BABEŞ-BOLYAI UNIVERSITY CLUJ-NAPOCA

FACULTY OF SOCIOLOGY AND SOCIAL WORK

ORGANIZATIONAL DEVELOPMENT

IN NGOs

INVOLVED IN CHILD PROTECTION

PhD Thesis Summary

Coordinator,   PhD Student,

Prof. univ. dr. Maria Roth   Cătălina Spârleanu

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THESIS CONTENT

KEY WORDS:

Organizational development stages, nongovernmental organization, organizational change, grounded theory, not-for-profit child protection sector.

THESIS SUMMARY[1]

Based on over seven years experience in program and project management, the present research is based on direct observations in the field, bringing to the fore the fact that organizational management and human resources are substantially neglected in the child protection non-profit sector. Using this context as a starting point, the doctoral research aimed to analyze it from a scientific perspective and moreover, to identify the factors that caused and maintained it.

Another argument for this research is the relatively low prevalence in the international literature, and the absence in the Romanian literature of a framework for comprehensive analysis of organizational change in the non-profit area, directly applicable to social services for children. Current studies and models are related mainly to the business, having a significant economic component, being oriented towards financial and product analysis. The literature on organizational change and development is extremely vast and fragmented (Armenakis and Bedian 1999, van de Ven and Poole 1995, Judge Douglas 2009), analyzed both in terms of processes and in cultural terms. Thus, non-profit organizations in the Romanian environment require a customized approach together with the identification of the relevant and practical features with applicability in this specific framework.

The main research questions aim at how NGOs working in child protection have evolved in the Romanian social, political, economic and technological background, which is the current state of development and what determined this positioning. Therefore, the aim of this paper is to go through the exploratory approach aimed at "**what**" changes have taken place in organizations, to answer the question "**why**" these changes have occurred, identifying additional "**how**" this process took place, "**which**" were its results, summarizing and setting all these aspects in relation in order to obtain an overview of the evolution of the non-profit sector in child protection.

The research strategy is based on the grounded theory methodology, a combined design of data gathering and analysis: qualitative and quantitative, both from a cross-sectional and longitudinal perspective.

The main results of this research consist of: **(a)** an overview of the distribution at national level, of NGOs working in child protection, according to criteria as: geographical areas, the legal form of establishment, public utility status, number of services provided, **(b)** a presentation of the evolution of child welfare non-profit sector compared to the public sector, in relation to the degree of professionalization (number of employees with specialized higher education, financial investment in training), in relation to the distribution by counties, in relation to activity results (number of clients, number of projects implemented) and responsiveness to the external environment (partnerships, working with volunteers), **(c)** statistical testing of hypotheses regarding organizational performance and the role of higher education staff in this respect, **(d)** a summary of the main elements that characterize NGOs working in child protection, **(e)** an analysis of organizational change from a process and typology perspective (what has changed in the organization, how and under what influences), **(f)** an assessment of the child protection NGOs' developmental stage in terms of internal functioning, **(g)** a grounded theory presenting the main influencing factors that lead to a particular type of organizational functioning and thus to a certain development course.

The paper is structured into five major sections: the first section briefly addresses issues related to the subject, the purpose, the objectives and the research approach, the second chapter represents the

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[1] For coherence and unity in presentation and in order to facilitate the identification of information, the numbering of figures and tables in the summary ar the same as the ones in the thesis.

theoretical ground of the paper, the third chapter describes in detail the research design and methodology for collecting and analyzing data, the fourth chapter is dedicated to the presentation and interpretation of test results on three major dimensions - quantitative, qualitative and the emerging theory, while the last chapter presents the thesis conclusions, the personal reflections on the experience of conducting this research and thesis writing , as wel as other possible further research subjects.

Chapter I – Organizational development and change - what, why and how

Chapter I – Organizational development and change - what, why and how introduces the research subject indicating the four directions of analysis pursued – on contextual level (PEST analysis), on organizational and individual level (qualitative and quantitative methodology), cross-section (regarding the development of organizations at a certain time) and longitudinal (the development process two or more specific moments). Moreover, based on the alternative and complementary approaches principle (Hoffman2004) the epistemological and ontological perspectives are described. These represented the core base of this scientific investigation: structural functionalism and symbolic interactionism, evolutionary perspective, systemic theory, contingency theory, ABC theory of personality. At the end of the chapter the purpose and objectives of the research are presented.

Currently, NGOs working in child protection are studied especially from the perspective of efficiency and service outcomes, but paying little attention to aspects of organizational functioning and how they support or hinder the organizational development. The level of sustainability, stability and quality of social services system determines the organizations "health level", their stage of development and their work principles and values.

From a **"comparative and complementary approach" perspective** (Hoffman 2004), the essential ideas and concepts that influenced the research design and the subsequent analysis, address the fact that:

(a) social reality is a construct, a product of human mind and this can be known only from the perspective of individuals directly involved in these social phenomena *(constructivist perspective -* Mucchielli 2002)

(b) the organizational development is determined by the characteristics, the skills, the knowledge and the behaviour of the individuals and, more importantly, how they internalize, process and their attitude towards the processes and interactions within the organization *(symbolic interactionism,* Ritzer 1996)

(c)   learning is the essential phenomenon underlying organizational development *(learning organization theory)* and a sustainable organization is based on a generative learning, which goes beyond the simple response to external environment, up to the creation of a new organizational reality (Senge 1990).

(d)   society operates a complex system whose parts interact and are closely related *(principle of structural functionalism,* Mucchielli 2002)

(e)   in relation to the organization and its current activities, people develope four basic processes: perception, thought, emotion and action / behaviour *(ABC theory of personality,* Ellis 2002)

Research strategy is mainly *inductive,* based on observation of the reality, of specific events, resulting in the development of a theory regarding the organizational development in child protection NGOs. Quantitative analysis uses also a deductive approach, combining the two research perspectives allowing a complex and multi-dimensional study of the research subject.

The general objectives of the research are:

1.Conceiving an inquiry model regarding the change and development of NGOs working in child protection

2.Identifying the type of changes implemented by the NGOs working in child protection

3.Identifying the environmental factors that led, supported or hindered the processes of change and organizational development

4.Identifying the internal organizational factors that caused or influenced change and development processes within nongovernmental services in child protection

5.Evaluation of the organizational development stage of NGOs, as a result of the implemented change processes

6.Developing a typology of NGOs working in child protection depending on the stage of development, change processes and their determinants.

Chapter II – The theoretical core ideas related to change and development in NGOs involved in child protection *review the literature and researches in this field. Unlike conventional research, where the theoretical framework is used as a basis for research goal setting and for guiding the research, in the present study, theoretical approaches aim to identify gaps in the scientific development of the field, and to provide an overview of the current organizational system of child protection, without guiding by any means the research process. Therefore, the research starts with a PEST Analysis of the context in which social services for children developed. That facilitated, later on, the qualitative and quantitative analyzes, building a conceptual link between the stage of organizational development and the particular environmental aspects that significantly influenced it. Conceptual clarifications cover two dimensions: (a) the child protection system, (b) issues related to organizational management.*

In today's society, characterized by a pronounced **hypermodernity,** the changes are no longer experienced as successive moments between two stable states but as a continuous process, as a continuous movement (Aubert 2004).

The PEST analysis performed (table # 1 in the thesis) reveals that, in addition to a lengthy process of defining social system structure and work principles, the period following the 1989 Revolution involved also the definition of the conditions required for running a NGO (taxation matters, quality standards and methods for their evaluation by the competent authorities). The issue of quality and service evaluation was clarified relatively late (2003), a few years after the explosive emergence of NGOs in child protection, as a response to social problems which became visible and highly publicized internationally.

Despite the social reform, this sector has never been a priority for the government. The significant changes took place as a result of external pressures and conditions imposed by various international authorities. This, together with social problems inherited from the communist regime or imbalances arising from the social and economic development, have led to a reactive non-profit social sector, supported during the initial phase almost entirely by foreign investment, both financially and with "know-how".

In the period 1997-1999, the County Councils took the responsibility for the organization and financing of children related services. In addition to administrative and institutional changes, the adjustments with direct impact on the situation of children involved only the restructuring of the orphanages into "placement centers", along with an early form of "family like" organization (ANPDC, n.d.).

As shown in the PEST analysis, the period 2000-2005 is marked by two main transformations - on the one hand, the public institutions and the national social work system continued their redefinition and restructuring, on the other hand, the NGOs activity in this sector was regulated through legislation.

Emergency Ordinance 68/2003 regarding social services clarifies many concepts and work principles in this field.

According to the same PEST analysis, the period 2004-2007 involves a major influence coming from the European Union through Phare funding programs. This way, projects related to deinstitutionalization are implemented, a new emphasis is set on preventive services, on the collaboration between the public and the non-profit sector, on identifying alternatives to the inefficient solutions applied so far, along with a process of decentralization of social protection. Legislative changes involved the development of quality standards, the accreditation procedure and the establishment of Social Inspection as a controlling body.

According to the information presented at the seminar for consultation and information '*Perspectives on sustainability and modernization of social services system in the current national and European context*' by Ministry of Labour, Family and Social Protection(2011), the period 2007-2011 brings an emphasis on the development of services for adults, on the concept of social economy and on promoting social inclusion. A new law regarding social work is debated and approved, along with new endeavours initiated by MLFSP in order to complete the regulatory framework of social services.

Therefore, most of the restructuring and changes in child protection at that time was only at institutional and operational level, within the public sector. It was a period of defining and redefining of roles, activities, directions and working methods. It was the moment when social problems started to be effectively addressed through various strategies, working models and some minimum quality standards.

The emergence of a significant number of NGOs working in child protection originated in the period after 1990, strongly influenced by the perceptions on social problems, the lack of a coherent assessment of the situation, of reliable evaluation criteria. As a consequence, the civil society assumes a very large role, aiming not only to complement, to support and to develop services together with other systems, but also to compensate the lack of activity or the problems caused by them.

