

**BABEŞ-BOLYAI UNIVERSITY**

**Faculty of Economics and Business Administration**

**Doctoral School of Economics and Business Administration**

# **Doctoral thesis**

Graduate,

**Mihai-Ciprian LUŞCAN**

Scientific coordinator,

**Prof. univ. dr. Răzvan Liviu NISTOR**

**2025**

**BABEȘ-BOLYAI UNIVERSITY**

**Faculty of Economics and Business Administration**

**Doctoral School of Economics and Business Administration**

**Doctoral thesis**

Management within Non-Governmental Organizations of  
ethnic minorities in Romania

Graduate,

Mihai-Ciprian LUȘCAN

Scientific coordinator,

Prof. univ. dr. Răzvan Liviu NISTOR

**2025**

## **Resume**

The research analyze the efficiency of non-governmental organizations through an empirical approach.

The study focuses on identifying the main factors that influence NGO performance, from an internal perspective, including organizational strategy, available resources, the staff's and leadership's attitude toward the organization's goals, as well as the impact of socio-demographic variables on the perception of efficiency.

Also investigates the relationships between organizational structure, decision-making processes, and overall performance, thus providing insights into the internal dynamics of these entities.

Explores the impact of employees' education level, access to financial resources, and the clarity of organizational strategy on the perception of efficiency. The findings contribute to improving NGO performance and to the development of sustainable models for management and resource optimization.

The importance of this research lies in its theoretical contribution to the existing literature on NGO management, as well as the practical applicability of its results, thus offering both academic and operational value.

The conducted research focuses on three main objectives:

1. Identifying the factors that influence the effective functioning of NGOs.
2. Analyzing the impact of socio-demographic and professional variables on NGO performance.
3. Identifying the main challenges faced by NGOs.

The structure of this thesis reflects a complex and integrated research approach, articulated around five main chapters that combine theoretical foundations, contextual analysis, case studies, and empirical research.

Each chapter is designed to progressively contribute to the general objectives of the work, maintaining a balance between conceptual rigor and practical relevance.

The first chapter is dedicated to the theoretical framework of NGO management, analyzing key concepts, leadership models, and performance indicators specific to organizations in this field.

The second chapter brings into focus the socio-demographic context of ethnic minorities in Romania and explores in depth the contribution of NGOs in supporting these communities.

The third chapter introduces an applied analysis of ethnic NGO performance through relevant national-level case studies, while the fourth chapter centers on the original empirical research, conducted using both quantitative and qualitative methods.

The final chapter is reserved for general conclusions, personal contributions, and suggestions for future research directions.

The proposed structure supports an approach in which theoretical analysis provides the necessary framework for understanding the investigated realities, while the empirical component confirms and expands upon the directions outlined in the literature.

The sequence of chapters reflects a natural evolution from general concepts to applied case studies, enabling integration between the conceptual and practical dimensions.

Each part of the thesis contributes to building a solid analytical perspective, offering clear reference points for understanding the functioning of NGOs in the context of ethnic minorities. The concern for coherence, practical relevance, and theoretical grounding is consistently reflected in the structure of the thesis, highlighting a sustained effort to connect scientific research with real-world social dynamics.