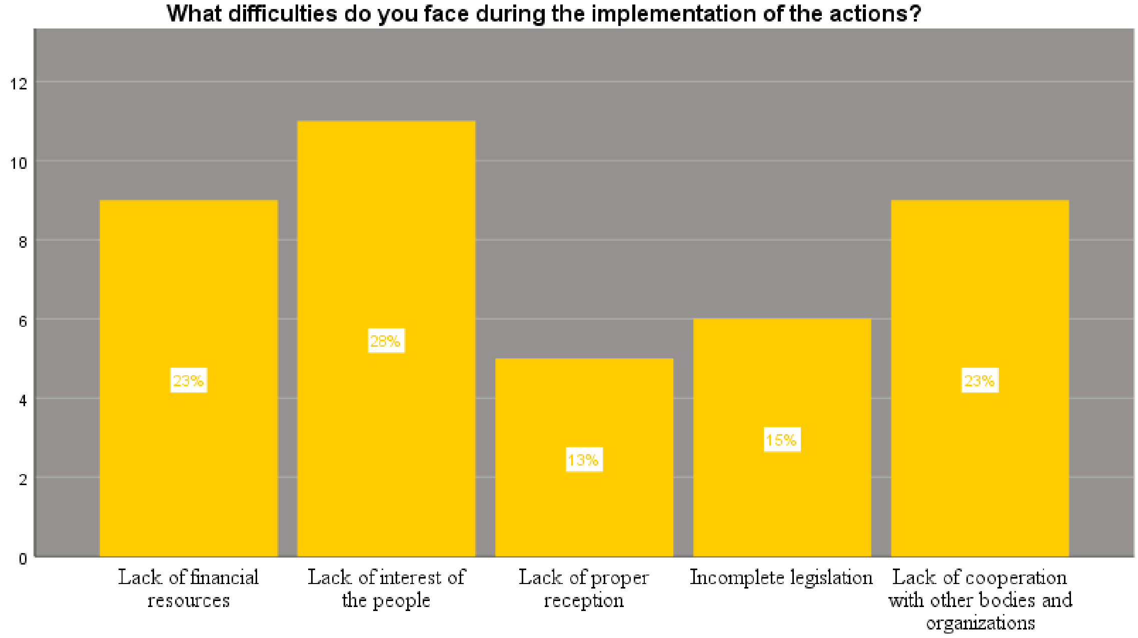

Figure 15: Difficulties during the implementation of the actions

- Incentives – employee motivation

The most people who participated in our research feel satisfaction for the remuneration they receive related to the services they offer by 48% (Figure 16). Also, some people feel "very satisfied" (23%), "a little satisfied" (18%) and "not at all satisfied" (13%).

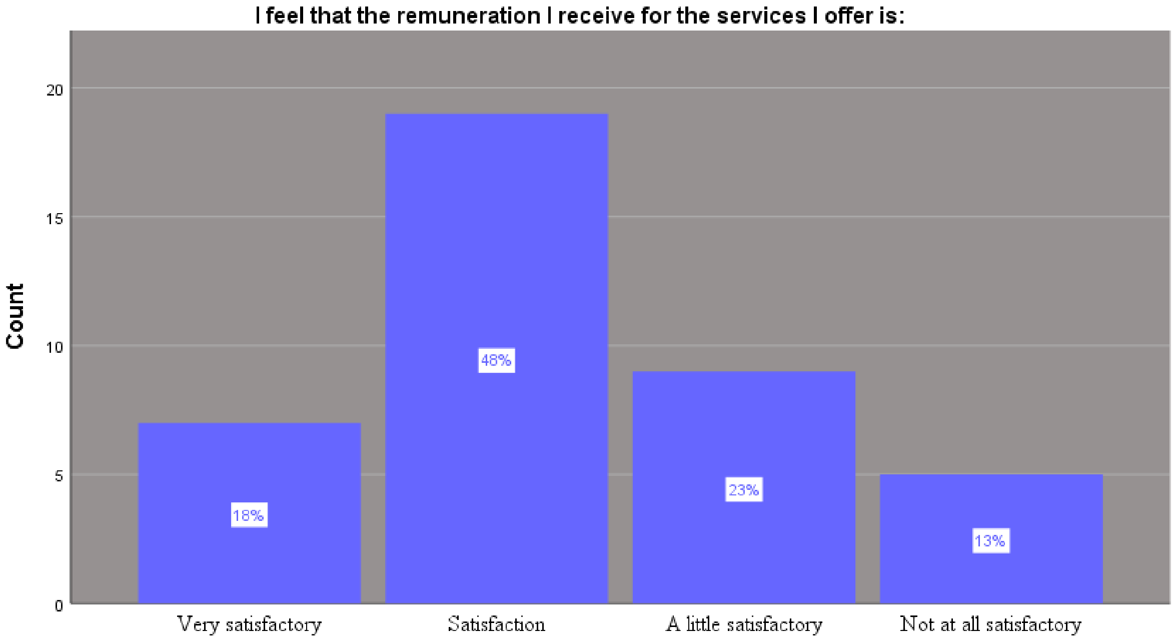

Figure 16: Remunerations Vs offered services

According to Figure 17, 48% of the participants in our study admitted that they feel "satisfied" for the payment they receive in relation to the hob they offer. A proportion of 23% feel "neutral", 15% "dissatisfied", 8% "very satisfied" and another 8% "very dissatisfied".

