Human Resources Management challenges

An international comparative study of Charitable Organisations

by

Claudia Natullo

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Chapter I.
Introduction

Human resources management (HRM) is the managing of employees to maximise their performance and align it to the strategic objectives of the organisation. It concerns several activities as employees' resourcing, performance and rewards management (Collings, Wood and Szamosi, 2009).

HRM became known as a strategic asset in the early twentieth century, as, after the Industrial revolution, organisations looked for new ways to maximise production and efficiency and achieve an improved relationship between managers and employees. However, third sector's organisations still struggle to implement HRM efficiently.

Charities, in particular, are increasingly challenged by the current environment of high competition, regulations and budget limitations. Therefore, a global comparative analysis has been carried on the main challenges they encounter when applying HRM principles, to raise public awareness and ground the basis for further studies.

The following chapter explores the rationale behind the research topic, providing the background on which it has been built, highlighting the gaps in the literature on the subject and therefore justifying the study's choice and aims. Finally, an outline of the paper will be provided.

1. Thesis statement

The analysis of HRM in the non-profit sector reveals that worldwide charities face severe challenges when applying HRM functions and principles to their workforce. Evidence and researcher's personal experience as a charity worker have helped establish a global trend of three most challenging HR duties, to be confirmed by the research findings: management of employees and volunteers, recruitment and retainment of staff, employees' motivation and rewards.

2. Background

Charities are organisations which fall in the third sector category, also called the non-profit sector. They are neither private or public, as the company does not have shareholders who benefit from it, and neither is owned by the government. The non-profit sector also differs from the for-profit since it involves both employees and unpaid volunteers in the organisation (Ngan and Björklund, 2011).

As defined by law, a charity is an institution which is established for charitable purposes only (Assets.publishing.service.gov.uk, 2017); meaning, its objectives are social rather than economic and based on humanitarian, religious or moral principles of doing good (Ngan and Björklund, 2011). Charity's profit is therefore meant to help society through daily operations.

Before the 1980s, non-profit organisations (NPOs) were mainly focusing on the "doing good is good enough" principle (Cunningham, 2010), and consequently, they would be satisfied with even the smallest progress. The work was mainly related to finance and fundraising for keeping the operations going (Cun-

ningham, 2010). However, world-wide historical economic and political changes have had a significant impact on societies, which pushed the non-profit sector's growth. Since the Industrial revolution and WWII, and concepts like socialism and collaboration emerged, to help the whole society recover from the war (Salamon, 2012). Discourses on capitalism, the crisis of the communist system and environmental crises led to the formation of cooperatives and non-profit organisations (NPOs) to address social issues that government could not handle as occupied with the economic and political scenario (Salamon, 2012).

The non-profit sector developed significantly in America in the 1970s, which allowed charities to become legal entities and get grants to grow their operations.

The environment of rising competition and growing markets increased NPOs' desire for legitimacy and for building a sustainable organisation. Since then, worldwide NPOs began prospering and turned to for-profit strategies to enhance profits; like fundraising, which turned to sales campaign approaches for collecting funds (Salamon, 2012). Profits peaked in the 2000s when the advent of the Internet and online donations. (Muslic, 2017).

Since charities have today internationalised and become bigger, as the expectations of the public, good intentions are no longer enough to sustain the organisations. As employees and volunteers represent the core resource of a functioning charitable organisation, the implementation of efficient HRM becomes essential, also to prove the public – stakeholders like funding bodies and donors – that charities have a pre-set plan with people hardworking towards it, so that trust is built toward their mission.

Today, aspects like business plans and performance management have become part of charities' daily operations. Due to their nature, however, they have been facing several challenges in apply-

ing and standardising rules to the company, which will be explored in the paper.

3. Rationale behind the topic

The charity sector is among the least explored by business and management studies. Having worked as an employee for charities myself in different countries - Australia, Italy, England-, I had the opportunity to acknowledge the many difficulties that charities face daily, assisting to the media bias and budget limitation they are subject to. I also experienced differences among countries based on the companies' organisational culture and people's attitudes. The field experienced encouraged to further research in HRM strategies undertaken by worldwide charities nowadays, the factors mitigating for and against it, and the extent to which they differ among countries.