The Romanian social service system has not had a natural development, based on identifying and assessing the local needs and a further development of services according to them. Based on the post-revolutionary context in which priorities were geared more toward the political and economic area, the social responsibility was assumed by foreign institutions or donors, motivated by the highly publicized image of disadvantaged children and other social problems. The state also, in its efforts to reorganize the social and political structures, was also inspired by foreign models.

The main sources of external influence, identified in the field literature (Zamfir 1999, Zamfir, Badescu, Zamfir 2000, Mărginean 2004) are: The International Monetary Fund, The European Council, The European Commission, World Bank and The North Atlantic Treaty Organization (NATO).

In this paper, the analysis of the social services professionalization focuses on the one hand, on the degree of implementation of laws, rules and regulations and on the other hand, on the way the institutions are organized and the way they function. The performance evaluation of the services and the results of the direct work with clients is not covered by this analysis.

The services quality and the client approach are not determined only by the abilities and skills of each particular specialist, but rather by the capacity of the organization to create the necessary environment and intervention conditions and also by the resources it provides and the principles which guide the social intervention.

Quality of Life Research Institute (2007) identifies a series of principles of social development which, adjusted to the organizational environment, can play an important role in developing professionalism, expertise and efficiency. Most of them can be found in various forms in the legislation related to social services, in the quality standards and in the evaluation criteria: the *principle of partnership* (involvement in decision-making, execution and evaluation of all the components of a system), *the principle of transparency* (actions done for the community should be visible and promoted, those interested should have the opportunity to know them), the *principle of coherence* (activities conducted by organizations should be in accordance to their working principles and current legislation and also with other institutions and norms), *the principle of client interest supremacy* (identifying clients needs and adapting the services in order to meet them optimally, without creating dependency), the *principle of social responsibility commitment* (taking responsibility for their own actions, the impact they play at the organization, customers, the environment and society in general), the *principle full use of development resources* (primarily focus on identifying these resources and openness to their potential use), *the principle of promoting efficiency culture* (as opposed to thinking that it is enough to have good intentions and put resources available, usually material) *principle of sustainability* (economic - the ability to sustain future development of social programs and social - the adequacy of the programs to the needs and social developments), the *principle of inclusive approach* (integrated response to various social problems), the *principle of social development and human investment* (tracking beyond social problems, human development of all those involved in the project).

On an international level, the **non-profit system assessments** discuss the fact that NGOs have a value oriented type of action, depending to a greater or lesser extent by donations and voluntary involvement, which makes them largely defined by *altruism and voluntarianism rather than by professionalism and efficiency.* This is comes together with a limited capacity in terms of financial management, low self-supporting, isolation (lack of inter-communication and coordination), interventions on a low scale and lack of understanding of the social and economic context at the macro level (World Bank 2001).

Moreover, NGOs position and activity in developing countries is fairly criticized, being associated to a *"modern missionary",* similar to the imperial and colonial European and American missionaries responsible for spreading Christian principles (Howell, Pearce 2000). Another criticism of NGOs and especially of ones active in other countries than their own, is the fact that these organizations are likely to do more harm than good, destabilizing the local market, creating dependency and imbalances due to preconceived ideas about family and community structures of the society in which they operate. Globally, the perception is that these types of aid *represent actually donor interests* rather than those of the clients, failing in helping them to "help themselves" and providing only one type of aid that creates dependency (Shah, *2005).*

Organizational change and organizational development are used in the paper as two **distinct concepts.** The term "change" is associated with planned or unplanned time-bound actions, involving changes in the functioning of the organization in various aspects (processes, structures, technologies, etc.). Change dimensions are discussed by presenting different classifications developed by various authors according to criteria such as: rate of change and evolution in time (Grundy 1993), continuity (Luecke 2003), the scope and scale (Bagoun, Hope-Hailey 2004) etc. On the other hand, organizational development (Benis 1969 in Dynamics of Organizational Change and Learning 2004) is approached as a response, a consequence of the change processes within the organization, functioning like a system that integrates all these transformations.

The research in this area presents several **types and levels of achieving change** - the change of processes, structures, positions, goals (Johns 1998), technological change (Pip 2003), the culture, system

improvements, information, communication (crammed et al. 2003), personal change in leaders (Eriksen 2008), changes of organizational identity (He and Baruch 2009), of roles, incremental changes and transformational change (Drucker 2007), planned changes and unplanned changes, reactive changes and development changes (Authenticity Consulting 2006).The study aims to identify which types of changes are specific to the non-profit sector active in child protection and the way they manifested at this level.

Nevertheless, because of the amplitude this topic has in literature and scientific field, there are an extremely large number of different approaches. Therefore, the concepts of change and organizational development have become "a field of knowledge with uncertain borders, increasingly difficult to describe" (Cummings 2004), which makes this differentiation to be supported by a number of authors and declined by others.

Concerning **the concept of organization,** among its multiple definitions summarized by Robbins (1987): the organization as a rational entity, organization as the coalition of power groups, as an open system, as an artificially created entity, as a political system, as a prison, as a mental and social contract, this paper refers to organization as an open system. This view matches the whole ontological and epistemological orientation of the paper, allowing an analysis of both the internal subsystems and in terms of the influence of environmental factors.

The field literature is relatively consistent regarding the **factors influencing the organizational change and development.** These factors refer to: new people in management positions, the review of administrative procedures, job restructuring, rearranging the workspace, purchase of new technological equipment, implementation of new strategies and the overlap of roles and tasks (Senior 1997). Champy and Nohra (1996, in Hamlin, Keep, Ash 2001) identify as factors of influence: the technological developments (especially IT which transforms the organizations dramatically), the government (through rethinking the assumed roles at society level and the type of promoted welfare state) and globalization (by facilitating access to information, working models and free movement). Hussey (1996, in Hamlin, Keep, Ash 2001) brings into question the stakeholders pressure, while Groves (2006) and Chrusciel (2007) demonstrate the importance of leader's emotional expressivity and personnel self-interest to reaffirm its position within the organization.

The process of change is approached from two perspectives:

(a)   As a *linear process,* which takes place step by step, according to a logical sequence. According to this, solutions to problems are not identified until after they have been thoroughly defined and the best solution is not chosen until they all were compared to existing options (Blair, 2004). The main approached models are: the linear change of *Kurt Lewin* (Lewin, 1997), consisting of three stages: unfreeze, change and freeze; that of Hamlin, Keep and Ash (2001) who propose a *generic model of planned organizational change,* and *"Easier"model,* promoted by Hussey *(1996).*

(b)   As a "*a continuous current,* which solidifies in various formations and then liquefies forming new trends and movements" (Styhre 2003, p.5). In this situation one can speak of *the procedural / contextual theory* (Pettigrew 1988) which argues that to understand changes, one needs to take into account the interaction between substance, context and processes, the unit of analysis being "the change process seen inside its context" (Blair , 2004). The idea according to which change can not be controlled but "influenced" and that linear and idealized models of change do not reflect the experience of members of the organization, is supported also by Palmer, Dunford and Akin (2009).

In relation to the causes of change failure, based on qualitative analyzes, this papers identifies similar perspectives to those of Hamlin (2001) and Kotter's (1996). Change failure is determined by a general lack of information and knowledge, or an inability to apply them (which Pfeffer and Sutton (2000) called "the gap between knowing and doing"), a lack of skills and experience, internal conflicts and an organizational culture that opposes change.

Erwin and Garman (2010) present studies of hundreds of organizations in which the main factor that caused the change failure was **resistance to change.** Because organizational change is most often related to personal change, the resistance of the members of an organization is one of the key factors that facilitate or hinder organizational transformation (Bruk 2011). Fronde and Moriceau (2008) justify the staff attitudes such as opposition by a contemporary trend of continuous change in which employees do not manage to find meaning and coherence, thus generating a continuous feeling of resistance.

Moreover, Moriceau and Fronde (2008) distinguish between several forms of individual resistance to change: *revolt* (the active and explicitly form, oriented towards the exterior (environment, organization) as well as towards inner self through self-destructive behaviour), *withdrawal* (a psychological withdrawal from the work environment in order to build ones identity in the private life), *discrete resistance* (which complies with the letter of the law but discretely resists its spirit). Brunton (2008) introduces the concept of *"divergent acceptance",* as a form of resistance to change, manifested by agreement and acceptance of change objectives but with a different interpretation of stimuli and how it should be implemented.

Palmer, Dunford and Atkin (2009) believe that the *main reasons why* people resist change are: disagreement in relation to change, the feeling of insecurity, the fact that changes are perceived as opposed to their interests, the attachment to the culture and existing organizational identity and the failure to fulfil the "psychological contract".

In regard to the **stages of organizational development,** this concept can be found in the field literature also under the name of "organizational life cycle". It was first addressed in the mid-1900s, based on the promoted relationship between organizational development and human evolution over the life. Mason Hair's model (1959) is the first to express the similarities between the biological system and the organizational growth, presenting this phenomenon according to a series of steps and a specific sequence.

Later, while this area increasingly develops, different authors conceive multiple stages of development , supporting also the idea of temporal sequence and the idea of a motivation factor for moving from one stage to another (lack of agreement between the organization and external environment, internal forces, pressure, etc.).

The disadvantage of this approach lies primarily in its *linear nature.* Typically, organizations begin to provide services and organize activities very shortly after their establishment, although, often the training and defining roles stages have not been completed. This way, the stages develop in parallel. Turns, revisions, changes and reversals take place, without necessarily reaching the mature stage a renewal to be issued.

Models developed by Mark Renzi (1996) and Pathfinder International Organization (n.d.) are based on a long practical experience, integrating with a scientific approach developed by researchers. They emphasize also the bidirectional course of transformation (evolution or involution), the possibility that each management area finds itself in a different stage of development and the use of these models not only as an evaluative tool but also for organizational development purposes.

An integrative and adjusted perspective of the two models is shown in Figure 7, being also one of the models used in the research analysis.

Regarding the focus of the **current research** on the development of the non-profit sector in child protection, it is based mainly on quantitative analysis and various descriptive indicators (number of beneficiaries, types of services, expenses, funds raised, etc.). Although very useful, these data types can not create an in depth image of how the system works on internal level. Also, most of the studies and current research assess services and identify models of good practice in terms of programs for beneficiaries, but very few take into account the environmental conditions and the internal structure of the organization. A weak point in the Romanian research in this area is the absence of non-marketing case studies, or small-scale ones which linked, could create an integrative image of the realities in this field.

