Human Resource Management for Sustainable Development – Solar System for NGO of Fabiana Sciarelli

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Abstract: Which are the main resources of a country? Which of the resources are really needed for a sustainable development? The new theories of sustainable development and ecological economics induce us to a more complete view of the pillars of sustainability.

Human capital is increasingly considered as one of the main factors of development, both as work and as capital created by man, also in the field of sustainability. This paper follows the literature that considers the human capital a fundamental territorial resource in order to promote and support development, starting from the scientific belief that one of the main issues for the development of territories is often related not to the search of the human resources, but to their management.

We made an analysis both in a qualitative and a quantitative approach about NGO (Non Governmental Organisation) Terre des Hommes Core Trust. This organization, founded on April 18, 1994 in Thiruvannamalai (Tamil Nadu-India), plans and manages projects in the field of education, sport, vocational training and support to new business, creating, in an area with more than two million inhabitants, a slow but steady development process. This analysis shows a strong correlation between a centrifugal model of relationship with shareholders and stakeholders and an epidemic pattern of relationships for development and sustainability. Deepening the link between the organizational plan, the management of internal and external relations and a sustainable development of a territory, the embryonic pattern that emerges from the TdHC analysis is a spontaneous model. This model, which originated in an individual perspective, during the last 20 years has been unconsciously transformed in a divisional centralized structure, with some characteristics of human resource management that are very strongly related to some aspects of clan form. This paper studies the management of relations of the NGO with the inside - looking for a form of human resource management that supports sustainable development - and with the outside - with essential figures such as donors, institutions, clients, banks, universities - basic tools for the creation of an epidemic development through space and time. At end of the work, even thanks to a comparison with other non-profit organizations and traditional structures, we defined a system of human resource management which is both specific and replicable by organizations in the various steps of the development of less-favored areas.

Key Words: Human Resource Management, Matrix, Clan, Adhocracy, Trasformational Leadership.

Summary: 1. Human resources for sustainable development; - 2. Human resources management (HRM) – 2.1. The Organization, 2.2. Organizational Culture, 2.3. Leadership styles, 2.4. Human Resource Management in NGO; 3. Terre des Hommes CORE; - 3.1. TdH Core Organizational Structure, 3.2. TdH Core Organizational Culture; 3.3 TdH Core Leadership Style 4. Model of HRM for Sustainable Development: Solar System for NGO; 5. Conclusion; References.

1. Human resources for soustainable development

The definition of sustainable development is not univoca, even within the scientific community. Indeed, some emphasize its historical origins, some others its political, economic, social, cultural aspects, finally others use multidisciplinary approaches.

The first definition of sustainability may be found in the Bruntland Report (1987) that has also been used by the ONU World Commission on Environment and Development (WCED): "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

A later (and more comprehensive) definition of sustainable development has been provided in 1991 by the World Conservation Union (WCU), United Nations Environment Programme (UEP) and World Wildlife Fund for Nature (WWF), according to which it is: "Improving the quality of human life while living within the carrying capacity of supporting eco-systems".

Nel 1994, l'ICLEI (International Council for Local Environmental Initiatives) ha proposto un'ulteriore definizione di sviluppo sostenibile: " Development that delivers basic enviromental, social and economic services to all residences of a community without threatening the viability of natural, built and social system upon which the delivery of those systems depends".

Finally, in 2001, UNESCO widened the idea itself of sustainability, assessing that: "Cultural diversity is as necessary for humankind as biodiversity is for nature. (…) Cultural diversity widens the range of options open to everyone; it is one of the roots of development, unders- tood not simply in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emo- tional, moral and spiritual existence".[1]

In consonance with the UNESCO definition, sustainable development may be considered as a process that is based on 4 pillars: ecology, economics, equity and cultural diversity.

Moreover, a sustainable and balanced development path should rest on a strategy able to allow the coexistence of five factors of a virtuos cycle: Living standards, Health, Education, Quality and Persistence.[2].

The absence of one of these factors, as shown by many cases, determines a vicious cycle that may worsen the problems of a country rather than solving them. The development model to which a government should aim to is a complex, complete, balanced and sustainable one. In order to support governments in this development strategy, civil society can play a fundamental role.

Human resources are a core component of the development of a country. Both capital and natural resources are passive factors of production. Human beings gather capital, use natural resources, build social, economic end political organizations and are the real actors of development. New theories on sustainable development and ecological economics lead us having a widre approach to the real factors of sustainability. Human capital (both as human work and as capital created by men) is becoming more and more important and is now considered as a fundamental tool for long-lasting development.

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[1] Art 1 and 3, Universal Declaration on Cultural Diversity, UNESCO, 2001.
[2] Rinaldi A., Sciarelli F. (2015), Economic and social causes for a late development: a comparison between India and Ethiopia, SIBR 2015 Osaka Conference, Osaka.

After the Second World War, human capital has been undervalued as a country's development tool, mostly in the poorest countries. Since they had to face many issues related to the struggle for existence of their population, education was considered as a luxury good that existed only within the preserve of the richest countries. The real aim of the so-called third world countries was, during those years, increasing productivity and that goal could have been reached by modernizing productive processes, factories, use of resources and so on. Industrialization and infrastructure development are based on gathering the needed capital and so the increase of savings and international aid are seen as the main tool for development.

Indeed, great part of literature[3] proved the correlation between investment and economic growth in many western industrialized countries.

During the early sixties a surprising reversal of the development theory began. Many researches showed that investments are just one of the factors of development and that there were many other factors that could start and support a development process, like education.

Other economic growth studies revealed that only a part of it can be explained by the amount of investment. Other factors appeared at least as important for the development.

Some economists found a strong relationship between primary education and GNP; others asserted that higher education was the key factor; others argued that general literacy is the cornerstone.

Assuming that the level of education bears a causal relationship to economic growth, economists started to see "investment in human resources", as a precondition for economic development.

In 2012, Human Development Index (HDI) globally improved. During the last decades, many countries all over the world reached higher levels of human development. Clearly, human development growth rate has been faster in less developed countries. However, real progress needs something more and great attention should be paid to income inequality, unsustainable consumption models, high military expenses and scarce social cohesion. A balanced development path should, then, imagine as the first step the increase of capabilities of human resources.

Many economic theories link globalization and development. Some of them consider a bottom-up development process, while others focus on a top-down development process. Globalization is an example of a top-down process that is related to big trends and models like westernization, internationalization, marketization and education needs. Bottom-up development focuses on the fragmentation, the inequalities and the socio-economic gap that arise from a fast development process.

While Taylorism rested on the idea that organization could not allow workers to move from their own role within the organization itself, nowadays development inequalities don't allow people coming from different countries to build the same professional skills. So, many emerging countries outsource skilled labour force, reinforcing this vicious cycle.

Finding, training and managing human resources is a priority issue of developing countries, especially in the rural areas.

2. Human resources management (HRM)

2.1. The Organization
Anthropology, Sociology, Economics, Political Science, Psychology and Management, they all analyze organizations. For example, social psychology studies in-group and out-group socialization

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[3] The most popular is *'The stages of economic growth' of Rostow*, 1959.

processes, economics studies the consumers' choices, political science analyzes the links between authority and functioning as the quality of the administrative system, management studies business organizations. Many different theatrical approaches also determine several points of view on the organizations.

Organizations are open systems that use a group of people who want to reach one or more common objectives that they could hardly reach if they were alone.

Blau and Scott's (1962)[4] define a formal organization as a purposive aggregation of individuals who exert concerted effort toward a common and explicitly recognized goal. Simon (1945)[5] point out that individuals within organizations rarely have a common understanding of goals. Coase (1937)[6] and Williamson (1975)[7] view an organization such as a corporation that exists because it can mediate economic transactions between its members at lower costs with respect to a market mechanism.

March and Simon's (1958)[8] argue that an organization exists as long as it can offer its members inducements which exceed the contributions it asks of them. This position does not explain how an organization can create a whole which is much greater than the sum of its parts to the point that it can give them more than they contribute.

Organizational structures are defined by Child (1977)[9] as comprising all the tangible and regularly occurring features which help to shape the behavior of its members.

Finally, according to Armstrong and Stephens (2008)[10], organizations are open systems which are continually dependent on and influenced by their environments and that may transform inputs into outcomes. There are some basic issues faced by organizations are these issues are related to structure, relationships, and interdependence. The Tavistock Institute developed a socio-technical model that led to the development of a basic open systems theory which states that, in any organizational system, technical aspects are interrelated with human and social aspects, focusing on the relationships between the technical processes of transformation within the organization as well as the organization of work groups and the management structure of the organization[11].