When looking at the literature to date, little research has been found on the matter (Hwang and Powell, 2009; Caines, 2011; Speckbacher, 2012; Ohs, 2014).

However, several relevant old-dated researches have been found on NPOs (Salaman, 1989; Wilson and Pimm,1996; Cunningham, 1999; Bartel, 2000; Lynn, 2001; Frumkin, 2002).

Above all, the paper (Cunningham, 1999) on HRM in non-profits, which also involved volunteers, and a global comparative analysis on HRM practices (Iles and Zhang, 2013) inspired the study.

4. Research aims and questions

This study aims to make a valuable contribution to the little existing knowledge on the HRM challenges faced by worldwide charities, shedding light on global convergences and divergences through an international comparative analysis.
The research is centred on the following questions:
1) What are the difficulties in managing employees and volunteers? Are they to be treated differently?
2) What are the main HRM challenges among worldwide charities today?
3) Are there any differences or similarities in the HRM approaches and challenges emerged from the global comparison?

Additional sub-questions can be found in Appendix (A).

5. Outline of the paper

After having explored the reasons behind NPO's implementation of HRM (section 1.2), the study will move onto reviewing the HRM literature relating to the third sector. Following, the methods undertaken to carry the study will be explained.
Finally, there will be an analysis of the findings which will help answer the research question in the conclusive discussion.

This chapter provides a comprehensive collection of old and current alternative views and studies relating to the HRM field in the third sector. The review of such literature will lay out the theoretical basis for the analysis of relevant findings.

The following HRM areas will be touched, as believed to be the most crucial for charities:

1) Management of employees and volunteers
2) Recruitment and retention
3) Motivation and rewards management

There will also be a brief review of HRM approaches differences in the USA, UK and Southern Europe to provide a theoretical ground for the interested countries.

Additional literature can be found in the Appendix (D and E) as extra material, yet useful for concluding remarks.

1. Managing employees and volunteers

Managing NPOs is complex as the team often consists of both paid employees and volunteers (Cunningham, 1999). Volunteers are not financially compensated and work therefore for self-interest and altruism. Employees, on the other side, often have

pre-set targets to reach in exchange for pay-related rewards. As the two workforces have different interests and goals, it is essential to cautiously manage both parties, to avoid discontent and benefit of equally skilled staff.

Cunningham suggested that, with charities shaping like businesses, management of volunteers could not be amateur but should aim to create professional, trained and skilled workers. However, embracing such management could lead volunteers to alienate from their work, denied their freedom to act spontaneously for altruistic reasons (Cunningham, 1999). Similarly, Frumkin and Putnam believed that the professionalisation of volunteers could have damaged expressive goals by prioritising instrumental orientations (Hwang and Powell, 2009).

On the other hand, Drucker believed that managing volunteers would have raised their expectations and consequently their effort to improve. He also highlighted that any discontent among staff members derived from weak firms' structures and lack of opportunities for the staff (Hwang and Powell, 2009).

Wilson emphasised the need for an equal workforce treatment in terms of inclusion, competences development and higher responsibilities. As volunteers are non-paid members of staff, it is crucial to understand their needs and wants, to fully support them and motivate them through non-monetary incentives, like enhanced authority (Wilson and Pimm, 1996).

To align both workforces' interest to the overall organisation's goals, Cunningham suggested more equality in training and communication (Cunningham, 1999). The view was supported in the first Symposium in America on HRM in NPOs (Lynn, 2003) where it emerged that volunteers work better when assigned higher responsibilities and meaningful tasks.

The mentioned authors provide interesting but old dated insights. Therefore, current studies have been looked at to explore the situation's development.