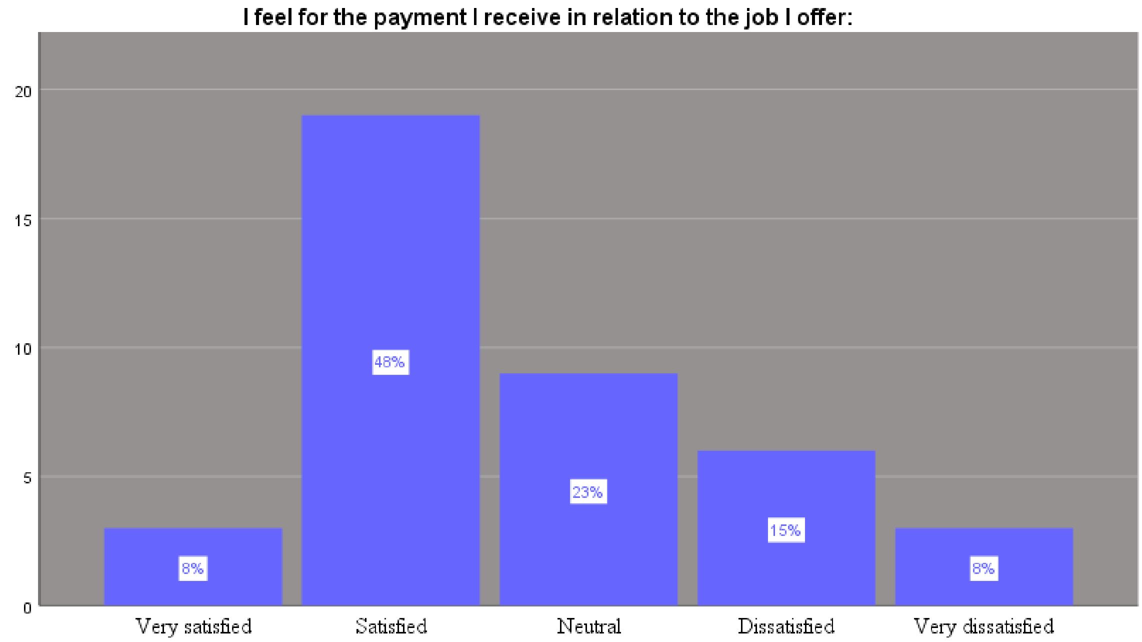

Figure 17: Payment Vs offered job

It can be clearly observed that the half of the participants in our study feel “satisfied” (50%) of the additional benefits that they receive, apart from the salary, including insurance, leave, breaks, flexible hours, bonus, etc. (Figure 18).