Many scholars would refer to Blau and Scott's (1962)[12] definition of a formal organization as a purposive aggregation of individuals who exert concerted effort toward a common and explicitly recognized goal. Yet we can hardly accept this defi- nition whole, suspecting as Simon (1945)[13] has that individuals within organizations rarely have a common understanding of goals.

Another point of view is by Coase (1937)[14] and has recently been developed by Williamson (1975)[15]. In this view, an organization such as a corporation exists because it can mediate economic transactions between its members at lower costs than a market mechanism can.

Others would refer to March and Simon's (1958)[16] argument that an organization will exist so long as it can offer its members inducements which exceed the contributions it asks of them. While this position explains the conditions under which an organization may continue to exist, it does not explain how an organization can create a whole which is so much greater than the sum of its parts

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[4] Blau P. M., & Scott W. R. (1962), Formal organizations: A comparative approach. Chandler, San Francisco.

[5] Simon H. A. (1945), Administrative Behavior, Free Press, New York.

[6] Coase, R. H., (1937), The nature of the firm, Economica, new series, 4.

[7] Williamson, O. E. (1975), Markets and Hierarchies: Analysis and Antitrust Implications. Free Press, New York.

[8] March J. G., Simon H. A. (1958), Organizations. Wiley, New York.

[9] Child J. (1977), *Organization*, Harper & Row Limited, New York.

[10] Armstrong, M., & Stephens, T. (2008). *Management and leadership: A guide to managing for results.* (2nd ed.). Kogan Page, London.

[11] Lewin K. (1951),Teoria e sperimentazione in psicologia sociale, Il Mulino, Bologna, 1972.

[12] Blau P. M., & Scott W. R. (1962), Formal organizations: A comparative approach. Chandler, San Francisco.

[13] Simon H. A. (1945), Administrative Behavior, Free Press, New York.

[14] Coase, R. H., (1937), The nature of the firm, Economica, new series, 4.

[15] Williamson, O. E. (1975), Markets and Hierarchies: Analysis and Antitrust Implications. Free Press, New York.

[16] March J. G., Simon H. A. (1958), Organizations. Wiley, New York.

that it can give them more than they contribute.

Child (1977)[17] defines organizational structures as comprising all the tangible and regularly occurring features which help to shape the behavior of its members.'

According to Armstrong and Stephens (2008) [18], organizations are open systems which transform inputs into outcomes and are continually dependent on and influenced by their environments. Basic issues faced by organizations are those relating to structure, relationships, and interdependence. The socio-technical model developed by the researchers at the Tavistock Institute led to the development of basic open systems theory which states that in any organizational system, technical or task aspects are interrelated with the human or social aspects, focusing on the relationships between the technical processes of transformation within the organization as well as the organization of work groups and the management structure of the organization[19].

Anyway, according to many of the definitions we have seen since now, organizations consist of people working cooperatively together. Theories usually consider as organizational variables:

•   Organizational structure;
•   Organizational culture;
•   Leadership Style.

Organizational structure depends on the kind of activity and on the characteristics of external environment, as well as from its duration and the dimensions of the enterprise[20].

The structure is the form taken by the function[21]. In connection with the tasks of the organization, its structure may change. In any formal organization, relationships are described in the form of organizational chart which sets out lines of command and control. In informal organizations, relationships can be described in terms of networks which involve cooperation, communication, and exercise of power and authority[22].

We will see later on that NGOs tend to use organizational structure simple, centralized or decentralized, functional, divisional, per project, with a form matrix and hybrid, like profit enterprises. Organizational culture and leadership style are the main peculiarities of the third sector.

2.2. Organizational Culture

Organizational culture may be defined as a common set of values and beliefs that are shared by members of an organization which influences how people perceive, think, and act[23].

The organizational culture has two dimensions: cognitive and symbolic.

The cognitive dimension may be defined as "a socially acquired and shared system of cognitions that provide the actors with the mental schemes that they may use in perceiving, interpreting, valuing, acting", while its symbolic dimension may be defined as "the structure of significance that human beings use in order to interpret their experience and drive their actions"[24].

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[17] Child J. (1977), *Organization*, Harper & Row Limited, New York.

[18] Armstrong, M., & Stephens, T. (2008). *Management and leadership: A guide to managing for results.* (2nd ed.). Kogan Page, London.

[19] Lewin K. (1951),Teoria e sperimentazione in psicologia sociale, Il Mulino, Bologna, 1972.

[20] Greiner L.E. (1972), *Evolution and Revolution as Organizations Grow*, Harvard Business Review, luglio-agosto 1972.

[21] Leonardo da Vinci.

[22] Armstrong and Stephens (2008).

[23] Schein, E. H. (1992). *Organizational Culture and Leadership*. Jossey-Bass Publishers, San Francisco.

[24] Galiardi P., Monaci M. (1997), La Cultura, in *Manuale di organizzazione aziendale*, Costa G., Nacamulli R.(a cura di), UTET, Vol. 2, Torino.

In other terms, organizational culture is a structure of significance codes that are expressed within a symbolic system that direct the behavior of organizational actors, both on the occasion of unique and extraordinary events and on the occasion of daily activities and interactions[25].Every power, exchange and sharing relationships within the organization are influenced by the organizational culture.

We may identify three different levels of the organizational culture[26]. The first level is the most immediate one, the one you can feel as soon as you enter an enterprise. The second one is related to ideologies that guide individual and collective behaviors and they arise from a combination of beliefs and values. The third one is the latent one.

In order to understand the deepest level of a culture, one has to analyze the values that have been shared from the founder of the enterprise at the very beginning, that probably are the factors that determined the success of the company. Indeed, organizational culture is dominated by those very fundamental values.

Culture becomes a basic set of assumptions that guides an organization's social relationships and are moderated by an unspoken socialization process, which is often taken for granted by vested members. This value system is used as a reference by members as they make decisions in the performance of their duties. Moreover, organizational performance has been directly linked to organizational culture[27] .

A part of the literature on organizational culture tends to give a always positive representation of this business dimension and assumes a limited capacity of the management to shape and manipulate it according to the strategy.

But the reality is that organizational culture can come into conflict with the strategy, because, especially if it is strong and stable for some time, is inflexible in relation to external changes. In these cases, organizational culture becomes an obstacle to the strategic adjustment of the company[28] [29].

Organizational culture is the archetype of the sharing relationships.

All these factors, combined in different ways, produced three basic mechanism of mediation of control: markets, which are efficient with low performance ambiguity and high goal incongruence; bureaucracies, which are efficient with moderately high goal incongruence and performance ambiguity; and clans, which are efficient with low goal incongruence and high performance ambiguity.

Ouchi[30] (1980) differentiates markets, bureaucracies, and clans through two dimensions: their underlying normative and informational requirements.

To ensure that the network is operating efficiently, without unnecessary costs of performance testing and monitoring, normative requirements shall relate to the social agreements that all members of the transactional network must share. A norm of reciprocity, according to Gouldner (1961)[31], is one of only two social agreements that have been found to be universal among societies across time and cultures.

The informational requirements of each type of control are prices, rules, and traditions. Prices are a form highly sophisticated for decision making, but difficult to evaluate correctly.

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[25] Costa G., Giubitta P. (2008), Organizzazione aziendale, Mc Graw-Hill, Milano.
[26] Schein, 1985.
[27] Berrio, A. A. (2003), An Organizational Culture Assessment Using the Competing Values Framework: A profile of Ohio State University Extension, *Extension Journal*, Ohio.
[28] Compagno C. (1997), Il cambiamento e l'innovazione, in Costa G., Nacamulli, vol.2.; Consiglio S. (2000), Il cambiamento organizzativo, in Mercurio R, Testa F..
[29] Compagno C. (2003), Piccole e medie imprese in transizione, UTET Libreria, Torino; Corbetta G. (a cura di) (2005), Capaci di crescere. L'impresa italiana e la sfida della dimensione, Egea, Milano.
[30] Ouchi W. G. (1980), Markets, Bureaucracies, and Clans, Sage Publication, New York.
[31] Gouldner, Alvin W. 1961 "The norm of reciprocity." American Sociological Review, 25.