Compared to other similar researches in the field, this study brings a perspective *"from inside", an* in depth analysis of data and a presentation of the social reality from multiple perspectives - macro social, organizational and individual.

The national study "State social service system development" conducted by MMFPS through "The increase of implementation of social services legislation in the context of decentralization process " project, assesses social sector development. However, this research fails to differentiate between public and non-profit sectors and don't address in detail issues related to organizational development. The advantage of this study is to create an image at national level as well as at country level in terms of strengths, weaknesses, threats and opportunities. Compared to this, the research presented in this thesis addresses the quantitative data from a comparative en evolutionary point of view, with a strong focus on the non-profit child welfare system. This view is complemented by the qualitative approach, which assesses the stage of organizational development according to several dimensions, including also the analysis of the change process.

MATURE
- Board participates in fund-raising and monitoring strategic/sustainabilty plans.
- A general procedures manual covers all organizational activities and is followed.
- Staff development and training mechanisms in place.
- Organization is able to support 30-50% of operations from selfgenerated revenues.
- Detailed, effective human resources, financial management, other systems in place.
- Routine review, updating of management systems, systems guidance and training on systems use.
- Ability to track cost centers, project revenue and expenditures.
- Marketing assets, including training, to generate revenue.
- Community major source of revenue and support.
- Bottom-up planning, with consolidation, feed-back, monitoring at higher levels.

CONSOLIDATION
- Board is in place and fully functional; diverse membership
- Strategic and sustainability plans implemented.
- Personnel policies implemented but not consistently followed.
- More sophisticated organogram showing units, reporting/coordinating relationships created.
- New systems implemented with written guidance.
- Increased diversity of donors, revenue, other support.
- Staff training depends on donor requirements, support.
- Community outreach and participation fully incorporated into problem identification,
- Supervision decentralized with effective feedback, follow-up mechanisms.

LAUNCH / GROWTH
- Organization has expanded, established functional or program units.
- Organization has set some long-term goals. May not yet have strategic plan.
- Organization chart exists but does not reflect actual structure.
- Records, reports designed primarily to satisfy donor requirements.
- Supervisors do not regularly plan, report.
- The Board is still primarily friends or family of the Founder.
- Community outreach is sporadic; no structures exist to ensure it is systematic.
- Increased reliance on external (donor) resources.

EMERGENT
- Organization's objectives often unclear, unrealistic.
- Fragile management, systems.
- Founder makes program decisions, conducts fund-raising
- Few initiatives without donor support.
- Income limited, or non-existence.
- Small staff.
- Board in formation; limited community input.

Figure 1. Stages of organizational development (Pathfinder International, n.d.)

Research conducted by Boboc (2006) following Miles and Snow's typology and regarding the *organizational behaviours and strategies of NGOs* differs from the analysis performed in this paper both in research methodology and population. The results are consistent with those presented in this thesis, especially in terms of limited openness of NGOs towards modernity and innovation, the differentiated usage of management functions (focus more on coordination and less on assessment) and the prevalence of affective register and psycho-motor despite the cognitive one (Boboc 2006). From Boboc's perspective, the

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NGO environment can be associated to a participative management style. Unlike this conclusions, the present thesis brings to the fore also situations where staff participation in decision making, planning etc. is restricted.

Chapter III - Presentation of research methodology *– presents the fact that the methodology selection was based on practical considerations related to the complexity of the subject of research, experiences of previous researches and access "from inside" to the organizations. The key aspects of the methodology are: (a) the combination of the scientific rigor with practical applicability, (b) experiential involvement in data collection and analysis, (c) cross-section and longitudinal design and (d) the combination of qualitative analysis with quantitative one. This chapter describes the theory emerging from the data (grounded theory) as a basic methodology used in research, presents a summary of the two types of research (qualitative and quantitative) involved, their objectives and data gathering / analysis techniques. The section regarding data analysis describes in detail the analysis process according to the grounded theory methodology, along with strategies used in choosing the statistical tests for quantitative analysis. Finally, issues related to criteria for assessing the quality of research, its limitations and ethical issues are approached.*

The criteria used in selecting the research methodology took into consideration: the degree to which it can respond to the research questions (Holloway and Todres 2003, Goulding 2002), researcher's familiarity with the method, researcher's understanding of the paradigm, the degree of consistency between the methodology and researcher's conceptions, values and mindset (McCallin 2006; Everen and Lois 1981).

According to this, I created an overview of all the ideas and decisions that led to the choice of research methodology, in order to highlight the main factors that led to the methodological choices:
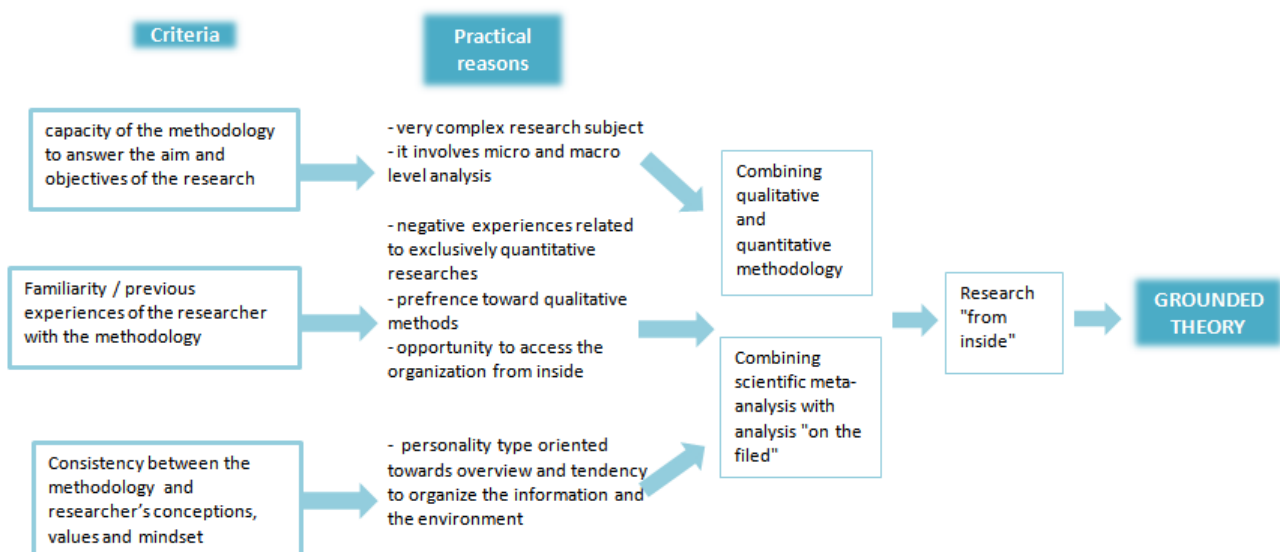
Figure 2.The choice of research methodology

Thus, the research is based on what Strauss and Corbin (1990) calle the work of the **"bricoler researcher"** who starts the study with no predetermined, clear methodology and conceptual boundaries but, "depending on the context and the information available, he adds or drops some methods, techniques and tools of investigation, the bricolage being an emerging construction (Weinstein and Weinstein 1991) arising as a puzzle from data obtained using a range of methods and techniques "(Chelcea 2004, p.82).

Based on a research approach that combines symbolic structuralism and interactionism, research methodology is built after Huff's concept (2000, Young 2009) of **"Type 1.5".** It is seen as a synthesis, as a

middle way between the so called *"Type 1"* and *"Type 2"* of organizational knowledge production. Type 1 is based on scientific truths, asserted by scientists (Gibbons et al. 1994) which, although it may lead to novel interpretations and ideas and increased productivity, has the disadvantage of losing contact with the reality. *"Type 2"* research is run by people with involved directly in practical activities, which identify action patterns of daily activity, test work strategies and reach potential successful models for further development of theories. Heavily engaged in practice and with a high degree of application, this form of knowledge is criticized as lacking scientific rigor, at risk to become a "populist science" (Anderson et al. 2001 in Young 2009).

"Type 1.5" research effectively combines the two perspectives, bringing together rigorous scientific methodology and practical applicability. I chose this approach because this way, the knowledge I gained in cca ten years of direct involvement in social projects and programs can gain value and become organized through a systematic approach and scientific analysis.

Moreover, the research is developed through an **"inside"** perspective**,** characterized by the experiential involvement of the researcher, in the absence of a priori categories, with the implicit intention to understand a situation (Evered and Lois 1981). Researchers enters the organization and work within it throughout the study. The fact that my position in the organization was not that of a simple researcher, of an "outsider", but I fulfilled different roles (collaborator, employee, volunteer, consultant, etc.) determined me to constantly have an insight, a continuous interest to know and understand the functioning of the organization. As a consequence, I tried not to be what Evered and Lois (1981, p.386) called *"detached scientists, observers without values, watching the organization from the outside, through a window"* but a *"person of flesh and blood, involved and committed to the organization"*. I tried to analyze the facts in their context and to avoid the so-called" perceptual-screening " where, from the vast quantity of information it is selected only that one which is relevant to the epistemological and conceptual framework of the study.

Grounded theory as the main research methodology

Applying this theory is based on (a) a simultaneous data collection, analysis and literature review, (b) an approach that starts from the observation of specificity and aims to general, to theory building, (c) identifying the main themes from the early stages of analysis, (d) sampling procedures determined by constant comparative analysis and (e) integrating categories into theoretical frameworks (Barnett 2012; Strauss and Corbin 1990).

The specificity of this theory and the elements that differentiate it from other methodological approaches are:

(a) The possibility of simultaneous integration of quantitative and qualitative data: albeit wrongly classified by many authors as an exclusively qualitative research strategy, Strauss, as the founder of this theory, explicitly states that it allows the efficient combination of qualitative and quantitative data (Strauss and Corbin 1990), facilitating the use of a much larger variety of data (reports, secondary data, statistics) - to the extent that they are relevant to research.