The most recent study examined HRM in Save The Children Sweden (Ngan and Björklund, 2011), concluding that managers tend to treat the two workforces differently due to their diverse characteristics. Issues experienced by volunteers were little feedback and support as well as less flexibility to rotate among jobs. Similarities were found, however, in the way the organisation would focus on saving money at all stages of HRM (Ngan and Björklund, 2011). This is the latest study found related to charities, and it is limited to one country, implying the need for further research on the subject.

2.   Three key HRM challenges

Due to the complexity of managing diverse workforces, but also limited budget, government regulations and often, less reliable personnel, implementing and carrying forward HRM functions is extremely complex for a charity.

A trend of three most challenging HRM areas emerged from academic studies: staff resourcing - recruitment and retention, and motivation/reward management.

2.1.   Staff resourcing

Staff resourcing is the hiring of adequate people to meet organisational goals. It involves recruitment and selection, turnover and retention of employees (Boxall, Purcell and Wright, 2007).

Recruitment and retention are one of the main issues that charities and NPOs face. As their pay is lower than other businesses, and they are sensitive to spending available resources in the business structure, acquiring and retaining staff can become a barrier to future growth.

2.2. Recruitment

The recruitment process involves an analysis of the jobs to determine the skills needed for accomplishing tasks; it involves the creation of a specific job description as well as candidate specification – outlining of the desirable criteria for selection and identifying the time and costs needed for the process. Key recruitment strategies see the advertising of vacancies, use of recruitment channels like agencies and the Internet (CIPD, 2019).

Recruitment is crucial for NPOs as without the right people their mission could not be fulfilled, but is subject to a minimal budget. Consequently, charities offer low salaries compared to for-profits, appearing less attractive.

A poor recruitment plan could seriously damage charities. As they operate with grants limited in time, delays in filling someone's position could significantly affect operations' deadlines, causing losses and public distrust. Therefore, it is crucial to have a pre-set plan. (Hernandez, 2017).

On top of budget and regulations, the recruitment process is limited by the lack of clarity of NPOs' job offers, roles and related tasks (Hernandez, 2017), which attracts under-skilled staff.

A study carried in an Australian NPO concluded that the recruitment process is also profoundly affected by external factors, struggling between "increasing state regulations and market demands for efficiency" (Warburton, Moore and Oppehneimer,

2017). This means that charities need to stay within the budget as well as meeting stakeholders' expectation. Demographic trends also affect recruitment, like having to choose from a smaller population sample (Halpern, 2006).

These studies suggest that global recruitment is influenced by external factors like diverse environments and budget constraints, as well as by internal structural elements. The professionalisation of the HRM unit and a better up-front planning to improve recruitment processes were therefore recommended (Ngan, 2011; Halpern, 2006), as well as increased communication of the company's mission (Euin Kim and Wook Lee, 2007) strong organisational identity (Warburton, Moore and Oppehneimer, 2017) and defining skills requirements for the jobs (Hernandez, 2017).

This paper will attempt to explore how the recruiting process is being challenged today in worldwide charities, as literature was mostly related to the overall NPOs.

2.3.   Retention and turnover

One of the primary concerns of today's NPOs is staff retention. Retention is the company's strategy to keep its staff and maintain low levels of turnover (Heery and Noon, 2008). HRM approaches to improve retention involve analysis of recruitment processes, as well as learning from previous mistakes by examining the faulty approaches which might cause people to leave (Boxall, Purcell and Wright, 2007).
Overall, the leading causes of staff turnover in NPOs are low pay and poor career development opportunities, unequal rewards between the employees and volunteers, low diversity in the teams

and little feedbacks and supervision (Ngam, 2011; Halpern, 2006; Pynes, 2009; Speckbacher, 2012).

A supportive and inclusive HRM system was proved to enhance retention rates (Allen, 2003), as well as a transparent corporate culture, meaningful job tasks and effective strategies to increase motivation (Ngan, 2011; Halpern, 2006).

Finally, staff commitment to the company's mission has been considered crucial for long-term retention (Eun Kim and Wook Lee, 2007). According to US data, a workforce committed to the mission places 57% more effort when carrying tasks forward and is 87% less likely to quit than a disengaged staff (America's Charities, 2014).

