

THE IMPORTANCE OF HUMAN AND THE ETHICS RELATIONSHIP IN THE NGO'S MANAGEMENT

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Abstract

The research starts by presenting the mains aspects of analysis theme and the practical elements. The mains aspects analysis in the NGO environment are related by the project management. Like a NGO Manager, we can see that is very important in each step of project to have the strong ethics principles and the core competences. Nowadays, the organizational environment is extremely accelerated, we must take the quick decisions, but more important is the decisions to be taken with great responsibility. In more than 10 implemented NGO's projects, we can conclude that the Ethical principles and the Human reporting are most important in implementing projects. People who are searching for project, must adhere to the ethical principles of your organization. Therefore, is very important, that leader or manager to share to its employees an organizational culture based on sound ethical principles. If people didn't respect this aspect, when they start to implement the project, they can have a gap in your team work. In the NGO environment the organizational culture, must be built on responsibility, responsibility for task, projects and results. Also, in practice I acknowledge that it's important to protect your principles and values. I found that a culture characterized by ethical behavior, it always keeps his promises and, keeping promises is the key to performance!

Keywords: ethics, responsibility, leadership, organizational culture

JEL Classification: A13, M1, M14

1. Introduction

This paper presents the preliminary result of a quality research stand on business ethics in NGO. The mission of this research project is to provide NGO's environment a guide practice of business ethics application. Based on the critical analysis of the aspects related to the implementation of the projects in NGOs, the main aim of this project is to describe the factors which determine NGO's leaders to keep being "human" in the time of the artificial intelligence era, within global crisis. The main motivation of this research is to highlight the importance of the human character of the leader and to emphasize the need and opportunity to build an organizational culture characterized by an ethical behavior based on 3 C (Compassion, Competence, Collaboration).

The research is based on the background of the projects implemented by the NGOs. The aim of the article is to map specific NGO projects, and the importance of human leader and ethical practices. The NGOs have become active actors of social life, and they must urge for new values in public life. The secondary objectives of the research help us to take a good picture to the elements which define the framework of the research study. Another objective of our research is to identify the relevant papers and studies for my research topic. The second sub objective is to identify the NGO's role in the development of the business ethic and human leader. Third sub objective is conducting my research study in a NGO environment.

The context of the research is based on VUCA word (volatility, uncertainty, complexity, ambiguity) influence on leaders' decisions. Nowadays, it is impetuous necessary and opportune that the labor market to reorganize and adapt based on the active employment and social protection policies such as those applied in northern European states and symbolically framed under umbrella of the term "flexisecurity".

The main pillars of the research are the following questions:

- *How to keep being a "human" leader within in a VUCA World?*
- *What are the instruments who helps us to keep us „human" and respecting ethical principles?*

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2. Brief Literature Review

In the existing literature there are present various approaches of human leader and application of ethical principles. The NGOs defend universal values, the interests of the members of civil society, and the civil society as a whole. The NGOs must be understood as an agent of innovation and creativity respecting ethical principles.

The new generations, generations Z and Alpha are born and live in a completely different world. They are cognitively stimulated from the first years of life, they have instant access to information from all over the world through the technology called symbolically "just one click away."

A great specialist in innovation and completion Francisco Quesada mentioned that the key word will be coopection, a combination of competition and cooperation between people and robots. In the same time, Martin Ciupa, information systems manager at MindMaze said that the humanity must adapt: it will be a big challenge but it's essential and necessary to take account of ethical principles: robots for robotics activities, and people for human activities (EESC, 2018).

Technology and artificial intelligence, can be a real risk for this generation, which is always "connected" and they don't have time to establish healthy relationship with their parents and friends. "They own skills to run application, to navigate on the internet, but they often lack deep problem-solving skills and the discipline to finish everything." (Clark T., 2008). Lifelong learning, means more than to use the technology, the new generation must demonstrate that they have skills to adapt their behavior to the turbulent and dynamic socio-economic environment and finally, to be able to achieve the goals they set themselves.

For example, in France it was observed, that the new generations have a different vision about labor market which is influenced by the new changes brought by the global crisis including the covid crisis. Therefore, some of the requirements of this new generation include fast progress, more flexible schedule, lifelong training, freedom and autonomy, and companies will have no choice other than offer those.(Culture-rh, management-generation) . Flexicurity through the four components are the key elements of the European Employment Strategy. Integrated flexicurity policies play an important role in the labor markets and contributing to the achievement of the 75% employment rate target set by the Europe 2020 Strategy (EU Strategy, 2020).