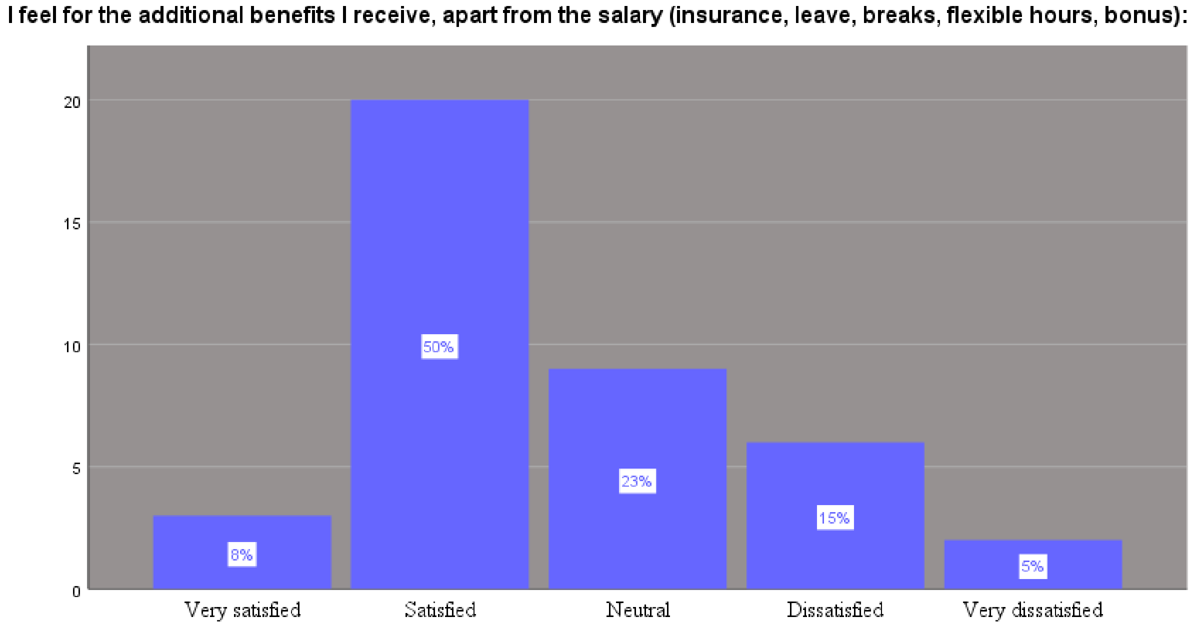

Figure 18: Feeling for the additional benefits, apart from salary

Furthermore, it seems that the majority of respondents feel that the origination they work for values them “enough” by 55% (Figure 19). Other option varied among “very” by 20%, “neutral” by 15%, “a little” by 8% and “not at all” by 3%.

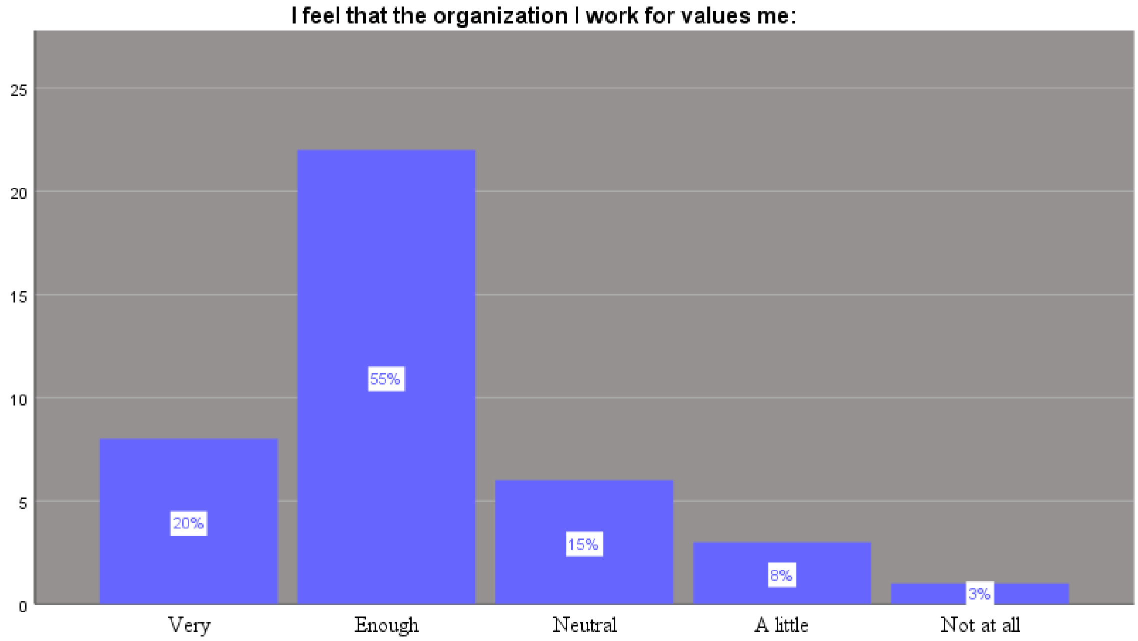

Figure 19: Personal valuation from the organization

According to Figure 20, 40% of our sample believe that the organizations they work for treat their employees well, followed by "neutral" (25%), "a little" (15%), "very" (10%) and "not at all" (10%).