When considering differences among the two workforces, contrasting views emerged. One group of authors supported the retention of volunteers to be higher due to their self-actualisation through working for charitable purposes (Kim and Lee, 2007, Samantrai, 1992 and Cameron, 2003); while others believed volunteers' commitment to being affected by not being provided with monetary rewards (Hernandez, 2017, Ngan and Björklund, 2011; Halpern, 2006).

However, overall, high turnover rates were associated with both parties.

Some authors (Eun Kim and Wook Lee, 2007; Samantrai, 1992) argued the presence of a positive relationship between employees' turnover and workload; meaning, the more pressure on employees to carry tasks in a certain time, the more their discontent. Discontent among employees is also caused by low wages and comparisons with volunteers, who often have more decisional power (Cameron, 2003).

These contrasting views call for further analysis of today's turnover rates and strategies proposed to improve staff retention within the global charitable sector.

2.4.   Motivation and reward management

Motivation and reward management is a complex function of HRM within the non-profit sector. Although the staff has higher intrinsic motivation – the doing of an activity for its inherent satisfaction rather than for some separable consequence (Oudeyer and Kaplan, 2013) – than in for-profits, due to self-actualisation goals (De Cooman et al., 2009), motivating employees and volunteers is crucial.

Studies on motivation management in charitable organisations have not been found. The only research articulating the argument was the Cunningham's study of voluntary organisations, which concluded that shaping policies to motivate staff may lead to volunteers' discontent, underlining their self-willingness of achieving the mission's goal (Cunningham, 2001). As the study is old, a new perspective on the matter is needed.

Broader literature has been found relating to NPO's reward management. The authors considered rewards and incentives as key factors for motivating and retaining staff (Ngam, 2011; Hackman and Oldkam, 1980; Devon and Brookshire 2007; De Cooman et al., 2009; Guo and Brown, 2011). By grouping the literature views and comparing them (table 1), the factors positively affecting NPOs motivation have been noted, like flexibility and paid bonuses. On the other hand, elements likely to lower workforce motivation have been identified, as weak organisational culture and little supervision (Ngan, 2011; Hackman and Oldkam, 1980; Devon and Brookshire, 2007).

Table 1 – First hand summary of literature review

GOOD MOTIVATORS

| Employees	Volunteers
Satisfactory salary levels	Self- actualisation through mission commitment
Freedom, autonomy, responsibilities and higher decisional power	Opportunities for advancement and higher decisional power
Competence development opportunities	Meaningul job tasks
Money-related rewards	Authority and freedom over work
Growth opportunities	Competence development like paid-for classes
Promotions	High trust and responsibilities

BAD MOTIVATORS

Employees	Volunteers
Lower salaries compared to for-profit sector	Too little structure
Less meaningful tasks	Too little supervision and feedbacks
Low relatedness to volunteers	Low relatedness with employees and volunteers
Less interesting jobs than volunteers	Weak company's mission
Too much pressure on reaching targets	Low diversity within the team

A study of Save the Children Sweden (Ngan and Björklund, 2011) concluded that volunteers need less motivation than employees, as the former is intrinsically motivated, either for social-heritage or self-desire to make a difference. On the other hand, employees need monetary rewards and competence development opportunities to keep their motivation high. The study also showed that motivation is low in companies with little connection between employees and volunteers. Weak relations provoked a general discontent, as employees considered volunteers' tasks more interesting, while volunteers saw employees as getting more incentives from management (Ngan and Björklund, 2011). Speckbacher argued that in NPOs implicit incentives – not defined by contract - work better than performance-related pay rewards (Speckbacher, 2012). Similarly, Kluvers highlighted the importance of intrinsic factors for motivating and retaining staff, "despite being paid less than their private sector counterparts." (Tippet and Kluvers, 2009). Paid bonuses were therefore considered less effective than, for instance, offering higher responsibili-

ties and involvement. This is in line with the Herzberg's theory of motivation supporting that motivators differ from elements like salary and work conditions, which are basic "hygiene" factors that need to be there for employees to no be dissatisfied (Herzberg, 2003; figure 1).