(b) Orientation beyond the mere description of phenomena and their detailed presentation; stressing instead upon the understanding the construction and development of theories about them
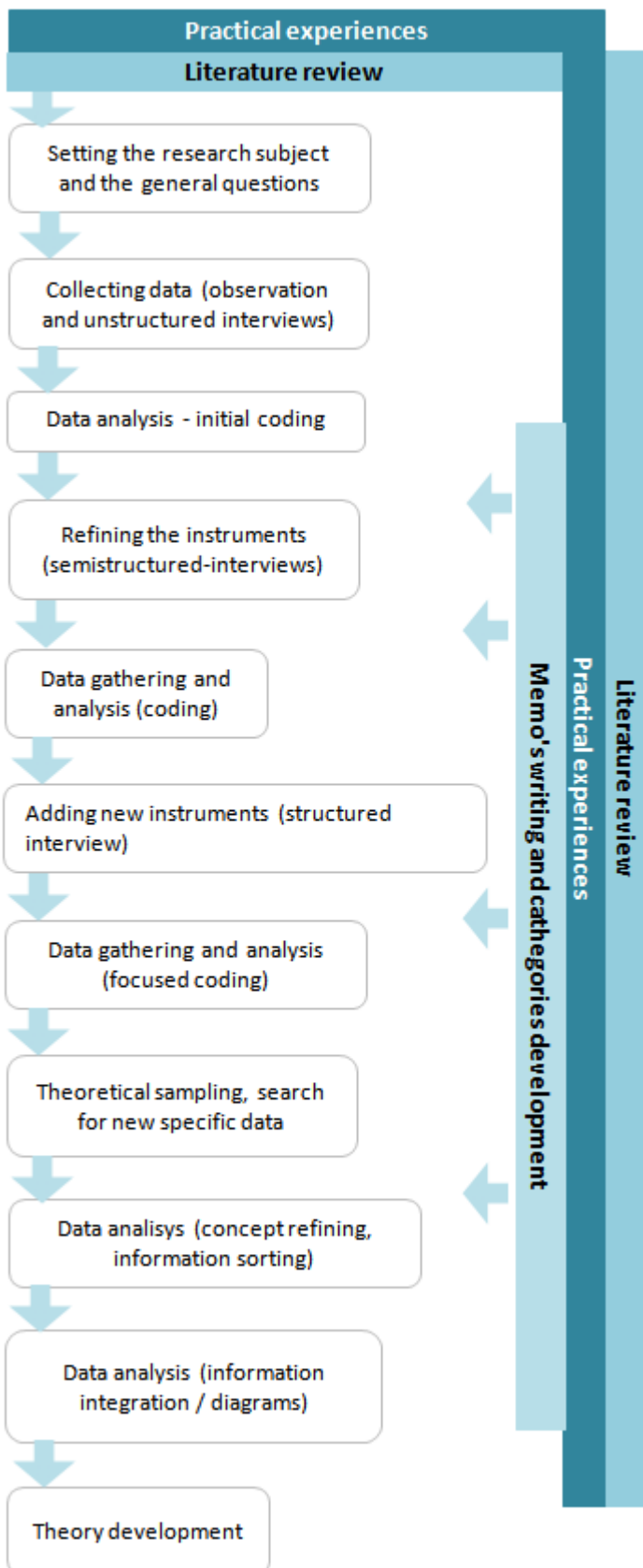
(c) Lack of an apriori sample. This is defined over time, depending on the analyzed data. The process starts with an an initial open coding of the data (Strauss and Corbin 1990) leading to a multiple directions sampling, until the discovery of the key variables that constantly recur in the data. When this stage is reached, sampling becomes selective and focused on those issues important to the emerging theory (Goulding 2006). This makes the "data - a reflection of the field situation rather than a speculation on what should be seen" (Goulding 2006, Strauss and Corbin 1990, Glaser 1978)

(d) Using literature only for guidance and directions of research. The aim is not to apply certain concepts, to test or validate them, which can restrict the emergence of new theories and its grounded character

(e) An initial relational and variational sample (Strauss and Corbin 1990) consisting of identifying that people, organizations and experiences that develop existing categories in terms of properties and dimensions. This if followed by a subsequent discriminatory type of sampling (Strauss and Corbin 1990), whose role is to highlight the differences and facilitate comparative analyzes.

Methods of data collection:

Strauss and Corbin (1990, p.31) noted that "(...) our advice for researchers is to think in terms of interdependence between qualitative and quantitative methods" and that "quantitative procedures are not the enemy but on the contrary, the researchers' ally, when their use is appropriate "(1990, p.32).

The fundamental research questions intend to determine how NGOs working in child protection have evolved in the social, political, economic and technological Romanian background and what determined their actual stage of development.

Quantitative research assumes that child protection NGOs had in 2006-2010 a continuous and stable development compared to the public organizations, in

terms of human resources, the number of beneficiaries and expenditure. Moreover, this section aimed to create an overview of the development of non-profit sector at a national level, in terms of the type and distribution of services in different areas of the country, according to various criteria such as the number of specialized services and the statute of public utility.

In order to obtain a *descriptive and cross-sectional* perspective, the survey includes all accredited NGOs registered within The National Unique Electronic Social Services Register, in august 2010. 767 organizations are analyzed according to the selection criteria and the information included in this database (distribution by county, distribution based on the number of child protection specialized units, the legal form of establishment, public utility status).

A *longitudinal and comparative* analysis is performed on the data resulting from the research developed by MMFPS through the "Enhancing the implementation of legislation on social services in the context of decentralization" program. The number of organizations included in the survey is of approximately 824 public organizations working in child protection and about 237 non-governmental organizations active in this field. The research objectives aimed to: (1) describe the specific elements of this sector in terms of human resources, financing and expenditure, in terms of the number of volunteers involved in activities and the number of partnerships, (2) test specific hypothesis regarding the differences between public and NGO services in child protection, differences related to: the percentage of employees with higher education in total employment, the ratio of employees with higher specialized education to the number of beneficiaries and to the number of externally funded projects implemented.

Data processing was performed using SPSS, through descriptive and inferential statistical methods.

The qualitative research is based on a number of *specific questions,* aiming to identify: (a) the external and internal factors that have triggered the changes at organizational level, (b) the management attitude towards these pressures, (c) the impact of the Board, of organization mission, of management systems, of human resources, of financial and external resources on the organizational development, (d) the types of changes that occurred preponderantly in NGOs working in child protection, (e) if there is a significant difference between the staff's attitude and perception regarding the functioning of the organization and the management's one, (f) if there is a difference between the organization's promoted image and the image perceived by the people within.

Table 1.Summary of the methodology used in the research

	Aim	Type of study	Population / target group	Data collection techniques	Tools	Data Analysis
Quantitative research	**Objectives:** 1. Illustration of distribution of child protection NGOs in the country districts 2. Presenting the distribution of NGOs working in CP in relation to the number of services, the legal form of and the public utility status.	Cross-section (2010)	Accredited organizations in child protection NGOs, existing in Romania in 2010 (cf. The National Unique Electronic Register of Social Services, MMFPS, 2010)	Secondary data analysis - Database of The National Unique Electronic Register of Social Services	-	electronically through descriptive analysis techniques
	3. Presenting the leadership potential of public and private social services in child protection in relation to the number of people with higher specialized education and to the organizational investment their retention and development. 4. Analysis of the evolution of public social services sector and NGOs involved in child protection between 2006-2010 regarding personnel costs, financing, beneficiaries and partnerships.	Longitudinal 2006-2010	Public sector organizations and NGOs involved in child protection, in Romania, during 2006-2010 (cf. MMFPS research project, 2012)	Secondary analysis of data - database resulting from the national research conducted by MMFPS (2010) on social services development	sociological survey (Annex 5)	SPSS, descriptive analysis
	Statistical hypotheses: 1. There is a significant difference between the public and NGOs PC regarding the percentage of employees with specialized higher education out the total number of employees, 2. There is a significant difference between the public and NGO social service, regarding the ratio of professional staff with higher education to the number of beneficiaries. 3. There is a significant correlation between the number of specialists with higher education and the number of beneficiaries 4. Inside the NGO sector, the difference between the number of beneficiaries in 2006 and the number of					SPSS inferential analysis

	beneficiaries in 2010 is significant.

5. There is a significant correlation between the number of employees with higher education and number of projects and finances won. | | | | | |
| **Qualitative Research** | **Research questions:**
1. How does the organization function in terms of meeting the mission, processes and internal organization, human resources, financial management and relations with the external environment? | Cross section for 4 organizations longitudinally for 5 organizations | 8 NGOs working in CP from two different geographical areas in Romania and one from the Netherlands | Semi-structured interview, structured interview, direct participatory observation | Organizational Development Assessment Tool (Renzi 1996); semi-structured interview and observation guide | Spreadsheet |
| | 2. When does the need for organizational change appear and what determines it? | longitudinal for 5 organizations | 4 NGOs working in CP in Transylvania and 1 NGO in the Netherlands | semi-structured interview | semi-structured interview guide | **for observation and semi-structured interview:**
* multi-level questions, open coding
* concepts and comparisons
* cathegory identification
* axial coding
* selective coding (Strauss and Corbin 1990)

structured interview: the spreadsheet (Appendix 7) |
	3. What is the management's manifested attitude and the pretended one in relation to organizational change?			semi-structured interview, semi-structured observation, analysis of documents	observation guide and semi-structured interview	
	4. On what level have the changes occurred and which are the main types of changes implemented?			observation	observation guide	
	5. Which is the stage of development of the NGOs working in child protection involved in the study?			structured interview	Organizational Development Assessment Tool (Renzi 1996)	
	6. What prevented the development of organizations to a level of sustainability?

7. There are differences between the management perspective and the employee perspective on the functioning and organizational development?

8 There are differences between the image of the organization described in the documentation and promotional materials and the image of the organization presented by management and staff? | Cross section for 4 organizations longitudinally for 5 organizations | 8 NGOs working in CP from two different geographical areas in Romania and one from the Netherlands | semi-structured interview, structured interview, semi-structured observation | Organizational Development Assessment Tool (Renzi 1996); semi-structured interview and observation guide | |

T*wo types of research* are carried out*:* (a) a cross-sectional one, on 4 NGOs, regarding the functioning of the organization and development stage reached, (b) a longitudinal one, on 5 other NGOs, evaluating, besides the organization functioning, the development stage reached on different time intervals and also how the change process took place.