The world is constantly changing and this change involves adaptation and creativity. Although technology is advancing extremely fast, there are unquestionably essential principles that have always defined the paradigm of the fulfilled life. "Good leaders accept reality and make changes based on it" (Maxwell J. 2010). The main question is What is good leadership? Good leadership involves behavior that combines ethics with competence.

Being a winner, depends on one's own choices, attitude, character and actions. "Regardless of who you are, you have to build your career and your future" starting from two essential aspects: character and competence"(Clark T. 2018). To be an extraordinary leader you need an exceptional character and you must prove that you own a coherent set of high-level competencies symbolically reunited under the generic term of "core competition" where, soft skills play an important role. "We must not forget that whether people are short or tall, young or old, man creates object and is not a object"(Littauer F, Sweet R, 2012)

The Character and the authenticity allow and facilitate leaders who promote the culture of excellence to exert a positive influence on peers. Therefore, leaders must interact with a pure soul, with dedication and competence that lead to efficiency within their organizations.

Modern and competent leaders stand out especially in difficult time, proving skills in the area of risk and crisis management. New generations are usually successfully facing the new changes brought by new technologies and artificial intelligence. However, the intensive

use of IT can be a means of testing the character and confidence that a true leader can stimulate in their team. The our choices that you make during a critical and crisis time can help us training and perfect ourselves as true transformational leaders. Bernard Bass and Ronald Riggio mention that the transformational leaders are those who stimulate and inspire followers to both achieve extraordinary outcomes and in the process, develop their own leadership capacity. (Bass B, Riggio R, 2006) .

What can make the difference between leaders is all that defines you as a human! Not infrequently, the leader's reaction of critical crisis situation and especially in the unconventional highlights in the first place the human qualities of the modern leader. "People don't care how much you know until they realize how much you care"(Maxwell, 1999). A Chinese proverb said that you see a good man think of imitation him, when you see a bad man, search your heart!

Similarly, Maxwell, specifies that we must try to do what is right no matter high we reach or how strong we come.(Maxwell, 2008) .Your soul must speak to the souls of others. The act of leadership begins in our soul and not in our mind: you can love people without necessarily leading them, but you cannot lead people without truly loving them. Therefore, you love people by proving this through your behavior when applying all 3 Cs (Compassion, Competence, Collaboration) and especially compassion. Socrates mentioned "The safe way to greatness is to be in reality what we are in appearance." In addition, an important aspect to mention is that a human-led leader "protects the organization from internal rivalries that can destroy organizational culture"(Simon, 2014) . In fact, we are currently witnessing a profound change with a significant shift in emphasis from competition to collaboration including the collaborative economy where the motto is "From sharing to caring"(EU Agenda 2016).

The collaborative economy captures the human side, where the modern leader must show that he cares by showing compassion.

However, the modern "profession" of leader implies at the same time Responsibility, responsibility to take care of others. The responsibility starts before we act; as a leader, you are responsible not only for your actions but also for those of the people we lead. In the era of the explosion of the IT, artificial intelligence, virtual reality, taking care of each other involves having the ability to make employees relate to each other, not just in virtual space, but also to generate an environment when people cooperate and develop trust and loyalty. An environment, where the values are important for leaders regardless of their race, religion, economic status, or other defining characteristics, to promote a livable and workable society. For employees, positive leadership behavior is character education in action; a leader has the ability to primarily feed people's souls and hearts. The Covid crises has brought important changes in the labour market: for example the remote work. Online meetings, remote work and other aspects, have led to a low performance of a certain tier of employees and the leader must have competences to find the most opportune practice to encourage. In this case, it is becoming increasingly clear that the Human's leader must act now maybe more than ever before. To be a good human leader you need an honest concentration of efforts on a social, emotional, intellectual and moral level. The remote human resources management requires specific skills and knowhow for witch employees are not trained. Covid 19 change the role of leader; now he is the leader of a virtual team.

Ben Pring vice president and manager of Cognizant's Center for the Future of work, said that many people feel worried and stressed in a word where machines can do everything, and this angst can be only calmed by creating something new; therefore, now is time for creative innovation in the collaborative economy.

Ronald Jeurissen mention the organization receives a number of privileges from society, mainly related to the legally institutionalized corporate personality. In exchange, society is granted a number of specific benefits of corporate personality.(Ronald Jeurissen,2000).

Ethics behavior is the dimension of social action in which legitimacy and solidarity mutually determine each other. Therefore, the collaborative economy is the field when everyone wins, it's win-win relationship for everybody. The collaborative economy create new job opportunities.