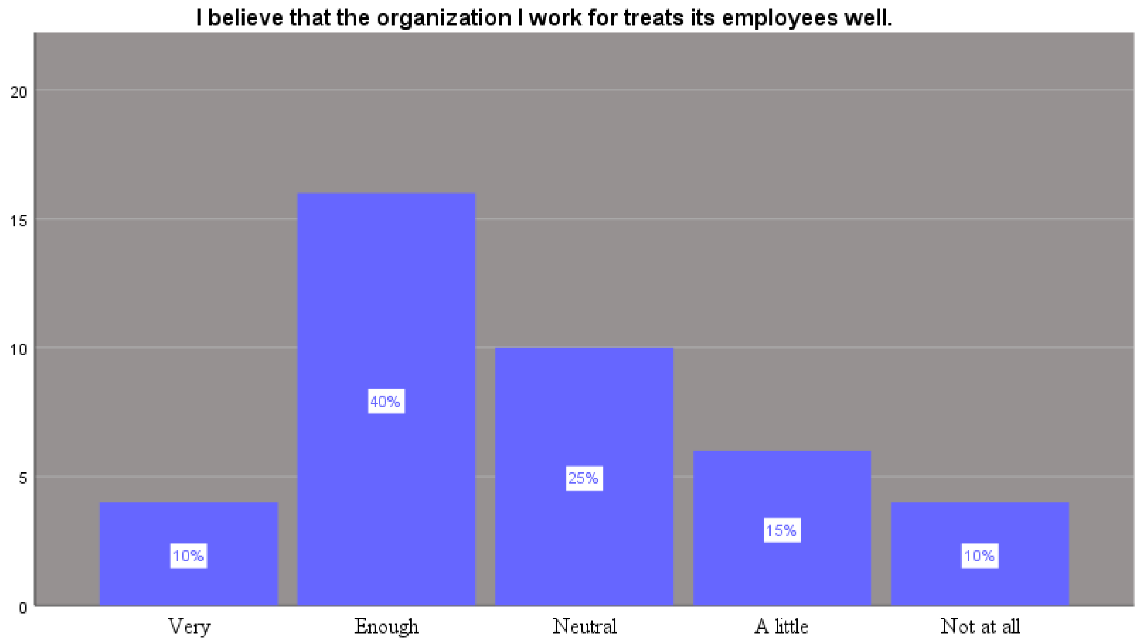

Figure 20: Organization's treatment of employees

It seems that the majority of our sample feel “neutral” if they are indeed offer to other people with their work by 38%, while 35% answered “enough” (Figure 21).

Figure 21: Offer to other people with the work

As far as the opportunity to take initiatives is concerned, we observe that 43% have “enough” chances to grasp initiatives (Figure 22).

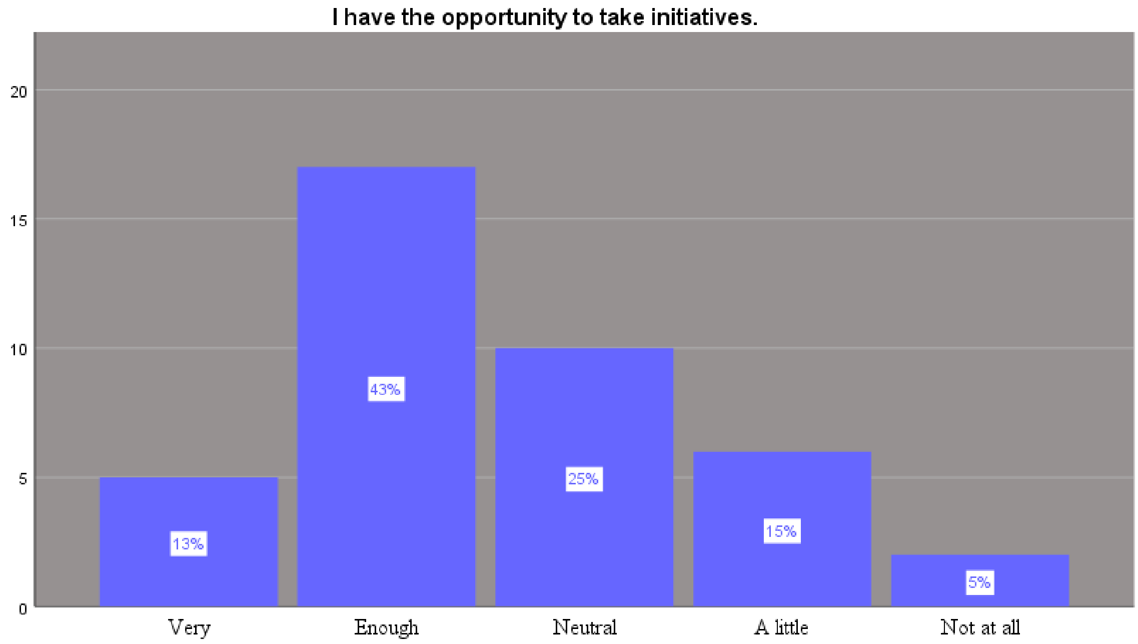

Figure 22: Opportunity to take initiatives

Based on Figure 23, we observe that 70% of our sample regard the social work a vital motivator for their jobs, by answering “very” (25%) and “enough” (45%).