Figure 1 – Herzberg's theory (Google.com, 2019)
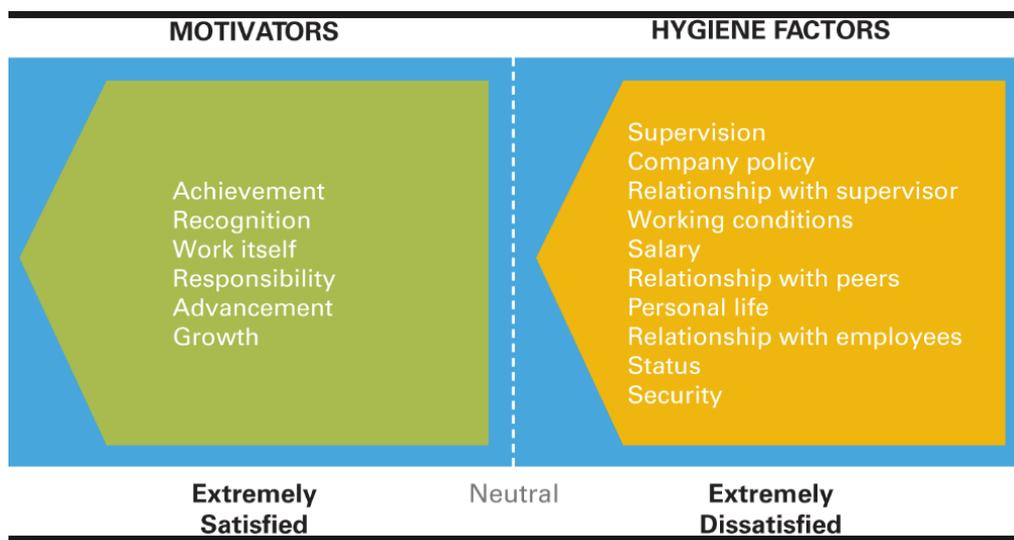
The proposed study seeks to identify the rewards working best in charitable organisations today and country differences.

3.   HR approaches in the UK, USA and Australia

HRM first arose as a term in the USA, substituting personnel management as academics began to examine the nature of work to maximise production and efficiency. Core policies areas were employees' management, rewards systems and recruitment. The UK then adopted the model, and only after it spread worldwide (Iles and Zhang, 2013).

Various HRM procedures have been identified among countries, based on cultural and political differences, as well as ownership structures.

The UK, Australia and America all promoted HRM for improving the country's competitiveness in times of increased global competition. They shared cultural and HRM approaches similarities, as opposed to Italy. (Iles and Zhang, 2013). These similarities were found in positive attitudes toward risks, low power distance and flexible work systems. Also, the countries offered many non-financial rewards and variable pay systems, thanks to their low uncertainty avoidance (Sparrow et al., 1994).

On the other hand, countries like Italy characterised by collectivism, high power distance and uncertainty avoidance (Sparrow et al., 1994) manifested different HRM policies. In Italy - a family-oriented country- communication and personal relations were of primary importance and this affected HR practices like recruitment, with managers hiring family members and friends. Also, staff sought cash rewards more than self-development, due to the high-power distance which made employees feel like they would never be involved in important decisions (Iles and Zhang, 2013). Finally, the uncertainty avoidance attitude of the country was reflected in the centralised fixed pay system linked to seniority promotions, which allowed for greater employee protection through fixed earnings. On the other hand, the USA, and following the UK and Australia, had adopted performance-related rewards aiming for short-term targets, causing wide earning disparities (Iles and Zhang, 2013).

There is an open debate regarding whether the European and Anglo-American HRM models are converging or not (Dowling et al., 2018). This research will attempt to clarify the matter in the charity sector.