Traditions are not explicit rules that govern behavior. They are not stated and all new member will not understand them easily. The set of traditions in a formal organization may produce unwritten rules on how that organization should work . A member who deduces the rules can produce a very complete form of control.[32]

Fig. 1 - Competing Values Framework

FLEXIBILITY

clan	adhocracy
hierarchy	market

INTERNAL FOCUS   EXTERNAL FOCUS
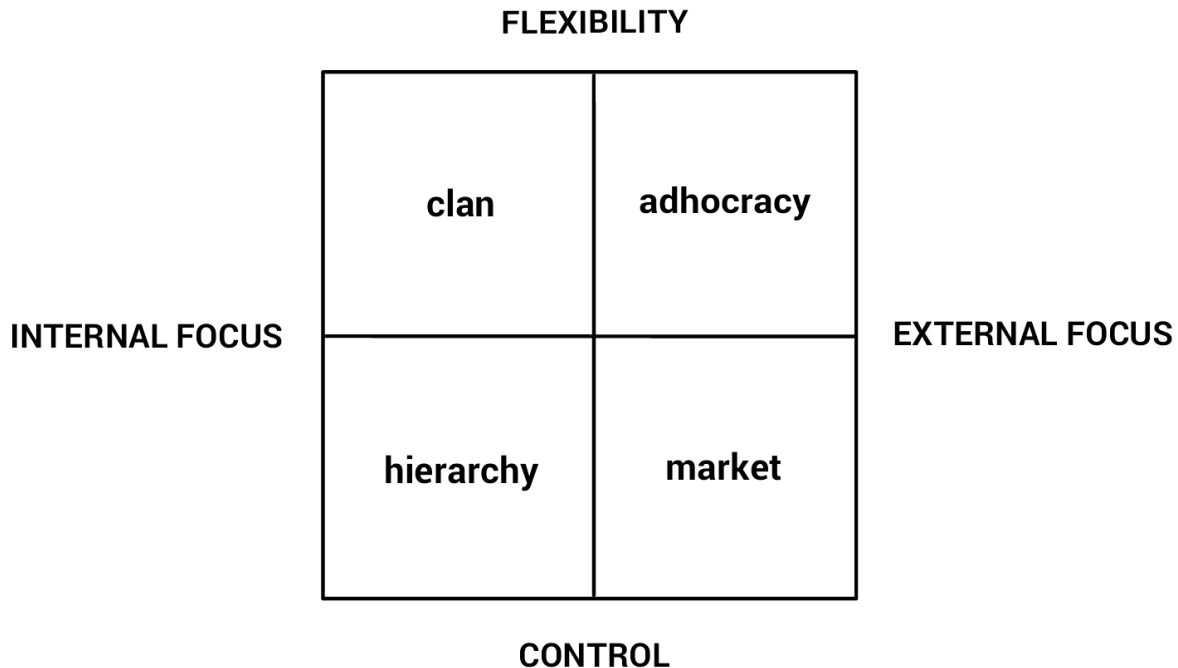
CONTROL

Cameron and Quinn (1999)[33] developed the Competing Values Framework which divided organizational cultures respect on two different dimensions: organization's flexibility or central control (the vertical axis) and internal or external focus of the organization (the horizontal axis)[34].

About the vertical dimension, organizations scoring high on control tend to have many documented procedures and processes which must be followed. More flexible organizations are located higher on the vertical axis of control. On the horizontal axis, firms tend to market, new customers, and competitors, when they have a external focus. While the organizations have an internal focus when they are concerned with the morale of employees and how work is accomplished. The four discrete cultures defined and measured by the Competing Values Framework are clan, adhocracy, hierarchy, and market (Figure 1).

In the first quadrant (the upper left quadrant) of the figure we have Clan cultures. These cultures are organizations that are flexible and have an internal focus. These firms are friendly toward customers and employees and often feel like extended family to many dedicated members .[35] Clan cultures have high ethics value.

A clan culture is 'a family-like or tribe-like type of corporate environment that emphasizes

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[32] Ouchi, 1980.

[33] Cameron, Kim S. & Quinn, Robert E. (1999), Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, Prentice Hall, New Jersey.

[34] Cameron & Quinn, 1999.

[35] Hooijberg, R., & Petrock, F. (Spring, 1993). On Culture Change: Using the Competing Values Framework to Help Leaders Execute a Transformational Strategy. *Human Resource Management*, 32(1).

consensus and commonality of goals and values'.

Clan cultures are the most collaborative and the least competitive of the four main corporate culture models. All commitments and engagements in this organizational culture wish to strengthen empowerment and confidence that will drive the company to success.

The weaknesses of clan cultures are: a lack of diversity; the emphasis on cohesiveness that can stifle dissent; lack of competitive spirit and consequent less productivities.

Adhocracy cultures, which are based on the ability to adapt quickly to changing conditions, are flexible like clan cultures but, in contrast to these, have an external focus. In fact with adhocracy the teams are small and temporary, they are quickly created and disbanded to respond to changing external conditions. Members are flexible, creative, and comfortable when dealing with ambiguous situations . [36].

Adhocracy is based on small working groups that aggregate people who are immediately able to solve themselves the problems thanks to their specialistic professional skills and their autonomy. Below the general director, adhocracy cultures have two first level management groups based on the market dimension (project dimension that controls innovation activities) and on the function dimension (that guarantees the career development paths and efficiency). Second level management depend on the project manager and on the function manager.

The matrix structure is a kind of adhocracy that perfectly works when:

• there are two or more critical areas within the organization;
• environment is very variable and much coordination is needed;
• there are few resources that have to be shared among different projects or products.

The main strength of adhocracy is its flexibility, while its organizational, managerial and economic weaknesses are related to inefficiency deriving from chaos, role tensions that may arise by the lack of a strict definition of tasks, high competitiveness, a very weak loyalty due to the fact that people often change the project they work on.

Adhocracy and Clan associated are excellent at recognizing and responding to changing market needs.

Hierarchy culture, which are characterized by control and a fairly rigid and fixed organizational structure, have the internal focus of the clan culture but also emphasize centralized management control[37]. This culture type often includes bureaucratic institutions such as government offices that are rule-based and emphasize following the policies and procedures of the organization. Hierarchies place importance on doing work the correct way by following existing procedures with emphasis on efficiency and smooth-running operations. These organizations respond effectively and efficiently to knowed issues but they are stiff and are unable to cope with unique situations.

The final culture to be described by the Competing Values Framework is the Market culture. This culture, which are corporate environments that emphasize competition, emphasizes centralized control too while focusing on external issues. It encourages members to be productive and competitive while measuring performance in empirical terms such as sales growth. Employees are often evaluated against each other using quantitative results. Understanding the type of organizational culture that represents an organization's current environment enables leaders to be better able to work in the culture as they attempt to exert influence over its members.[38]

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[36] Cameron & Quinn, 1999.
[37] Cameron & Quinn, 1999.
[38] Schimmoeller J. L. (2011), *Leadership Styles in Competing Organizational Cultures*, Lynchburg College, Leadership Review, Vol. 11, Spring 2011.

2.3. Leadership styles

Researchers[39] have been discussing the definition of leadership for many years with differing results but most agree that leaders have a perceived influence on organizational members. There are differences in how to investigate leadership and the development of different measurements of leadership styles[40]. One of the most researched and influential frameworks for leadership is the theory of transformational and transactional leadership developed by Burns[41] [42]. While there are alternatives frameworks for describing leadership, transformational leaders have received much research attention and are included in this study because they are very effective at achieving organizational goals and outperforming other styles of leadership[43].

An important contribution to the study of leadership came from James MacGregor Burns (1978) when he studied the leadership behaviors of politicians and was the first to define their attempts to motivate followers as transactional or transformational. Bass (1985)[44] later modified Burns' model and applied it to generic organizational settings[45].

Transactional leadership theory suggests that this relationship is the result of a peer-to-peer negotiation process between leaders and collaborators.

Leaders' negotiation power lies on his capacity of distributing rewards and benefits.

Since incentives are the key factors for supporting productive behaviors, transactional leader sets the goals and tries to keep the standards.

The term transformational leader appears for the first time in 1973[46] and is one of the approaches of the new leadership paradigm born in the 80s that emphasizes emotional and charismatic aspects.

Transformational leader sets his relationship with collaborators on emotions. His tools are his ability to motivate his staff and to get it committed to the mission of the project, as well as his innovative approaches that may arise from the valorization of subjective creativity.