3. Methodology

In relation to the general object proposed for this article, as well as to the proposed sub-objectives, we have resorted to a multi-level approach. First, it was necessary to identify in the literature, the main characteristics of a leader. For these, we would approach many relevant articles from the literature. Second, the authors identified the role of the NGO in the development of ethical business. Moreover, comparatively analyzed some projects in terms of results, ethics and morality.

4. Results and discussions

4.1 Identification the NGO's Role in the Development of Ethic Business and Human Leader

In this sub section I going into much broader questions of missions for all NGOs. By definition, the mission of an NGO is usually a not for profit, to make profits while serving the poor? Although we are talking about a mission conflict: to profit, or to not profit? The first problem for the NGO leader is related to Mission conflict. In this case, NGO must create a controllable for-profit organization. Thus, the leader must have a clear understanding of things, be like a "watchdog" and create an environment when the ethics and human behavior prevails.

A second ethical problem stems from the different kinds of shareholders present in NGOs. It is important to see the motivation of founders and employees shareholders. If all the shareholders had been not for profits, the problem of capital gains is solved so, all the gain will back for development projects. Therefore, the first question which arises is how NGOs can have peace of mind through durability.

Thus, is very important to remain an ethic bound manager and for this we need an organization culture based on responsibility, which takes care of others, and makes things from the soul.

To be a human leader you must be able to help your employees over time, to help people to grow, to give proof of initiative and to become responsible.

Employees can more easily make ethical decisions when their personal values match the company's norms. A human leader must explain his employees the personal values influence the behavior of the organization. In NGO environment, personal values provide an internal reference for what is good, important and constructive, and they are meant to influence how we carry out our responsibility for others. To make ethical and moral choices, the first step is to have a clear understanding of personal values. In addition, the turning point define leadership, leader arrive to reevaluate his priorities in life, strong sense of social values, trying to help who need help (Hemingway C, Starkey K, 2018).

There is a precept that a good person is one who does good deeds when no one is looking. This precept may became for NGO leader's leverage to take the ethical decisions.

People who are ethical follow their beliefs even no one find out about their deeds. In the environment NGO we have the opportunity to be ethical, to be human! It's time to move from amateur administration to professional management (Helming, Jegers, Lapsley, 2004). This challenge of management is influenced by the new economics models, for example the collaborative economy.

The NGOs maintain three types of relation with companies, which correspond as many roles :pressure (critical role), partnership (support role), evaluation (expert role) (Mach

A,2002). Our research are dealing with the NGO partnership role in the business. In this case, the collaborative economy is a good example to developing relationships. During the Davos 2021 (WEF Annual Report 2020-2021) meetings, the global leaders discussed about Covid Crisis, and they mentioned that the Covid 19 pandemic has demonstrated that not institution or individual alone can address the economics, social challenges. The pandemic has accelerated systemic changes. It's time to rebuild trust, faith, and to make crucial choices in the new context. Therefore, to make good decisions, means to have an ethical principles and an ethical behavior. The human leaders have the potential to play a large role here in the future. The NGOs most connected to the communities where they work. Starting from the motto "From sharing to caring", the collaborative economy helps NGO and communities to develop relationship. NGOs have a big importance as economic development institutions as useful partners and local community groups.

The collaborative economy is considered like a new form of market that use the internet to share goods, services and knowledge. (Acquier A, Carbone V, Masse, 2016) The collaborative consumption is an economic model based on sharing, trading or renting product and services. Practically, all the process of consume is reinventing...not just to consume, but how consume.

We leave in a hostile and competitive word, where everybody is looking for resources, however, there are the systems that help us, such the collaborative economy.

The human leaders own the capacity to find the balance in their team and the opportunity to the collaborative economics trace in the employee's soul courage, inspiration, vision, creativity and empathy. Nowadays it is tried to rebuild a collaborative world (Sinek, 2014). In this word, the unprivileged peoples can find their place, can find an opportunity to make something, even a job.

And now, the NGO's role becomes all-important; a human leader, help to integration unprivileged peoples in the system of Collaborative Economy. Collaborative economy motive people to work together, so they feel like being part of a family, and they wish to bring in more people.

Indeed, in some cases, the sharing economy creates new full time or part-time employment opportunities or freelancer witch allow people to complement their existing job or earn extra money..(Welsum, D. 2016) . In a French study, it was proved that the people have more then they need, almost 70 thinks in our houses that we don't need. Under this circumstance, the NGOs need to make major efforts in order to help people to share. So, it is the leader, the human leader who will teach people to sharing and to caring. Leadership means honesty, responsibility, integrity, all three are components of trust. In NGO is impetuous necessary to build relationship based on trust. The future belong to whoever now leads the way in valuing people, "the world is currently making a transition from capitalism to talentism" (Klaus Schwab, WEF). The sharing economy contributes to growth and employment opportunities.