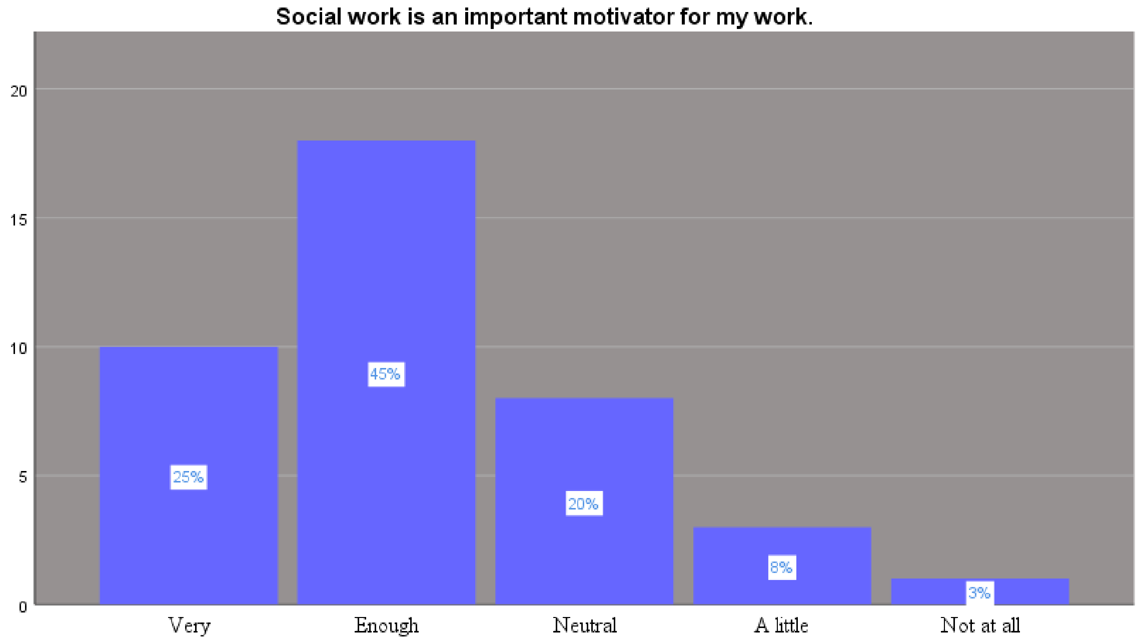

Figure 23:Social work as an important motivator for work

More than half of the participants agreed that the recognition of their performance is a significant motivator for them (Figure 24). More specifically, they answered “enough” by 55%, “very” by 25%, “neutral” by 15% and “a little” by 5%.

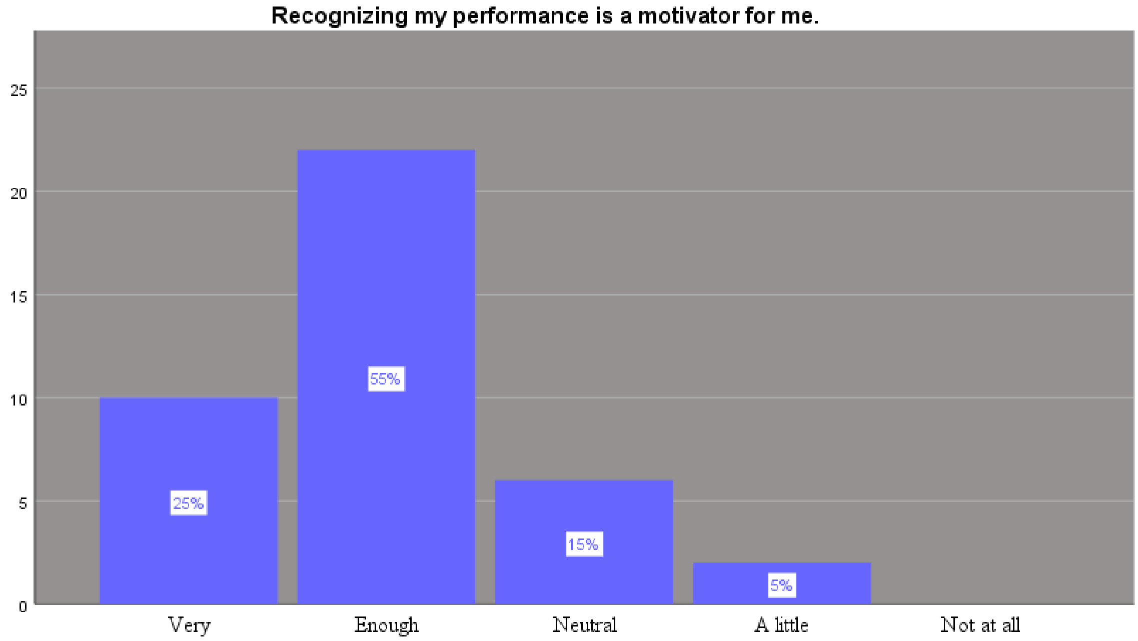

Figure 24: Performance recognition as a motivator factor

Based on Figure 25, we can conclude that the most influencing factors which motivate the employees include the positive environment (28%), the work recognition (25%), the trust and respect (20%), the rewards (18%), the transparency (8%) and the well-being (3%).