This leader is very sensitive to the needs, motivations and potentialities of his collaborators.

Transformational leadership is a process that combines values, ethics and long-term objectives and that changes and transforms all the individuals that are involved in the process.

Transformationally lead teams move to an elevated level on Maslow's Hierarchy of Needs as concerns are shifted from safety and security to higher order needs such as achievement and self-actualization[47]. These leaders are change agents as they project their vision for the organization onto the members of the organization[48]. Transformational leaders may have long-term and far-reaching positive effects on the organization and its performance when compared to transactional leaders whose influence is limited by the terms of the contract with their followers[49].

Transactional leadership and transformational leadership are two opposite approaches that differently reflect on the organizational structure. The first one is based on the maintenance of the

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[39] Like Bohn & Grafton, 2002, Rost, 1991 and Yukl, 1989.

[40] Yukl, G. (1989), Managerial Leadership: A Review of Theory and Research, *Journal of Management*, 15(2).

[41] Burns, J. M. (1978), *Leadership*, Harper & Row, New York.

[42] Eisenbach, R. Watson, K., & Pillai, R. (1999). Transformational Leadership in the Context of Organizational Change. *Journal of Organizational Change*, 12(2); Parry, K. W. (2002), Leadership, Culture, and Work Unit Performance in New Zealand, IFSAM 2002 Conference, Gold Coast, Queensland Australia.

[43] Yammarino, F. J., Spangler, W. D. & Bass, B. M. (1993). Transformational leadership performance: a longitudinal investigation. *Leadership Quarterly*, 4(1).

[44] Bass, B. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.

[45] Howell, J. M., & Avolio, B. J. (1993). Transformational Leadership, Transactional Leadership, Locus of Control, and Support for innovation: Key Predictors of Consolidated-Business-Unit Performance. *Journal of Applied Psychology*, 78(6).

[46] Downton J.A. (1973), Rebel leadership: commitment and carisma in a revolutionary process, Free Press, New York.

[47] Bass, 1985.

[48] Howell & Avolio, 1993.

[49] Yukl, 1989.

pre-existing dynamics of the organization, while the second one is an evolutionary approach that may change the rules of the game.

A third type of leadership proposed by Bass is laissez-faire leadership. This is a style of leadership that is inactive and is often referred to as a lack of leadership.[50]

Leadership styles and organizational culture are not independent of each other, there is constant interplay between leadership and organizational culture[51]. Bass and Avolio (1993) found that an organization's culture derives from its leaders and culture affects the development of its leadership. Furthermore, effective leaders need to be attentive to beliefs, values and assumptions in an organization, in short, the culture. By having higher levels of emotional intelligence, these leaders can understand the emotions of followers and the influence of organizational culture on the situation[52]. Leaders may use this understanding of the culture and its effect on the organizational members to aid them in selecting optimal leadership techniques. Hart and Quinn (1993)[53] found that managers are more effective when they are culturally complex. They have more tools to deal with different situations. Lok and Crawford (1999)[54] determined there are different leadership behaviors correlated with specific cultural traits. Furthermore, culture has also been measured as a strong influence to both organizational success and achievements of the leader[55]. Therefore, it is important to know which styles of leadership are found in specific types of organizational culture.

The linkage between transformational and transactional leaders suggests that both styles of dynamic leaders are necessary in the flexible environments of clan and adhocracy cultures.

Clan and adhocracy cultures' positive relationships with transformational and transactional leadership supports earlier studies such as Den Hartog, Van Muijen, and Koopmen (1997)[56] that indicated it may be difficult to distinguish between transformational leadership and the contingent reward behavior of transactional leadership. Both leadership styles are types of active management that may be successful in specific situations.

From a theoretical standpoint, the framework and model suggest finding transformational and transactional leadership styles in clan and adhocracy cultures evolved out of a need for active styles of management in cultures that have less structure and more flexibility. It is the leader's job to provide any required control, not the business systems and processes.

Avolio and Bass (1995) demonstrated that in the long run, transformational leaders are more effective than transactional and laissez-faire leaders. Followers are more motivated to perform by an inspiring vision from a charismatic leader than by the promise of short-term rewards contingent on performance.

Den Hartog, Van Muijen, and Koopmen (1997) defined transformational and transactional leaders as active leaders using the behaviors of both styles of management. Both these leadership styles are positively correlated to clan and adhocracy cultures.[57].

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[50] Avolio & Bass, 1995.
[51] Bass & Avolio, 1993; Berrio, 2003; Parry, 2002.
[52] Barling, J., Slater, F., & Kelloway, E. (2000). Transformational Leadership and Emotional Intelligence: an exploratory study. *Leadership and Organizational Development Journal*, 21.
[53] Hart, S. L., & Quinn, R. E. (1993). Roles Executives play: CEOs, behavior complexity, and firm performance. *Human Performance*, 46(5).
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[55] Berrio, 2003.
[56] Den Hartog, D. N., Van Muijen, J. J., & Koopmen, P. L. (1997). Transactional versus Transformational Leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70.
[57] Schimmoeller L. J. (2010), Lynchburg College, *Leadership Styles in Competing Organizational Cultures, Leadership review*, Vol. 10, Summer 2010.

2.4. Human Resource Management in NGO

Non profit sector (also defined as the Third sector) represents a no-profit dimension that identifies all those subjects that are between State and Market[58].

As a consequence of big social, political and cultural changes, many people coming from civil society decided to commit to achieving solidarity and social utility goals. Foundations, Associations, NGOs were born to fulfill the demand that neither government or companies could satisfy[59].

Social, human and economic growth may arise from the involvement of civil society, particularly in the most marginalized areas of the country, since one of the main issues in the analyzed countries is related to the lack of professionals. It is our belief that if local communities could work jointly with international professionals, development process strategy could definitely be more complete.

Civil society (and this is also what happens with TDH CORE) should not take the place of governments, but it should support governments so that national policies may also reach the most far areas, by combining a traditional top down approach to development to a new one bottom up.

Civil society could also be asked by the government to train its employees. Foreign professionals, supported by foreign capitals, could also be useful in developing training programs in many essential services (community health workers, community education worker, community worker architecture, community planning worker, etc). This way, local manpower, that represents the link to the country's tradition and peculiarities, could be trained to manage international tools for development and countries could surely benefit from a local workforce with local capabilities and the knowledge on international tools.

If the planning of a development process governments were able to include individuals from civil society, represented in different ways, and foreign capital and innovative knowledge to the start-up phase, would be able to achieve at the same time results in the short term without losing sight of the cultural and social elements necessary for the creation of the Sustainable Development State[60].

NGOs are private no profit associations that promote and realize international cooperation projects aimed at the development of the poorest countries. They represent civil society actions for international cooperation and development both in advanced countries and in emerging ones.

In Europe, non governmental development cooperation may be classified into two models: strong corporatism and weak corporatism[61].

Small NGOs are based on a weak catholic or social corporatism model, which is characterized by a low level of volunteer work affiliation. They often can't be involved in the policy decision making process[62].

Medium and big NGOs, instead, are organized on a strong corporatism model, which is characterized by a strong private support (both from a financial and a human capital point of view) and by the presence of skilled professionals. They are also involved in the decision making process of governments[63].

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[58] Bruni, L. e Zamagni, S. (a cura di), (2009), Dizionario di Economia Civile, Città Nuova, Roma.
[59] Uncredit foundation (2012), La ricerca sul valore economico del terzo settore in Italia, www.unicreditfoundation.org.
[60] Rinaldi A., Sciarelli F. (2015).
[61] Boccella N., Tozzo O. (2005), "Le organizzazioni non governative. Risorse e modelli do organizzazione", Led, Milano.
[62] Ibidem.
[63] Ibidem.

In 2000, United Nations released the Millennium Development Goals Report where it identified 8 essential goals for a more equal, peaceful and right world[64]. These are also the goals of most of NGOs:

1. eradicate extreme poverty and hunger;
2. achieve universal primary education;
3. promote gender equality and empower women;
4. reduce child mortality;
5. improve maternal health;
6. combat HIV/AIDS, malaria and other diseases;
7. ensure environmental sustainability;
8. global partnership for development.