All this ethics practices, can be easily folded into business models. The modern leader if is mindfulness and truth-telling, he create an organizational culture based on 3C (Compassion, Competence, Collaboration). In the collaboration organizational culture the innovation is the main result. And innovativeness is the key to growth of the European economy.

4.2. Case Study

In this study I map the place of ethics in the NGO projects. The Ethics in NGOs can be define as a creative searching for human fulfillment. The ambition of the NGO is also to inspire and help other people. The study of ethics projects generally consist of the examination of right, wrong, good, duty, obligation, in step of implementation of the projects.

As mentioned above, in each step of project is important to have the strong ethics principles and the core competences. The model for ethical analysis that I suggest in this section, is that determines the connection between moral reasoning and moral behavior and how each depends on the issues involved. In NGO, ethical consideration of the problem often go hand to hand with taking a long term view of a problem and with the results that would bring spiritual fulfilment.

In the following table I show some projects and their ethical and moral implication:

Table 1. NGO's Projects

Project denomination	Partners and collaborators	Results	Ethical and moral implication
"Soldiers and generals"	- Ministry of Culture of Romania - Metropolitan Library of Bucharest - Mihail Sadoveanu, School, Vadul lui Isac, village, Cahul district Republic of Moldova - Four education institutions from Bucharest. - National Military Museum "King Ferdinand"	-History workshops - 200 students. -cultural week -150 participating -theater workshop - 50 students -literary creations - 39 of students; -The play "Heroes among us" – 14 students, Exhibition - by the National Children's Palace -long night of the museum Metropolitan Library of Bucharest	- responsibility for all of the stages of the project - models for school children. – modesty – in all our deeds, we have taken as a guide all that is good and beautiful. - authority and discipline with love - tolerance with de special people. -learning through experience -leaning between grows –ups and kids should be a lifelong learning -team work - good personal relation -intelligence and timing - finish what you started -sense of community and concern for others -original core values -accountability for the effects of one's own decisions and behaviors -opportunity for <i>spiritual grow</i> -the solution of the project problems requires <i>courage</i> -vision -impact -commitment -open hearts - ambitious and high-priority target
Queen Mary and the battlefield	-Nation Museum of Romanian literature - Association Romania Culture -four education institutions from Bucharest	-Traveling exhibit "Queen Mary and the battlefield" -workshops with students, -symposium - editing Album" Queen Mary"	
Queen soldier	- National Administration of Cultural Fund -Association Romanian Culture -four education institutions from Bucharest	-educational workshops; -traveling photography exhibition; video editing with recordings from the First World War; 4 trips to the Pelisor, Bran Museum	

Source: author's research

In the table above, I presented some projects and I defined a few ethics behaviors. These ethics behaviors helped us to carrying out ours missions. As you can see, without en ethical behavior. All this remarkable outcomes would not have been possible without respect

for ethical principles. A living example that of people can do this effectively: to be together, to help others. The happiness of beginning and finishing things that every projects brought as a harvest of inner happiness.

The key words in implementation of NGO projects can be: passion, patience, creativity, character, competence. The leadership can only be found in the smallest and easier deeds that have great influences on the others to do better and better.

Of course, there were critical moments in the steps of projects implementation, the obstructed moments, but with the faith and have an open heart, we have found the best solutions. We worked with children, for children, we make a strong team based to ethics principles.

In the book "A Kick in the Seat of the Pants", Roger von Oech give an excellent answer "look around you and finds five blue objects. " of course, you will find it; the blue comes to you. That is the thing about people, they find what they are looking for. In the NGO environment, it's very important to looking for what is matches on the organizational culture principles. In this case, the leader is the one who helps peoples to improve their sensitivity and ability to know what to look for.

7. Conclusions

The world is currently in a process of change. An essential role in this process is played by technology, which cognitively stimulates the Z and Alpha generations from the first years of life. Among the many benefits it has, it has certain negative traits that present risks. New technologies are present in various fields of activity, including the education system and the labor market. People learn about this behavior in life, and technology helps them make sense, only people need to demonstrate different skills to adapt to the permanent changes that occur in the environment to achieve their desired goals. Moreover, the COVID19 pandemic has led to the relocation of numerous economic activities to protect human resources online. The labor market has undergone significant changes, as employees have been forced to adopt telework, and for some, productivity has declined. In this case, the human leader is needed. He must create a good atmosphere, be able to reach his employees, be responsible and show initiative and create an organizational culture based on competence, compassion and collaboration.

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