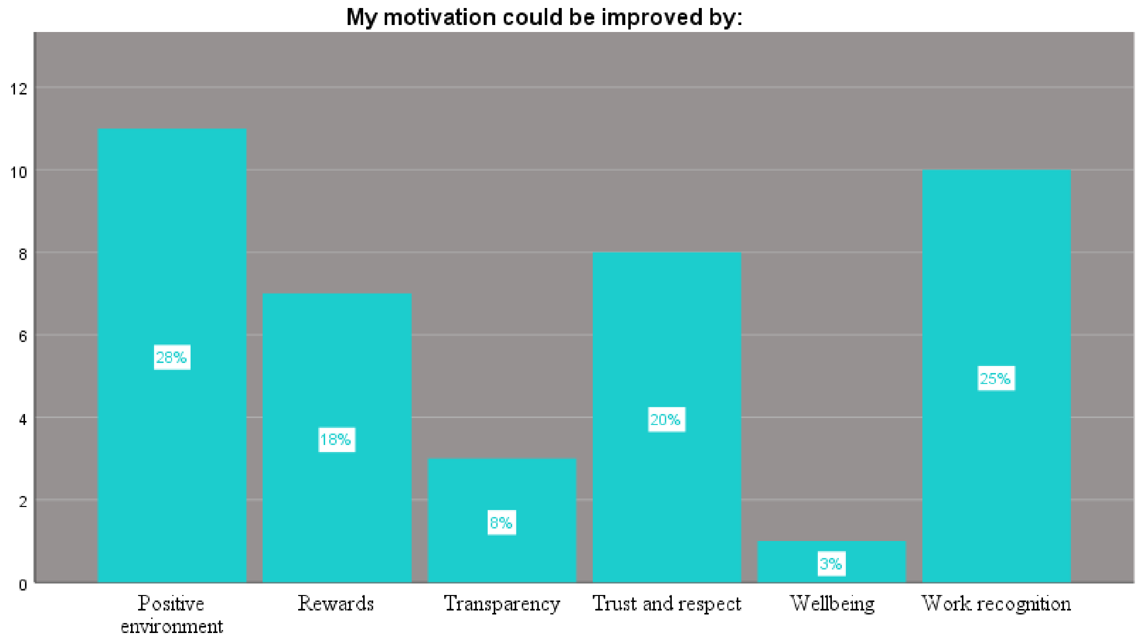

Figure 25: Factors for improving employee motivation

3.4. Conclusion

Successful organizations recognize the importance of human resources in achieving their goals and improve organizational results. An important factor that poses great challenges to organizations is the increasing complexity of the working environment. Trends show that as knowledge and specialization increase and technology improves, organizations face increasing pressure to satisfy their employees. Especially, in labor-intensive industries, the management is called upon ensuring quality and work-life balance to strengthen employee commitment to the organization (Rainie and Anderson, 2017). At the same time, several scholars address the importance of employee motivation in non-governmental organizations (NGOs), although there are no commonly accepted measures of evaluating the importance and the effectiveness of the actions of NGOs for the citizens (Brown, 2009). Joe Duke & Edet (2012) establish a relationship between organizational culture and NGO performance using a sample of 99 NGOs in Nigeria. Their findings show that organizational culture is equally important in NGOs as in other organizations and can enhance organizational performance when employees are motivated to achieve their highest levels of effectiveness. Hafiza et al. (2011) investigate a sample of 107 employees in NGOs in Pakistan and confirm that both intrinsic and extrinsic rewards are important in employee motivation. Shiva and Suar (2012) use the variable of transformational leadership on a sample of 312 NGOs in India to claim that organization culture is indirectly related to the effectiveness of NGOs as employees feel more appreciated and are willing to take the extra mile to achieve organizational goals. Therefore, it can be inferred that the challenges of human resources management in the context of non-governmental organizations are analogous to those faced by corporate schemes. However, NGOs are also facing challenges in the context of a more complex and multicultural environment that addresses constant and unexpected legal and political changes (Michaels, 2013).

Today, migratory mobility is high, which attributed primarily to factors such as globalization, the global geopolitical rearrangements, economic and population developments in developed but also developing countries, technological development, especially in areas such as transport, its development smuggling as a profitable business, the trend harmonization of regulatory frameworks and regulations internationally, which have inter alia, as a result of facilitating the conditions of movement. In this context, migration, given the importance of has today in shaping the new order of things, it goes back in addition, on a key issue of developing international cooperation, in all levels and the forms it can take. At the same time, the dimensions of the phenomenon itself, require this cooperation, with regard to and in harmonizing policies and addressing issues together with which it is associated and influences. International organizations such as the UN, the IOM, the OECD, the European Union, but also nation states as well various international NGOs, cooperate with this direction.

Both NGO workers and employees of the International Migration Agency have as their main motivation for job satisfaction and performance the offer to the public. However, the way the two organizations operate in times of refugee crisis is in practice quite different. The employees in NGOs are on the side of the refugees, they take care of their needs, they cover both emotional-psychological, as well as material gaps and health care needs. So, we understand, as the research showed, that in addition to pay, which is a very important factor, motivating employees in NGOs is mainly about moral and emotional motivation, such as recognition of their work, respect, creating a positive atmosphere. Cash earnings come second. For these people, social work is in itself a satisfactory incentive for their work. The feeling that their work can improve society is the most important motivation. The salaries of the employees in NGOs are the result of grants, donations, while in fact there are many who work as volunteers. We understand, then, that pay is not enough to meet the needs and motivation that an employee needs.