Within these macro objectives we can find areas of NGOs intervention.
NGOs act to improve 3 out of the 5 factors of development virtuous cycle: Living standard, Health and Education[65]. NGOs organizational structure is built on democracy, participation and involvement of every member in the decision making.
The organizational structure of NGOs consists of the strategic apex, the middle line and the operating core, while the staff and the technostructure are almost absent. One of the peculiarities of NGOs is the use of volunteers both in the strategic apex and in the operating core. Volunteers are among the success factors of NGOs, they provide most of the services and help cutting costs while providing people with the chance to use their time to help other people.
Basic idea of voluntary work lies on the individual participation to spontaneous activities that improve society . In the majority of cases, the different types of volunteers, like International volunteer, senior volunteer, international cooperator and experts, may obtain only a short-term contract .This involves that the employee of NGOs must be very adaptable to discontinued operations, with different people and environments.[66].

NGOs have an ever increasing need to attract the right people in the right positions in a constantly evolving environment.
In the NGOs sector, qualified people prepared to make the necessary sacrifices about remuneration, benefits, 'living standard' has diminished rapidly in the last 18 years or so. Job opportunities in the under-development countries for educated young people are very common. For this reason the NGOs are still less attractive than in other countries. Today NGOs need and seek skilled employees to help the organisation function. A NGO should attract and retain trained and enthusiastic employees without being able to raise wages or benefits. To do all this, NGO should put on top of the list of priorities the management of human resources.
The management of human resource in a NGO is slightly different from other labour intensive sectors.[67]
Then, in addition to challenge the industry, the NGO is facing, as obstacles to its success: lack of skills, wage disparities, best practices of human resource management and opposed government policies.

3. Terre des Hommes CORE

[64] "Onu Italia" - http://www.onuitalia.it/calendar/millenniumassembly/unmildec.html Ultimo accesso: 28/05/2015
[65] Rinaldi A., Sciarelli F. (2015).
[66] "Lavorare nelle ONG" dell'Università per Stranieri di Perugia - https://www.unistrapg.it/sites/www.unistrapg.it/files/orientamento/Lavorare_nelle_ONG_marzo_2014.pdf
[67] Sokkie P. (2013), *The importance of HR management in an NGO environment*, http://www.ngopulse.org/article/importance-hr-management-ngo-environment

United Nations Human Development Report 2014 shows that India is a medium human development country, since it ranks 135th.

India's HDI value in 2013 is 0.586 (slightly growing on the previous year), life expectancy is 66.4 and GDP per capita PPP is 5,15 and years of schooling in India are very low (4.4) .

Looking at the last decades, we may see that India started to grow during the 1980s and that its growth has been stable and continuos, except for a slowdown from 2011 to 2013, gaining one positions in the HDI global ranking.

MPI in India is quite low, according to the 2005/2006 data. Poor population is over 50%, 28.6% of population is in severe poverty conditions and 28.5% is destitute.

Medium HDI and MPI values are balanced between higher values in the urban areas and lower values in the rural areas.

In emerging countries, like India, there often are two faces of economic development: industrial and technological growth in the urban areas and mere surviving in the rural areas. A more comprehensive approach to development in the long term should be based on an homogeneous growth and the diffusion of the same capabilities to the entire population and this aim can be achieved by allowing a medium class to grow.

As for the sub-index on the income dimension, as many as 10 out of the 19 major states perform as good as or better than the nation as a whole, that is 0.465.

The average loss due to inequality in income is highest for Maharashtra (19%) and Tamil Nadu (17%), while it is the lowest for Bihar and Assam (9%).[68]

Terre des Homme CORE (Children's Organization for Relief and Education) Trust implements the Tdh mission and projects directly in the state of Tamil Nadu as well as being associated with projects in other parts of India.

Its journey to serve children in Tamil Nadu and alleviate their suffering started on 18 April 1994 with the founding of TdH Core Trust by Mr Chezhian Ramu and Mr Gerd Strehle (founder of TdH) from a small rented building on the outskirts of Tiruvannamalai. The TdH mission to treat children as human beings, protect their rights, enhance their development led to the many projects established by TdHC to care for and protect as many children as possible.

In 20 years Ramu Chezhian followed personally and directly all the activities of the NGO, has taken every single worker, he checked every single euro and has supported every single child. Many of the children who have grown up in the mission, they consider the director as their father, now working within TdHC.

Terre des Hommes CORE Trust operates in the three elements of the vicious circle of poverty (Living Standards, Health and Education) in various ways, with the objective of structuring high quality and durable programs.

Regarding the development of the Living Standard, TdHC operates especially on the poorest and the orphans with financial support or by hosting children in its houses. Does not implement microcredit programs or activities funding, but makes many work training programs, as we will see later.

As for Health, TdHC launched in 1994 the South Special Medical Programme which is focused on children who suffer from chronic and congenital diseases. Since then, 350 children have benefitted under this program by receiving life saving medical and/or surgical treatment. In addition, 400 children have been rehabilitated with orthopedic corrective surgeries. Tamil Nadu's Government is also taking steps: it launched the Government Insurance Scheme, that is a special program aimed to support surgical expenses up to a certain limit. One of the peculiarities of this TDH CORE Core

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[68] Source: NSS data on educational status and training in India (GoI, 2006b). The same data source is used to obtain estimate of Atkinson inequality in levels of education. Estimates of School Life Expectancy are made based on the NSS unit record data on Education in India (GoI, 2010).

program, as well as many initiatives and the mission itself of this NGO, it that it is not intended to substitute government, but rather it aims to strengthen its initiatives, by extending support to children who require major treatment or intervening in those cases where the treatment is not covered by the Government Insurance Scheme.

The mission of THD CORE is saving children. This is why it supports pregnant women since the very first months of pregnancy and, after delivery, it hosts undesired children, as well as HIV positive orphan children and pure orphan children and it has also implemented many projects to help disabled children.

As we have seen, the Education of human resources and their management is a fundamental tool of development. Data show that India lacks a wide education strategy and that territorial inequalities in education are still evident between rural and urban areas and between male and female.

In India, the Ministry of Human Resource Development and its Department of School Education and Literacy is starting to improve education in rural areas, by building new schools and paying adequate salaries to the teachers , but corruption affecting the country makes these initiatives often worthless, since teachers don't go to the forest schools and children cannot undergo an adequate education process.

Indeed, education index in Tamil Nadu grew by 44% during the last 12 years, but its average value is still 4.79 years. Even though Indian government is committed in improving the education system, its strategy is not perfectly working and this makes individuals and associations essential for implementing education programs. Education for disabled children is also a big issue: public schools are very crowded and disabled children cannot receive a proper education. Furthermore, religious and cultural beliefs make disabled children's access to education even more difficult.

TdH Core programs are focused on education in rural areas and education for disabled children. These programs cover a range of activities: among the others, training for the teachers, the creation of special schools for disabled children, training activities for the mothers of the disabled children, transportation for children to the special TdH schools and back to their homes.

All the children that are hosted in the 27 TdH Core homes are provided with a school transportation program. In tribal areas, TdH Core is starting an education program for teachers that will support government teachers and that will substitute them when they will not go to school, in order to allow children to be educated. These community education workers would be the key figures for education in the tribal villages around Thiruvannamalai[69].

Nowadays, the achievement of economic development alone is no longer sufficient.