The data collection techniques consisted of interviews (informal, semi-structured and structured), direct, participatory observation and document analysis.

According to the grounded theory, the number of interviews is higher in the first cases involved in the study, to provide a broad base of concepts and research dimensions. As the first categories begin to emerge, the other organizations included in the sample over time intend to provide that specific information necessary to characterize these classes in terms of properties and characteristics.

Table 2.Number and type of interviews held in the studied organizations

		informal interview	semi-structured interview (organizational assessment)	semi-structured interview (the change)	structured interview	Total
1	Organization	5	6	9	3	**23**
2	Organization B	4	4	2	2	**12**
3	Organization C	2	4	5	3	**14**
4	Organization D	0	2	2	2	**6**
5	Organization P	0	3	0	1	**4**
6	Organization M	0	2	0	1	**3**
7	An Organization	0	1	0	1	**2**
8	Organization L	0	2	0	1	**3**
9	Organization W	2	2	3	2	**9**
	Total	**11**	**26**	**21**	**16**	**74**

In order to apply the *structured interview, the "Institutional Development Tool"* was used. It was developed by Mark Renzi in a project funded by United States Agency for International Development and World Wildlife Fund. It is an assessment tool designed specifically for non-profits. It consists of three main parts: an institutional development framework, a spreadsheet (Annex 7 in the paper) and an institutional development profile. The resulting graphic representation enables the insertion of the organization into one of the four levels of development (early phase, development, consolidation and sustainability), based on the assessment of the organization in terms of vision, management resources, human, financial and external.

During the *observation phase* physical elements of organizational culture were examined. In the subsequent observation sessions, the monitored areas were more focused, depending on the analysed categories resulted after the preliminary data.

Document analysis focuses on: who, how and why wrote that text, which are its meanings and to what extent reflect they the organizational context; which are the categories that derive from this text and how did they change over time, to what extent does the text build the image of the reality and what is this reality (Charmaz 2006). As a consequence, the internal rules, methods of organization and functioning, activity reports, website presentations, accreditation documentation, job descriptions, performance evaluation sheets, press releases, promotional materials, minutes and internal reports, partnership agreements, financial reports etc. are analysed.

Chapter IV - Change and development in the child protection NGOs area. Analysis and interpretations, *is divided into three major sections, presenting (a) the results of the quantitative research, (b) the qualitative research results and (c) the grounded theory based on the results of these researches. The quantitative research addresses issues related to the distribution of child protection NGOs at national level according to criteria such as the number of services provided, the legal status and the public utility status. Also, public child welfare institutions are presented in comparison with the NGOs, in terms of human resources, expenditure, number of volunteers involved in activity, number of partnerships. Qualitative analysis proceeds with describing the sampling process and then describes the organizations included in the survey. The results review is structured on specific areas, related to the objectives and the research questions: vision, resources management, human resources, financial management, external resources, types of changes occurring in organizations, processes of change, analysis of the development of organizations. The third section presents the grounded theory, introducing several new concepts (leader as the holder of the absolute truth, organizational awareness, etc.), developing relationships and links between them and creating an operational and developmental organizational typology.*

4.1. The results of the quantitative analysis

After processing the data available on the <u>National Unique Electronic Register of Social Services</u> during Augustus 2010, on a population of 1,322 accredited NGOs, with 58% organizations directly involved in child protection services, the results showed:

Figure no. 1. County distribution of acredited NGOs involved in child protection, in August 2010, according to The National Electronic Register of Social services (Spârleanu, 2010)

• An uneven distribution of the organizations providing child protection services. Some of the areas present a high concentration of social services for children, compared with areas where nongovernmental sector involvement is minimal. This can be justified by different levels of social and economic development and also through a religious mentality and culture (especially in terms of religious values).

• 52% of the child protection NGOs developed only one specialized unit and 15% - four or more specialized units.

• A majority of associations - 52.3%, while the number of foundations is also significant: 40.6%.

• A low share of organizations owning the public utility statute (of 102 NGOs owning this statute, only 28 run social programs and 14 have specific child protection activities).

The processing of <u>data resulted from the research conducted by MMFPS</u> in 2011 on "The Stage of social services system development" is done on a population of public organizations and NGOs active in child protection (824 public and 237 NGOs) over a period of four years (2006-2010).

Variables involved in research are *nominal* (county of origin, accredited service type - primary or specialized type of beneficiaries) and *report* (number of employees, payroll expenses, number of clients, number and value of funding projects, number of partnerships). The data distributions was not normal (according to Kolmogorov-Smirnov and Shapiro-Wilk statistical tests) which justified the use of inferential statistical analysis nonparametric tests.

Results of these analyzes indicate:

• A marked disproportion between the public and NGO child protection: of all organizations working in child protection, 81% are from the public sector, absorbing during the five years analyzed between 95.6% and 96.2 % of total employees. Inside the civil society, the number of respondents is much smaller, involving only 3.9% of total employment in child protection services..

• An increased vulnerability of the public sector to environmental influences: the NGO sector has a steady and sustained growth (the number of employees raises by 1.7% to 4.1% per year), while the growth of the public sector in the first three years was of approximately 4%, registering then a sudden drop until the 2006 level. This decrease takes place simultaneously with the economic crisis and Romania's entry into recession, point at which many public services have had to restructure their business and make dismissals. This trend is supported by a similar development of the salary costs.

• Regarding the tendency to involve in activities higher educated employees: the public sector and NGOs have increased the number of higer educated employees over the last five years, with minor fluctuations in the public sector (the average increased from 21 to 25 by 2008, and subsequently decreased to 23) and a small but steady growth in the NGO sector (from an average of 6.73 in 2006 to 8.13 in 2010).

• A lower involvement in the public sector (compared to NGO sector) of higher educated employees from the total number of employees (Mann-Whitney test of significance, Z -13.25, significance 0)

• Predominant orientation of NGOs towards working with volunteers (median range across the four years is between 6 and 8 volunteers and an average of about 20), significant higher than the public sector (median zero and a constant average between 2 and 6 volunteers per organization)

• Low costs regarding training and continuous education in both sectors, with a constant evolution in the NGO sector and a floating one in the public area

• Lack of uniformity in the child protection sector in terms of number of beneficiaries (standard deviation between 200 and 1000), leading to the conclusion that some organizations accumulate a large number of beneficiaries while others work on a very small scale

• A lower involvement in case management in the public sector (compared to the NGO sector), justified by a higher ratio of the beneficiaries to the number of specialized staff (Mann-Whitney test of significance, Z 6718, materiality 0)

• No significant correlations between the number of employees with higher education and the number of beneficiaries, nor between them and the number of external funded projects, which could lead to the conclusion that organizational performance is not yet determined by the experts involved in activity

• A more pronounced trend in the NGO sector to access and use external funds or funds from state budget compared to the public sector

- The NGO system is wide open to partnerships and collaborations, compared with the public sector (average ranging between 5 and 10 partnerships with the public sector and 4-5 partnerships with NGOs in the nongovernmental sector, compared with 4 and 3 in public institutions).

- A big difference between data values (high standard deviation) which can be explained by a major discrepancy between development regions of the country in terms of revenues, foreign investment, transport and housing system and the level of social development. Moreover, due to the phenomenon of internal migration, many specialists are moving in urban or heavily industrialized areas, looking for a job.

Regarding the situation of organizations active in child protection at national level, one can observe a certain stability of the nongovernmental sector compared with the public one. The difference between the order of magnitude between the two sectors is still very high, the public covering over 90% of all services in this area. The evolution of the non-profit sector was a sustained one. Due to the foreign funding, a large number of organizations have not felt so intensely the economic downturn and budget cuts. This allowed them to maintain and even increase the number of employees or specialists involved in the activity and to support a growing number of beneficiaries.

4.2. The results of qualitative analysis:

The specific elements of the sampling process are determined by the use of the grounded theory, whereby the organizations that will be involved in the study were unknown to the researcher in the initial phase of the study. Their selection and the selection of the respondents was made gradually, during the research, to meet the identified issues and conceptual categories. The open sampling during the first phase of the research allowed the exploration of a vast informational content, which, once processed, lead to selective sampling, which supplemented the information content in terms of properties, with minimal and maximal type of variations.