In contrast, employees of international immigration agencies are civil servants. They enjoy the stability of a salary and the security of a job. Their role is more administrative, as they take care of more procedural issues concerning the refugee.

However, in both cases, in addition to salary, important incentives for job satisfaction and motivation are incentives such as leave, security, rest, fixed working hours. An important role is played by the recognition of their work, the smooth cooperation with other bodies, the interest of the citizens and the state, in order to receive the required support.

Also, in both cases the remuneration can affect the satisfaction that each employee receives through job security, the excellent climate of cooperation with colleagues, the subsidized training, performance evaluation, feedback, etc., so that in the end they affect the increase of performance at work. Motivating the human resources of Non-Governmental Organizations offers a number of positive effects in stimulating job satisfaction and organizational commitment. When covered basic needs of employees, there is then a tendency for them to focus on achieving the higher goals they have for their lives (Maslow, 1962). Similarly, as employers increase workers' pay, there may be an upward trend, unless there is another deterrent, in motivating them and making them work.

For both organizations, stated many mutual methods of motivating their members: training, joining sessions abroad, specialized discernibility and reliability of the organization, forming regular meetings to interact acquaintance and experience, interaction with people, traveling abroad, qualified progress opportunities, chance to work on projects, financial incentives. Other methods are mutual only to two of the organizations studied who achieve in the same field: remuneration of members by the universities they work for, chances of information about the field news.

One more important conclusion is that the challenges dealing the two types of civil society organizations in the general framework are extensively different. Except the fact that they are both worried about the safety of migrants, they are not equal in functioning structure, size or volume when it comes to their influence on migration policymaking and the migrant integration procedure. Empirical analysis proved that IMAs are small-scale organizations whose determination to provide unity to their co-nationals with a view to refining migrants’ living standards in society. Their main apprehension is to provide the everyday requirements of migrant groups. This emphasis on offering support to their co-nationals leads to them taking on more and more tasks for the assistance of people who keep on great being excluded from society. While firming the social pledges between migrants, many IMAs thus accurately strengthen the social exclusion of their co-nationals from the resident communal. The capacity of NGOs, in contrast, is medium to large-scale, applying modern management tools and approaching migration as a current topic of concern to the host society. Their official capacity to contribute in development of migration policy and their administrative ability to distribute services to migrants puts them in an beneficial situation for functioning national services aimed at social integration of migrants.

3.4.1. Research limitations and suggestions for future research

The concepts of reward, motivation and performance are a very broad subject, which requires a lot of time, effort and further research to be considered as covering holistic issues that arise as researchers examine them. The type of research chosen in the present study was the review of the literature and then the quantitative and descriptive analysis of the data obtained from the research. The total number of employees surveyed was 41 people. This in itself can be considered a weakness, as a broad generalization of the results-findings may not fully reflect the situation prevailing in other larger human resources and more internally organized Non-Governmental Organizations. The present research can stand as an auxiliary and more exploratory attempt to find the trend around the concepts of reward, motivation and performance within Greek NGOs.

In addition, these concepts of reward, motivation, performance, satisfaction, commitment, etc. are based on a high dose of subjectivity, as the respondent population may either have perceived these concepts completely differently from how the international literature defines them, or they may have been influenced by individual, business, social perceptions that influence their judgment and emotions. For this reason, the present investigation could be considered as integrated if they took on enormous proportions with the coordinated investigation of employees in more NGOs for data collection and analysis and not just the minimal data of the present research effort.

Despite the above limitations, the present research adds additional information and data to existing sources of knowledge about the effect of pay on the motivation and performance of employees in NGOs. The aim is to raise awareness of the concepts of pay, incentives, performance, to implement policies that will strengthen them, to record best practices that are observed and to subsequently create a strategy to achieve employee satisfaction in NGOs. Finally, it is hoped that this study will prompt other future researchers to seek the impact of these concepts in a more specialized way and by using richer methodological tools and data analyzes to draw more detailed and representative conclusions.

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ΠΑΡΑΡΤΗΜΑ

ΔΗΜΟΓΡΑΦΙΚΑ ΣΤΟΙΧΕΙΑ

ΦΥΛΟ:

ΗΛΙΚΙΑ:

ΕΘΝΙΚΟΤΗΤΑ:

ΟΡΓΑΝΙΣΜΟΣ ΑΠΑΣΧΟΛΗΣΗΣ:

ΕΠΙΠΕΔΟ ΚΑΤΑΡΤΙΣΗΣ:

ΔΟΜΗ:

1. Πώς διοικείται ο οργανισμός;

Α) Διοικητικό Συμβούλιο

Β) Πρόεδρος

Γ) Επιτροπές

2. Πόσα άτομα αποτελούν το προσωπικό του οργανισμού;