Under this point of view, Indian case is very symbolic. Tamil Nadu's GDP grew by 106% in the last 12 years. Yet, there still are many cases of female infanticide[70], marriage between adult men and little girls, and children (mostly girls) sexually abused.
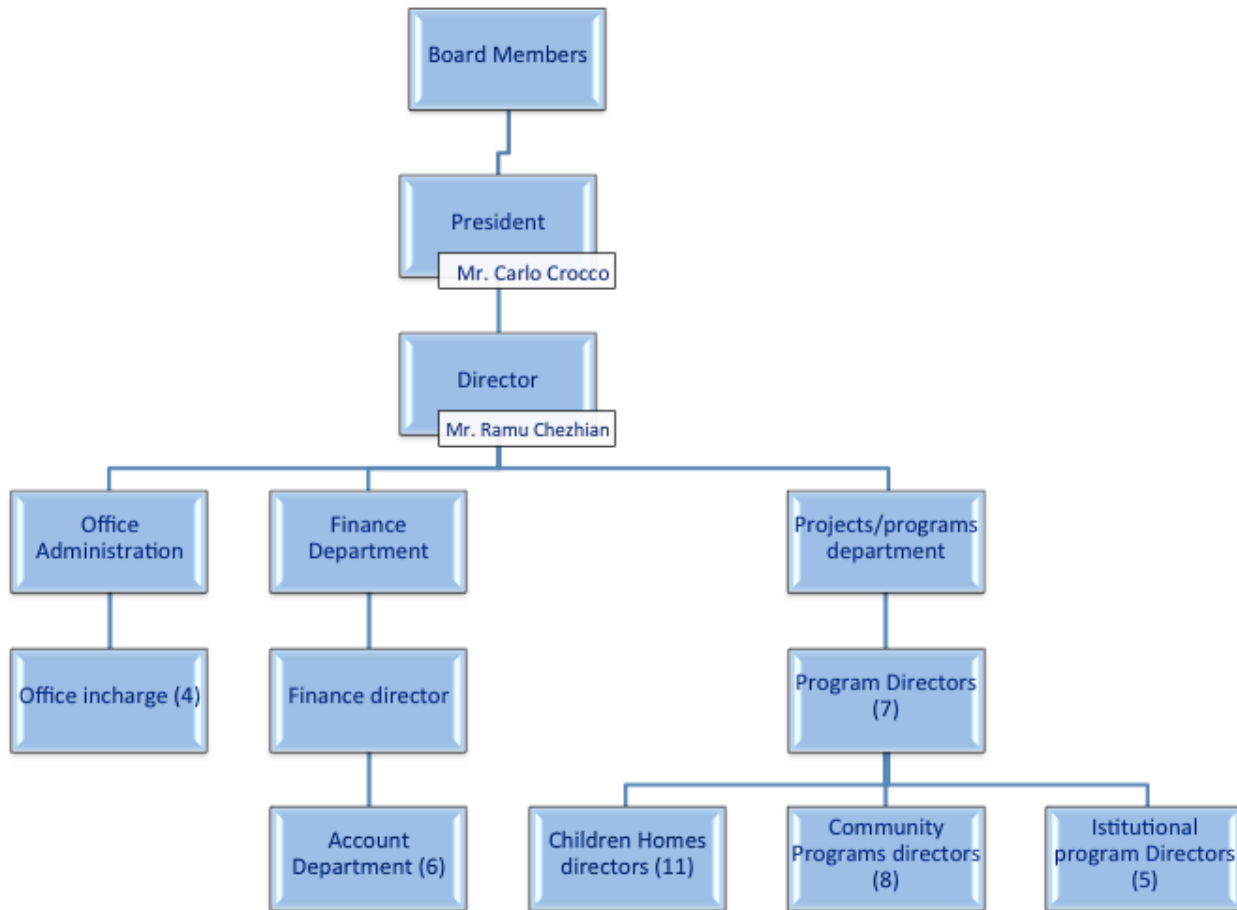
4.1. TdH Core Organizational Structure

In order to provide services to 2608 children and their communities, TDH CORE Trust has a staff of 172 people and all of them are local people.TdH Core provides for each and every member of

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[69] Rinaldi A., Sciarelli F. (2015).

[70] Even though the Declaration of the Children's Rights was signed in 1998, in India TdH CORE still has to launch sensitization campaigns to raise the awareness of the population about sexual abuses on children. One of the main activities of this NGO is taking care of the mothers during pregnancy to convince them not to kill their newborn in case she is a girl. These data point out that India's human development is affected not only by economic factors, but even (in some cases, mostly) by social and cultural factors.

staff: Employee Provident Fund; Medical insurance for 1 lack (On Completion of 1 year);13.65% - Employer contribution & 12.00% - Employee Contribution.

Fig. 2 - TdH Core Organization Chart (1° level)

Terre des Hommes Core has an hybrid organizational structure, with a functional-hierarchical area without any internal staff and a project area which is necessary for managing the houses and the education and health projects we mentioned before.

The project area has a corporate functional level that manages financial issues and general services (office incharge).
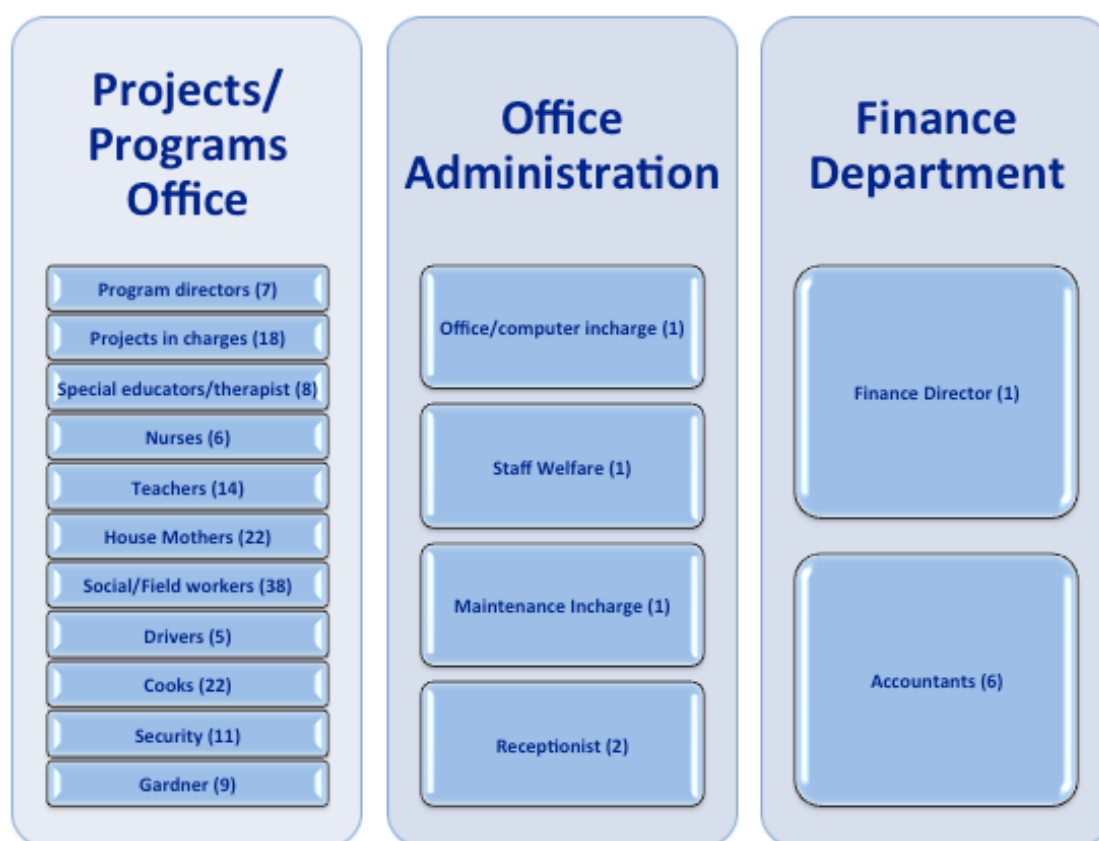
Volunteers are not a continuous component of TDH CORE: they rather are professionals who provide their services free of charge (like architects, engineers, doctors) or students who get involved for some weeks on a specific project (like teaching football to the children).

The organization chart draws attention to the fact that there are many missing functions within the structure, like the management of human resources, the planning and development area, the communication area. All these areas are very important for an NGO that is supported by international companies while acting locally.

As usual, NGOs are primarily committed to what is needed for allowing children to survive and this is one of the strength points of Terre des Hommes CORE.

But a major issue in TdHC's organizational structure is related to the general lack of skilled professionals: many collaborators have been trained on the job, while some of them have not been trained at all. In India, many professionals don't want to work in the third sector or in depressed areas and prefer to live in the big cities and to work for big companies.

Fig. 3 - TdH Core Staff Details

Projects/Programs Office	Office Administration	Finance Department
Program directors (7)	Office/computer incharge (1)	Finance Director (1)
Projects in charges (18)	Staff Welfare (1)	Accountants (6)
Special educators/therapist (8)	Maintenance Incharge (1)	
Nurses (6)	Receptionist (2)	
Teachers (14)		
House Mothers (22)		
Social/Field workers (38)		
Drivers (5)		
Cooks (22)		
Security (11)		
Gardner (9)		

This is why in the third sector are mostly employed unskilled workers. This factor affects efficiency of NGOs and also of TdHC, generating a gap between the complexity of the services that must be provided and the ability of labour force to provide those services.