Figure 31. Open and selective sampling during the research
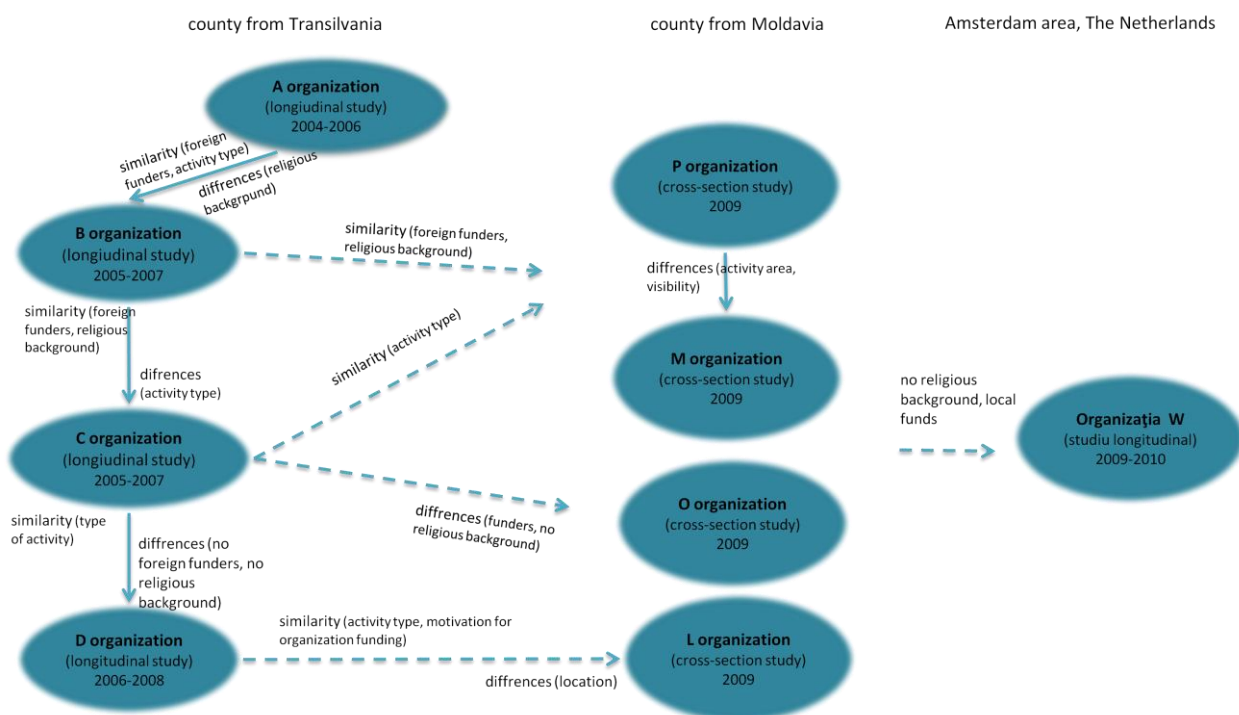
The research is starts in a county in Transylvania, within an organization running two programs in child protection (Organization A). Data analysis revealed the significant impact which the founders had on organizational aspects along with the distribution of material aid (a whole system of roles, organizational processes, levels of authority, motivations being built around it) . These factors led to the search of another organizations which had, in addition to activities for child protection, the aid distribution activity, along with foreign founders. Organization B brought in addition to these features, also a religious background. Many of the concepts identified in the first organization were also confirmed in the second, leading the search for a third organizations which could extend the concepts regarding the religious background and foreign founders, without involving material aid distribution activities. Finally, in order to achieve a maximum degree of differentiation, an organization working in the field of child protection, which does not distribute material aid, non-religious and with Romanian funders was sought.

The second part of the research was designed especially for comparative analysis, gathering data from a completely different context. The selection criteria were similar, but the organizations were selected from another county. Finally, the W Organisation expands the analytical perspective, aiming to illustrate to what extent is the country in which the organization operates a key factor in organizational development.

The results were analyzed following the topics referred to in the structured and semi-structured interview:

Regarding the *vision / overview*, the analysed data revealed:

• A poor definition of the organizational basic information regarding what it is done inside the organization, why, and what are the expected results. The vision of the organization is not clearly formulated, nor is it known or shared by all the members of the organization. In some cases, the vision is formulated more like a theoretical concept, with no practical meaning, necessary only for filling in official documents.

• The fact that the persons who inspires the vision and the working principles are the founders and / or funders. The degree of overlap between these roles has a direct impact on the imposed principles, as well as on the resistance to external influences. A specific aspect in this regard is that people who should create and implement the organization's mission (board members, senior management) are chose based on the similarity with the founder and not based on each persons' potential contribution to the development of the organization.

• Members' personal interests come first and the organization is seen as functioning for their own use, while the idea of voluntary implication is completely misunderstood.

• An ambiguous autonomy of the organizations determined by the dependence on external resources, by the need to adapt to the requirements, perceptions, criteria and level of comprehension of each donor and to their private / organizational resources and also their level of professionalism. Therefore, although the autonomy of Romanian organizations is not formally or declarative limited, it is restricted by the accessible models, by the messages sent by donors and by valuing one type of service over another. The attempts of Romanian organizations to sensitize the representatives of international organizations on other needs than material ones failed. That happened on the one hand, due to conflicts of interest that exist in the Romanian organizations, on the other hand due to the funders' limited vision (some organizations were created just to collect and send goods, without taking into consideration other types of intervention).

• The organizations which had to design their own services in the initial phase and then to seek funding to implement them, or used temporary, short time funds, demonstrated a better connection with the reality

of clients' needs of. These organizations were somewhat forced, in the absence of another reference system, to establish their own strategies, according to their own perceptions of beneficiaries' needs.

Regarding the *resources management,* data analysis revealed:

• Overlapping roles (members of the board assumes executive roles) which lead to a chaotic distribution of tasks and roles, generating a lack of organizational coherence and less transparent decision-making procedures.

• A prevalence of Christian management, based on biblical **principles:** ideas underlying this type of management are: dependence on God in every aspect of daily life, the ability to communicate with divinity in order to win guidance and wisdom, spiritual practices including divinity in organizational every-day-life (Early, 2005). Although religious organizations included in the survey promotes the principles of four different religions, these are not described in detail, only the common aspects and their implications on the organization being presented. These influences consist of: (a) missionary activities within organizational framework (*"know God and make Him known"),* (b) assessing and approaching to staff based on the principles of *"humility and egalitarianism"* (avoiding differentiation of wages, disregard aspirations for career advancement and professionalization), (c) giving up self control for divine reasoning, (d) establishing organizational goals and objectives sometimes ignoring the real capacity and resources of the institution, which creates an additional pressure and sometimes generate negative consequences *("Everything is possible for those who believe"),* (e) a decision-making process based on prayer, biblical models, religious discussions and listening to the "divine voice" (f) a very approachable management (management "by walking around" Palmer, Dunford and Akin (2004), and the promotion of the work place as a family.

• Lack of formal and consistent management systems until the introduction of mandatory quality **standards.** This accounted for the already operating organizations as one of the biggest challenges. In some cases, the need to (re)think the structure and work procedures has been perceived as restricting the freedom of action and interpreted as an authority involvement in the internal affairs of the organization. The consequence was the emergence of an organizational "double" discourse, which represents making a clear distinction between what is "written on paper" and "what happens in reality, in the organization". Inside the newly established organizations at that time, the resistance was lower because the legislative principles have been accepted as fact and considered a to lesser or greater extent in the process of service development.

• Segregation at human resources level: (a) a dichotomy between specialized personnel – non-specialized personnel (a clear segregation between staff with specialized higher education in social fields and people without higher education or with an education in another domain), (b) a dichotomy between secular staff - clerical staff (differences manifested at all levels - values, behaviours, attitudes, emotional manifestations. This segregation determines the inefficiency of joint activities (due to different reference systems), a tendency towards a natural selection based on similarity of the teams and where collaboration is mandatory, the tendency of separation between different "camps", with repercussions on the quality of the results and on the beneficiaries .

• A differentiated and extreme attitude towards external resources: on one extreme, there are the organizations aware of the potential of external environment, which is integrated at various levels: as a supplier of funds, as a provider of resources (both financial and especially materials, services, labour, consultancy. This organization is very visible in the community, lobbying and involving members directly in its activities). External resources are seen also as a provider beneficiaries and implicitly, of financial

resources (these organizations support themselves due to the contribution they receive for their services). At the other extreme, there are the "closed" organizations, very selective and reluctant to the environment and community in which it operates. Usually, their financial needs are already met and the community support is seen as unnecessary in this regard.

In terms of *organizational change processuality,* data analysis revealed that:

• The change agents are most of the time, external parties, engaged or involved within an organization with a different purpose than the implementation of a change process. Another type of change agents are represented by the highly educated staff. Although these changes are generated and implemented on a small scale, being the so called incremental changes, due to their nature and quantity, they represent a significant resource for organizational development.

• Management is the main source of resistance to change. Although the interest or commitment regarding organizational development of managers cannot be questioned, the attitude towards change is driven by the personal limitations and the perceived implications of these changes. The management resistance to the staff suggested changes is caused primarily by the different view on the work processes and on the meaning of social services. This situation is best represented by the difference between specialized help and philanthropy, between the help "from the heart" based on feelings, and the help as an investment in the growth and development of the client.

• The change and organizational development processes were marked primarily by a lack of coordination and the absence of a change agent to assume the design, implementation and evaluation of the entire process. In those situations where this change agent was involved, he/she did not receive the key stakeholders support and had no or scarce access to the key resources. The coalitions created to support the change were not strong enough and failed to include the key people in the organization, therefore the change was in force as long as its supporters were active in the organization.

• Most of the changes have taken place in organizational areas like technology, physical space, internal structure, methodology, extern relations and the organizational culture.

• The main feature of organizational changes in this period is the high number of tranformations on a relatively short time. During two to three years, organizations have had to change internal operating structure, work processes and sometimes to undergo major restructuring such as redefining of mission and main services.

• The large number of changes per time unit as well as the fact that these were imposed from the outside, determined organizational resistance. In some cases, the changes were adopted only superficially, as a form of temporary adaptation to these conditions, but they were not internalized and integrated within the operational side of the organization. This is the situation of false changes, "on paper" changes, expressed only in relation to authorities and external evaluators, without being really implemented in the organization structure.

• Most of the time, the change was not a process in itself, with purposes and objectives, but a means to achieve other aims and to respond to the external environmental influences and pressures. In many cases, it was associated to the change agent, working as long as he/she was present and supported the efforts in this regard.

• Based on the difference between the structural, formal side of the organization and the internal one (values, beliefs, feelings, perceptions, attitudes), one can see that the changes were directed exclusively towards the visible and operational area. Due to lack of time, interest, resources and especially support from management, change agents could not cover the informal aspects. This was the main reason for the short persistence in time of many of the changes and their dependency on their promoters.

• Organizations with a sustainable development, relied constantly on that type of changes such as fine-tuning and incremental adjustments, unlike organizations which undergone changes as a response to a "crisis". This led mostly to a forced or disproportionate development.