____

3. Ποια η σχέση εργασίας του προσωπικού;

Α) Μερική απασχόληση

Β) Πλήρη απασχόληση

Γ) Εξωτερικοί συνεργάτες

Δ) Εθελοντές

4. Ποιο είναι το εκπαιδευτικό επίπεδο του οργανισμού;

Α) Β΄ βάθμια εκπαίδευση

Β) ΑΕΙ

Γ) ΤΕΙ

Δ) Μεταπτυχιακές σπουδές

5. Πόσα είναι τα μέλη της οργάνωσης;

____

6. Ποιες είναι οι κύριες πηγές εσόδων της οργάνωσης;

____
____
____

ΣΤΟΧΟΙ- ΔΡΑΣΕΙΣ- ΠΡΟΓΡΑΜΜΑΤΑ:

7. Ποιες είναι οι κύριες δράσεις της οργάνωσης;

____
____
____
____

8. Τι σας παρακίνησε να ασχοληθείτε με το μεταναστευτικό/ προσφυγικό;

____
____
____
____

9. Ποιοι είναι οι στόχοι σας μέσα από τη δράση του οργανισμού;

____
____
____
____

10. Οι δράσεις που υλοποιούνται από τον οργανισμό σας γίνονται σύμφωνα με:

Α) Κοινωνικές Ανάγκες

Β) Οικονομικό κόστος

Γ) Τις προτάσεις από την Ευρωπαϊκή Ένωση και το Υπουργείο Μεταναστευτικής πολιτικής

Δ) Άλλο (παρακαλώ εξηγείστε): ____________________________________

11. Πόσο επιτυχημένες ήταν οι δράσεις του οργανισμού σας τη 2ετία που πέρασε;

Α) ΠΟΛΥ ΕΠΙΤΥΧΗΜΕΝΕΣ

Β) ΕΠΙΤΥΧΗΜΕΝΕΣ,

Γ) ΛΙΓΟ ΕΠΙΤΥΧΗΜΕΝΕΣ,

Δ) ΚΑΘΟΛΟΥ ΕΠΙΤΥΧΗΜΕΝΕΣ

12. Ποιες δυσκολίες αντιμετωπίζετε κατά τη διάρκεια υλοποίησης των δράσεων;

Α) Έλλειψη οικονομικών πόρων

Β) Έλλειψη ενδιαφέροντος του κόσμου

Γ) Έλλειψη κατάλληλης υποδομής

Δ) Ελλιπής νομοθεσία

Ε) Απουσία συνεργασίας με άλλους φορείς και οργανώσεις

ΚΙΝΗΤΡΑ- ΠΑΡΑΚΙΝΗΣΗ

13. Αισθάνομαι ότι η αμοιβή που λαμβάνω για τις υπηρεσίες που προσφέρω είναι:

Α) ΠΟΛΥ ΙΚΑΝΟΠΟΙΗΤΙΚΗ

Β) ΙΚΑΝΟΠΟΙΗΤΙΚΗ

Γ) ΛΙΓΟ ΙΚΑΝΟΠΟΙΗΤΙΚΗ

Δ) ΚΑΘΟΛΟΥ ΙΚΑΝΟΠΟΙΗΤΙΚΗ

14. Αισθάνομαι για την αμοιβή που λαμβάνω σε σχέση με τη δουλειά που προσφέρω:

Α) ΠΟΛΥ ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ

Β) ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ

Ε) ΠΟΛΥ ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ

15. Αισθάνομαι για τις πρόσθετες παροχές που λαμβάνω, εκτός του μισθού (ασφάλεια, άδειες, ρεπό, ευέλικτο ωράριο, bonus):

Α) ΠΟΛΥ ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ

Β) ΙΚΑΝΟΠΟΙΗΜΕΝΟΣ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ

Ε) ΠΟΛΥ ΔΥΣΑΡΕΣΤΗΜΕΝΟΣ

16. Αισθάνομαι ότι ο οργανισμός που δουλεύω με εκτιμά:

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

17. Πιστεύω ότι ο οργανισμός που δουλέυω μεταχειρίζεται σψστά τους εργαζόμενους του.

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

18. Αισθάνομαι ότι με τη δουλειά που κάνω προσφέρω σε άλλους ανθρώπους.

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

19. Έχω την ευκαιρία να αναλαμβάνω πρωτοβουλίες

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

20. Το κοινωνικό έργο είναι ένα σημαντικό κίνητρο για την εργασία μου.

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

21. Η αναγνώριση της απόδοσής μου είναι ένα κίνητρο για εμένα.

Α) ΠΟΛΥ

Β) ΑΡΚΕΤΑ

Γ) ΟΥΔΕΤΕΡΑ

Δ) ΛΙΓΟ

Ε) ΚΑΘΟΛΟΥ

22. Θα μπορούσαν να βελτιωθεί η παρακίνησή μου με: (περιγράψτε)