TdHC has an international professional network thanks to which it arranged training courses for its physiotherapists with a french university, started a project management training program with an Italian university and will shortly begin a new training project for the teachers thanks to an agreement with a group of well-known Italian pedagogues.

Issues related to the organizational structure (that could be overcame by using a matrix structure with a first level of governance) are already known by the director and have the attention of the board.

If compared to many other NGOs, TdH Core has the characteristic of having few big international sponsors who support some projects both for their realization and for their management.

The director manages the relationships with the sponsors and is the key figure for any of the activities of the association. He is now getting aware he has to start building an organizational structure that may support him also from a managerial point of view.

The new structure the director recently presented also includes a manager for each foreign sponsor (or for a group of smaller sponsors) and for the projects that are supported by those sponsors.

This way, the director could be able to build an intermediate management group that could really support him in leading the activities, even if even new managers should be trained and new functional areas should be created (like human resources, planning and so on).

3.2. TdH Core Organizational Culture

Ramu Chezhian, who funded Terre des Hommes Core 20 years ago, has always managed himself both employees and children acting like a father and receiving respect and gratitude, an healthy graduate chemist who decided to take care of children, despite his caste and social conventions. Director and funder of TdHC has always been the key figure of the association: even though the President of TdHC and the sponsors have been fundamental, the director always managed human resources, who have often been saved from a horrible fate (people with no jobs or families, orphans who grew up in the TdHC houses, disabled people who have been trained in the TdHC daily programs).

For these reasons the director is a key figure for his workers and community.

These elements had great influence on the organizational culture of this NGO, that is clearly a clan culture based on family structure.

Like in a family, people rely on a single person who is also the one who manages resources. Objectives are widely spread and shared among the members of Terre des Hommes Core and productivity is quite high (differently from what usually happens in clans).

The evolution of TdHC's organizational culture is adhocracy, since its director is trying to reduce the hierarchical control and to build small groups that may be supported by some skilled voluntary staff that has the autonomy to solve problems without asking to the managerial hierarchy.

The aim is having, immediately below the director, two dimensions: a project one and a functional one, in order to reach a matrix organizational structure with a new, strong and charismatic Middle Line.

3.3. TdH Core Leadership Style

Leadership style in TdHC is absolutely in agreement with its organizational culture and connected with that.

Its director is a transformational leader who is able to get human resources emotionally involved in all the activities. He is also able to understand his collaborators' needs and motivations and to manage human resources even thanks to this awareness.

He is an active leader who can also become, on some occasions, a transactional leader, particularly while interacting with the local stakeholders and the international sponsors.

Clan and adhocracy organizational culture, which is very flexible, needs to be supported by a leadership style focused on management and control, in order to obviate the limits we mentioned before. Indeed, stronger leaders are required in those cultures that are based on less rules and more freedom. Collaborators, volunteers and sponsors get involved and transformed even thanks to the values, the ethical perspectives and the short medium and long term objectives set by the director.

Mr Ramu Chezhian is a charismatic leader, who is unwilling to delegate decision and responsibilities, the one who indicates the way to his collaborators like a good father would do. Finding some management figures able to reply the transformational leadership style within some smaller groups could be a short/medium-term objective. The organizational structure showed in Figure 4 could be the appropriate one.

Fig. 4 - Future TdHC Organization chart
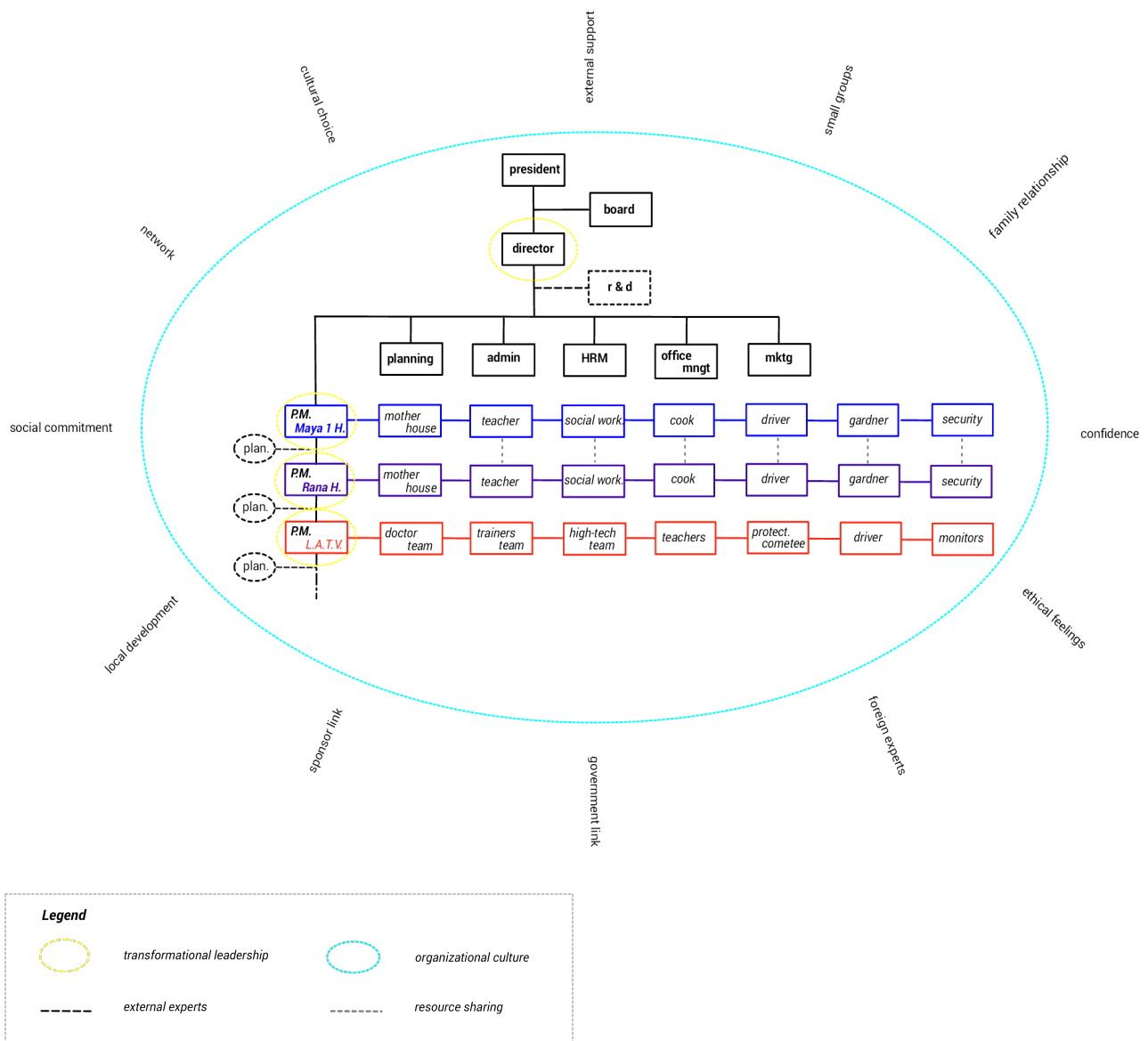
4. Model of HRM for Sustainable Development: Solar System for NGO

We aren't currently able to suggest a comprehensive HRM model for a long-lasting balanced development, since our research[71] is still in progress.

Anyway, we can provide some preliminary organizational hypothesis.

In our opinion, a sustainable, balanced and long-lasting development process needs both the national and local governments top-down actions and the NGOs bottom-up actions[72]. Human resources should then be managed under this perspective in order to reach the goal.

In this research, Sustainable Development State[73] has been chosen as the strategic model for governments and the focus has been on the human resources management in NGOs, where there is a lack of theoretical schemes although NGOs may influence the success of government policies.

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[71] Compared between countries with different socio-cultural styles.
[72] Rinaldi A., Sciarelli F., 2015.
[73] Rinaldi A., Sciarelli F., 2015.

Industrial companies move from a simple structure to a functional structure, to get to a divisional structure when they expand. Even NGOs could follow a similar path, from a simple structure to a structural one, to reach a matrix one when they become highly organized.

The project structure in a first time and the matrix structure later, both with a corporate functional level, are the more effective in a flexible organization whose need is to develop several different projects that only share general services.