Regarding the *analysis of organizational development stage* for the organizations involved in the qualitative research, in order to analyze the process of development and also the development stages, the graphical representation proposed by Renzi (1996, author of the toolkit of organizational development) was used. An example is shown in the figure no 31.
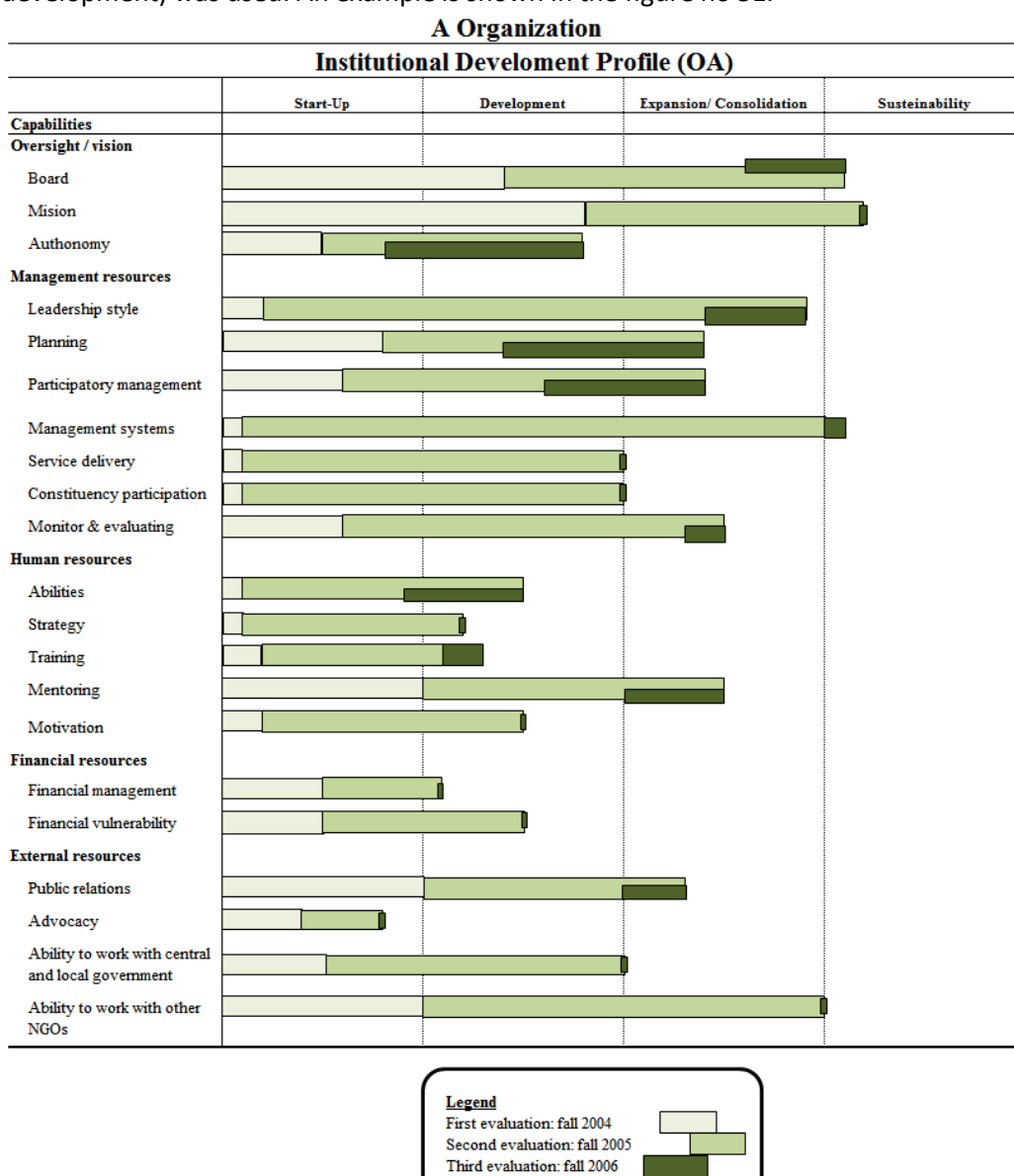

Figure no. 5. The profile of organizational development (OA)

The main results of the analysis showed that, despite the long functioning history, the vast experience and the achieved results, the stage of development in terms of organizational maturity is still at the start-up level or in the developmental phase.

Regardless of the quality of service delivery, of the image they have in the social services sector, these organizations failed to reach a stage of sustainability or even consolidation, which makes the organization vulnerable to environmental factors, or at risk of dissolution or low quality services.

This can be justified on the one hand, by the lack of operational models, the closed nature of the organization and the lack of vision or interest of the founder or the board.

Another significant observation refers to a low priority given to human resources and HR management. The main efforts are oriented towards beneficiaries, fundraising, project development, etc., without considering the staff, the main promoters that essentially lead to the achievement of all goals.

One of the reasons for this situation lies in the mentality according to which, if someone chooses to work in social services area, means that he/she is intrinsically motivated, that she/ he finds satisfaction in the work itself, in the results and not in the extrinsic factors such as remuneration, compensation and other benefits that the organization can offer. In other words, management expects from the employees / volunteers to motivate themselves, the salary offered by the organization being considered the highest benefit provided. According to Meyer and Allen's model (1991 in Elias 2008), the type of motivation encouraged in these organizations is not an affective one (based on identification with the organization and willingness to work within) but a continuity one (people remain in the organization because they need to, because of the impossibility of find a new job, because it is comfortable, because it is an experience that can help in the future job search etc.).

4.3. The grounded theory

The assumed role of the informal leader of the organization, together with the reasons that led to organization' establishment, determines the organizational management style which can be characterized as religious, based on good intentions and theoretical-applied. According to the applied management principles, the degree of openness towards involving specialists and the professionalization of the organization are different. On the other hand, specialists inside the organization influence to a lesser or greater extent the style and management principles.

All these factors generate an "organizational self-conscience", an implicit organizational reality which incorporates its basic principles and strategies. This " organizational self-conscience " occurs in an environment perceived as being negative and is significantly influenced by the type and amount of funds to
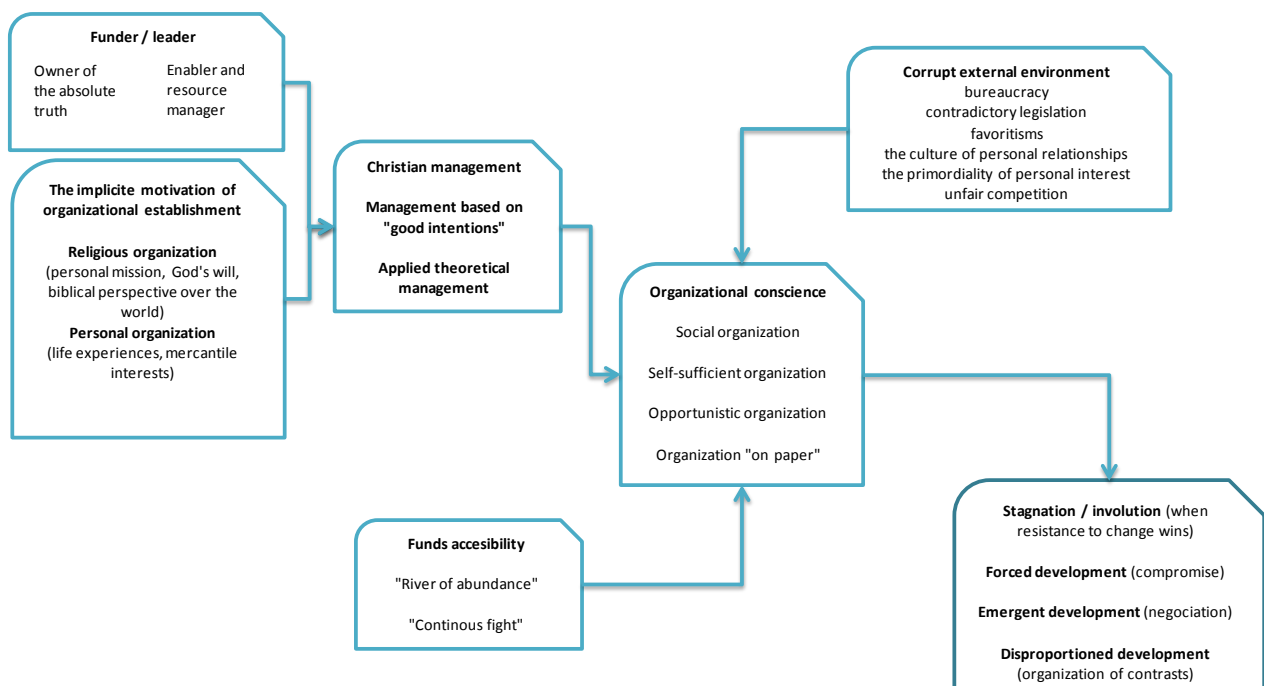

Figure no. 6. Diagram presenting the grounded theory based on qualitative and quantitative analysed data

which the organization has access.

Finally, the type of management and the type of organization determine a development trajectory which can be: hindered by the resistance to change (stagnation, involution), which can have a forced development, following successive compromises, which can be disproportionate (some organizational area are more developed compared to others), or which can have an emerging, natural development, provided by the negotiations regarding change, its integration and adaptation in the traditional context of the organization.

Setting the two types of leaders at the beginning of the theory and their causal role are supported by Palmer, Dunford and Akin (2009, p.10) who argue that "each person operates with an image or mental model about what considers being feasible"; this determines the fact that "the images we have of change itself and how it should be done, and what we think about the role we have in this process, affect how we approach change and the results we get. ".

The leader as "the owner of the absolute truth" is characterized by a set of principles, deeply rooted in the his culture of origin. The reality is then filtered according to their own personal experience and capacity of understanding. They establish a series of labels and categories to which they relate every information and based on which they take decisions and act. Furthermore, at this level they manifest also a sense of invulnerability in front of the public authorities or institutions of control, supporting their non-compliance decisions with contempt. The sense of superiority comes from the belief that as long as he/ she had the initiative and invested to establish an organization that helps other people - this makes him/her a model of altruism and behaviour. Their reactions to the pressures for change are usually negative, vehemently opposing any actions that threaten their status, reduce their control over the situation and involve the decentralization of decision making.

The leader as a resource manager takes a position which implies continuous search, curiosity and discovery. He / she assumes no rights and powers and sees the functioning of the organization as depending on a multitude of factors which need to be taken into account. He/she is aware that it not possible to have all existing information and therefore accepts to rely on partners, employees, other institutions and organizations, various written materials - as sources of information in decision making and strategy setting. Work processes are predominantly participatory, involving several hierarchical levels both as information providers and as decision-makers .