The organization may be initially dominated by the clan culture and, while it becomes bigger, adopt an adhocracy organizational culture. When NGOs expand, the need arises for the division in smaller groups supported by professional staff. To avoid organizational chaos, transformational leadership has to contain flexibility and, in order to boost the motivation of human resources, the integration with transactional leadership.

However, actually, big international NGOs use a divisional structure or a matrix structure, with Market organizational culture, and, to be more competitive, they use a completely transactional leadership style. HRM used by big NGOs is, then, an industrial one.

Despite that, in our opinion, NGOs should aim to a very peculiar organizational style that should be able to adequately reflect the characteristics of the third sector, its critical points, its strength points and its possibilities of development.

Motivation of individuals who choose to renounce to a better paid job in order to manage the development of an area should be taken into consideration, since it's what makes the difference. Within the small organizations in the third sector, the ability to cooperate is linked to the faith in each other and in the leader and these is a strength point that should be maintained and managed.

Therefore, the adequate model for a big NGO should be based on a matrix structure whose limit of double hierarchy is overcome thanks to an adhocracy organizational culture that is permeated by the clan family environment.

Transformational leadership should be used, since motivation and ethics should not be threatened by the transactional style of 'do ut des'.

And third sector workers, who usually work in worst environmental conditions than industrial workers, should also be incentivized more. In order to attract those professionals, who would usually choose more traditional jobs, ethical, economic, cultural and social benefits should be provided.

In all countries, developed, developing, emerging, you have to link the work for the growth to a system of ethical, economic, social and cultural values recognized internationally.

The organizational model presented in this paper is not easily traceable in the existing models.

Strength points of NGO organization cannot be jointly combined in any other model.

So, in order to better explain this new model, we borrowed from natural sciences the solar system model, that can be usefully applied to the organizational system of NGOs.

Solar system is the planetary system that is made of several celestial bodies that are kept in orbit by the gravity force of sun.

The sun is the governance of the NGO: it's the person (like the TdHC director) whose energy makes the system survive, live and grow. Through transformational leadership (that is the gravity force), governance builds human and economic forces and keeps all the planets that follow prearranged orbits around it.

Sun also produces the solar wind, that is a continuous flow of high energy particles that are propagated and that create heliosphere that permeates the whole solar system. In the same way, governance creates the organizational culture (clan plus adhocracy) that is propagated in the organization and that permeates the whole environment of the NGO.

Through its leadership style, governance regulates the functioning (orbits) of the projects (planets) of the NGO.

Solar system is also composed by other celestial bodies like satellites and comets.

Satellites gravitate around planets, that also have an attraction force, while comets gravitate around the sun.

Volunteers are the satellites that gravitate around the NGO's projects (planets) that are managed by its project managers, who are transactional leaders and have an own attraction force. Donors are the comets that gravitate around the governance.

The functioning of the projects (the orbits of the planets) are more structured and stable, while volunteers (satellites) and donors (comets) follow more unstable orbits.

Even if it is regulated by the general laws of the solar system, every single project is like an independent planet, that is supported by a peculiar group of internal and external professionals, like planetary rings that are made of different materials.

The main weakness of this system is that, if the sun dies, the whole solar system dies, too. If the government of NGO dies, even the NGO will die.

Fig. 5 - Solar System for NGO
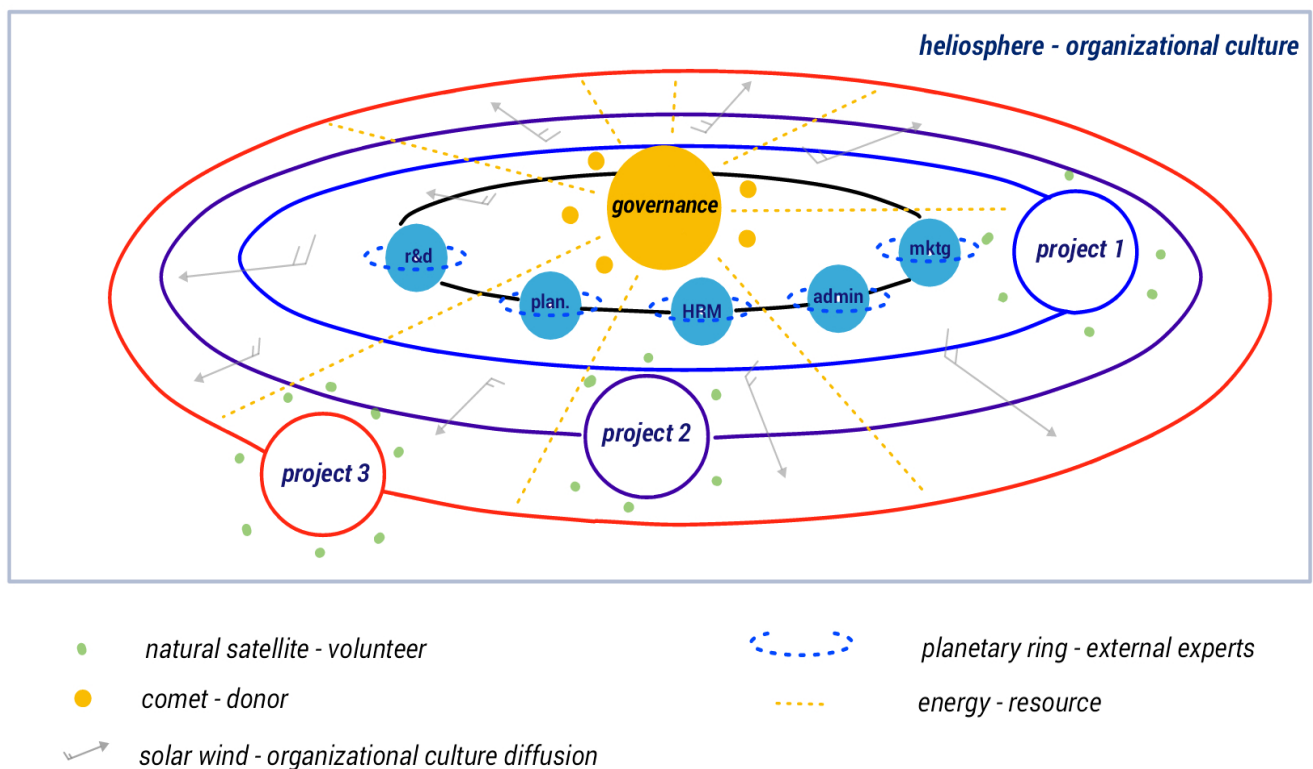
This is the bigger problem that the NGO must face, but this risk can be reduced if the governance is able to create a middle line with skills, capacities and charism.

Anyhow, in order to be able to answer all the needs coming from the territory and the civil society, organizational system for NGOs should be more and more based on the solar system.

In this way, the HRM model for a sustainable, balanced and long-lasting development could really be competitive thanks to the use of good professionals, charismatic managers, a productive structure and an efficient and motivating management, without losing the ethical dimension, the social commitment and the cultural choice that are the pillars of this organizational system.

5. Conclusion

In a globalized system, the development gap between countries cannot be determined only by economic resources.

Economic resources may surely start development, but cannot allow a sustainable development process. The key to a long-lasting and balanced development is rather based on the connection between economic, cultural and social factors that also guarantee an human development process. Human resources, therefore, are fundamental.

But a highly populated country (like India) is not necessarily an high human capital country, since if population is not educated it may be a threat instead that an opportunity.

Education and management of human resources is essential to achieve a sustainable development

The combined action between the Soustenible Development State and the NGO is very important. NGOs fundamental task is supporting government policies and orienting them through a balanced economic, cultural and social development.

Civil society should not substitute governments (this is also one of the basic beliefs in TdHC), but it should rather support governments in order to make central government policies reach even the most depressed and far areas, by combining a top-down approach with a bottom-up one.

For these reasons, since they are labour intensive organizations, based on human work 90%, NGOs cannot omit HRM anymore.

Intervention effectiveness arises from organizational efficiency. A good planning and a good management allow the NGO having better results in a shorter time and with smaller costs.

In these kind of organizational systems based on emergencies, one of the main issues is related to the lack of planning, an activity that requires a time that could be perceived as wasted.

Scientific community (like the planetary rings) has the important task of providing a technical and professional support to the planning and organizational functions and to the management of human resources, so that some enlightened organization (such as Terre des Hommes CORE Trust), may understand that an advanced organizational structure is not a waste of time, but a chance for expanding and improving services to their territories.

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