All organizations are established with a stated goal, usually consisting of providing support within a social need or problem. Depending on this, programs, services, activities, etc. are developed. Nevertheless, implicit reasons, personal factors or influences that led to the organization establishment or to assuming a leading role are actually the elements that will truly influence the purpose fulfilment and the organization itself.

The establishment of the *the religious organization* is based on spiritual motivations, being created as a tool to fulfil a religious mission. This kind of organization is supported materially, with information and with working models through a religious cult (domestic or foreign), the senior staff in the organization is chosen based on "charisma", and its function is based more on biblical principles than on professional ones.

The personal organization is founded by people who have gone through a distressing experience or have experienced a problem without an accepted solution at that time. Choosing to fight for this and in association with people in similar situations (to facilitate access to resources and distribute the information), the founder (founders) find themselves in the position to manage and coordinate the

organization itself. At the other extreme, the personal organization comes to fulfil some personal, purely mercantile and materials interests: from registering their cars to avoid the payment of taxes or pollution tax, to the transfer of illicit funds or in order to "cover" other activities more or less legal.

In regard to the *types of management,* these can be summarized according to table no 18.

Table 3.Summary of the main types of management

Christian Management	Management based on "good intentions"	Applied theoretical management
The divine will matters.	The will of people who wants to do good (regardless of whether knowledge or skills to do so) matters.	The needs of all those involved are considered.
Relate to biblical patterns of behaviour / decision making.	Relate their own patterns of behaviour / decision making or to the circle of friends.	Behaviour / decision-making behaviours which were scientifically validated.
The results of past actions are attributed to the divine support.	The results of past actions are attributed to personal experience and value.	Past results are attributed to the team and all involved factors.
Manager as "shepherd".	Manager as a "Good Samaritan".	Manager as facilitator.
Decision making through prayer and divine revelation.	Decision making - based on the spur of the moment.	Standardized decision-making process.
Staff uniformity: "we are all equal before God".	Differentiation based on performance but in the absence of clear and transparent criteria.	Each position has its own performance criteria, benefits and compensation system.
Employees and partners are selected based on religious criteria (membership of the same religious cult).	Staff and partners selection on the basis of similarity in interests and way of thinking.	Select staff and partners on the complementarily principle (what difference can be brought, other than what the organization already has)

The concept of "organizational conscience" appeared through analogy with the term self-awareness, thus representing how the organization perceives itself.

This concept includes the image which management and staff have about the organization, the type and characteristics that distinguishes it from other organizations.

Organization "on paper" react similar to this material. Equally it can be called "paper organization" because it is the only environment in which it operates.

Opportunistic organization is set to achieve a broad goal, targeting one or more categories of beneficiaries and involving people from diverse backgrounds. It has very loose organization boundaries, is open and highly receptive to the environment. Opportunistic organization is similar to modelling clay, changing its shape, orientation depending on opportunities.

Self-sufficient organization is an organization with a style and a set of very well defined and deeply rooted principles. It is an organization with many traditions, a strong internal culture and less open to outside influences. Once a working method is tried and tested, given that provides the desired results, it is adopted and future improvements or adaptations are hardly accepted.

Social organization represents the ideal way of functioning, integrating the positive aspects of the other types of organizations. It is flexible and open towards the outside environment, but manage to maintain its own identity. In this organization the external influences are taken into consideration, analyzed and integrated into the form and extent to which they are beneficial.

The access to financial resources has a major influence not only on the development of programs and projects, but also in terms of how the management systems are formed and how will the organizational structures function. The type and amount of funds affect the mindset of management and staff, the principles which guide them and how they relates to resources.

The practical experience lead to the identification of two major categories: *very accessible funds* for which no special effort should be made. These funds are stable, relatively high, covering operational needs of the organization. On the other side, there are the *less accessible funds* or the funds requiring a great effort to be accessed.

The managers' personality structure, along with the motivation which determined the establishment of the organization generates a certain management style. Under the influence of the environment and the types of funds that can be accessed by the organization, a certain model of organization develops. The simultaneous action of these factors creates a certain type of long-term development.

A manager that "owns the absolute truth", a management based on goodwill or management within an self sufficient organization, with easy access to resources will lead to *stagnation or even an involution* at organizational level.

The forced development occurs in any of the presented organizational types, regardless of motivation or management style. This can occur under the influence of both external and internal factors, usually incorporating a working model, behaviour or strategy that is not agreed. The fact that implementing change can not be avoided, determines either a hybrid system that incorporates both perspectives or the implementation of the new model for work / behaviour, followed by the return to the initial work style as the external or internal pressure disappears.

The emerging development occurs slowly, through natural integration of both external influences and staff approaches and suggestions. Addressing the specific situation as an opportunity, analyzing all stakeholders, effective communication at all levels, planning-based work style, information dissemination - all these lead to a continuous development, quickly accepted and supported internally.

Disproportionate development occurs when certain organizational area rapidly develops and operates effectively, while the others are left behind and do not benefit of significant time, financial and resources investment.

Chapter V - Conclusions and personal reflections *addresses the issue of development of NGOs in child protection in terms of the general objectives set out in the initial phase of the research.*

Regarding the **first objective of the research** *(creating an analysis model regarding change and development in NGOs working in child protection),* it can be concluded that the use of the perspective "from inside", together with a grounded theory approach is a viable, useful and adapted to the specific of NGOs working in child protection method. Its advantages are: the provision of a large quantity and variety of information in a raw form, unfiltered by the subject in relation to the research objectives or in terms of social desirability. The disadvantages of this model refer to its limited applicability, the fact that it is suitable

only for small-scale qualitative analysis. On the other hand, it may represent the basis, the starting point of a more extensive research.

Regarding **the second objective of the research** *(identifying the types of changes implemented in the NGOs working in child protection),* these are highlighted by both the quantitative research (the increase in the number of employees, constant activity, the involvement of a growing number of volunteers, a relatively small investment in training staff but with an upward trend in 2006 and 2010, a wages increase, a tendency to serve a growing number of beneficiaries, etc.) and the qualitative research, where significant changes were made in the three major sectors: human resources, financial resources and external resources. An essential aspect of change is related to organizational culture change. The legislative pressures,the selection criteria imposed in competition for funds, the availability of specialists in social area and a growing visibility of this profession have resulted in a pressure to build new values, principles, new approaches to social work. The predominant change was from a "people culture" to a "task culture" (Handy 1995), excepting the religious organizations which resisted to these external influences.

The third objective *(identifying the environmental factors which led, supported or hindered the process of change and organizational development)* was achieved by linking PEST analysis with the quantitatively evolution of the non-profit child welfare system and with the internal transformation observed during qualitative analysis. Therefore the way NGOs developed in the period prior to the apparition of quality standards represents a product of a multi-problematic environment, of created and mediatised perceptions and maintained at society level by the lack of a formal and well defined working framework. This resulted in an avalanche of well-intended persons, interested to help in relation to their own mentality, their own material and intellectual resources and their availability.

The same phenomenon of international involvement in the implementation of social policies and Romanian welfare system can be seen both at national and at organizational level. Many organizations in the child protection system were set up with foreign funds and management, based on their perceptions, without taking into account the opinion of the local community representatives. This was in part fuelled by lack of expertise in the early years after the Revolution, by the disorganization, confusion and transformations of the society at that time.

Related to this, none of the organizations has undergone a transformation model based on choice, internally initiated and supported and promoted later in relation to the environment.

Given that the organization W, while working in a stable, well developed economy, with access to many resources, stagnated and even regressed, one can say that the role of the environment in supporting organizational development is small compared to the internal factors as leader personality and structural characteristics of the organization.

In terms of the *internal factors influencing organizational change and development* **(fourth objective** of the research) a main influence factor was represented by staff. Re-establishing the social work university education and the professionalization of this activity, lead to an increasing pressure on the organizations. To this is added a legislative pressure to involve specialists in providing specialized social services.

In terms of the *development stage of NGOs* **(fifth objective),** most organizations are in a stage of transition from intuitive management (based on models, images, perceptions of the past and the direct experience of individuals) to an analytical management (based on work processes and clear strategies, supported by specialists, consultants and staff specialized in management).

In regard of the **sixth objective** (*the typology* of *NGOs working in child protection depending on the stage of development and internal specific elements),* alongside the categories highlighted in the grounded theory area, one more segmentation can be observed, between the "old guard" and the "new guard". The old guard was established before the quality standards, having operated according to their own working principles. The publication of quality standards and professional principles (through the establishment of higher education institutions in social work) leads, after many conflicts and resistance - to the adoption of these standards (to a greater or lesser extent) or to the dissolution of the organization. The organizations part of the "new guard" were established after the development of the legislative rules. The quality standards were perceived as a given, as a necessary course of activity. In this situation there was no question of resistance to change and there were no frustrations about the need to change existing and functional work flows. Notions as efficiency, quality standards, assessment, working procedures etc. were seen as ways to support the organizational functioning, sustaining the development of the organization.

In terms of the experience of research and thesis writing, the key issue refers to the fact that this approach represented for me, beyond its scientific character, also a personal development opportunity. The important challenges referred to: the amplitude of his subject and the fact that it can be approached from multiple directions. That made it difficult choosing the methodology, in the initial phase of the research. Other difficulties were determined by using the grounded theory methodology which requires an 'ability to tolerate a certain degree of ambiguity (...) " facing the "acute need to avoid uncertainty as to conclude quickly research "(Strauss and Corbin (1998, p.6). The huge amount of data sometimes made it difficult to maintain the "red thread" of the research.

The main elements of novelty and originality of this work are: *the design research* (the approach of the development of NGOs working in child protection through a grounded theory approach), *the instrument used (The toolkit for organizational development* (Renzi 1996) which has been applied in many countries and cultures but not in Romania), *the results (*the development of a grounded theory on the functioning and organizational development, with direct applicability to the Romanian NGOs in child protection) and the *analytical perspective* (looking beyond the exploratory approach and identifying the reasons and causes behind choosing a particular route of organizational development).

In conclusion, due to its vast and complex feature, this study may represent a starting point, a foundation for further research in this area.

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