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Chapter III.
Methodology

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This chapter describes the methodology used to conduct the study, explaining how it will produce valuable knowledge.

1. Research methods and philosophy

The proposed study will be carried out by answering the research questions using qualitative research methods. The qualitative approach is explanatory, responding to inquiries by collecting evidence and perspectives of the subjects involved (Mack and Woodsoning, 2005).

The main goal of qualitative research is the understanding of a phenomenon through comprehension of opinions and relations rather than the ability to generalise from results and find a single truth (Seale et al., 2005). Hence, generalizability, validity and reliability of the research are allowed by the authenticity of the results (Easterby, 2012).

The qualitative paradigm is appropriate to this research as it will help interpreting and understanding in-depth the complexity of HRM in worldwide charities by considering people's experiences and opinions, which allow for generalisation of data.

The research philosophy – rationale behind the methods of gathering and analysing data – is based on an interpretive approach

which views the world as socially constructed, meaning that everything is determined by social and environmental factors (Bryman and Bell, 2015). Thus, human explanations and experiences not only help to shape knowledge but also allow for contextualisation of potential issues within their environment.

2. Research design

The qualitative methods of research involve discourses and open questions interviews, appropriate to gain full comprehension of a problem.

In the current investigation, semi-structured interviews have been conducted. These are pre-set open-ended questions which allow gaining knowledge over the interested topics while also free interviewees to provide new insights. (Sage Research, 2008).

A survey has been proposed too, to charity employees and volunteers of different countries. Responses will enable gaining additional data to support the final findings. The overall data collected will shed light on management issues and new HRM solutions based on employees' needs.

3. Data collection and analysis

The data collected in the semi-structured interviews are from four managers working respectively in England, Italy, America and Australian charities (Appendix B). Three males and one female, all in between their thirty-forty years old. As requested by the interviewees, their identity will be kept anonymous.

Such interviews aim to gather knowledge, based on their experiences, on the challenges and strategies of charities' HRM; as well

as to identify congruences and differences among countries. Face-to-face interviews were computed in Italy and England, while Skype video calls have been used with overseas country's managers. Data were recorded by transcription.

The sample for the survey involved employees and volunteers working in charities around the globe (Appendix 2). Respondents were forty, mainly young people between twenty and thirty-five years old. The survey was proposed online, which helped to gather data from a broader range of candidates. The survey choice aims to value the truthfulness of managers' beliefs. Also, by providing employees' opinions, new insights may be found.

The data will be examined through a conventional content analysis, meaning there will be a categorical division of the HRM areas of interest to explain patterns, limitations and differences of perspectives. In conclusion, data will be compared to the reviewed literature, to identify whether the study reinforces or rejects previous studies on the subjects.

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Chapter IV.
Findings

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The research aimed to identify the challenges that charities currently face around the globe in HRM practices, contextualising the issues in their environments and considering strategies to address it.

Relevant findings will be presented by dividing the affected areas into sub-headings. Additional material on employees' considerations about charity work can be found in the Appendix (G).

1. Managing employees and volunteers: three main challenges

Interviewees were asked whether there are differences in the management of volunteers and employees. A manager who worked for Cancer Research UK, Cancer Research Australia and Auction Aid Thailand affirms that treatment of employees and volunteers is very different from charity to charity. He says, "Cancer Research UK was flexible with all members of staff and offered equal opportunities, as equal treatment". A current HR manager of Cancer Research UK confirmed this view.

On the other hand, in Thailand, the environment appeared not to be supportive and inclusive. The manager highlights how volunteers were left alone, and all the focus was on employees, who,

he says, were not productive and showed high rates of turnover. According to his cross-country management experience, culture dramatically influences the way the workforce is treated. He suggests organisational culture as essential for an efficient charity's structure, as well as looking after staff.

The diagram below (figure 2) shows the differences in employees' responses related to management satisfaction, which, given the variety of respondents' backgrounds, confirm cultural influences on organisations' functions.

Figure 2 – Survey responses

2.I am satisfied with my managers and trainings
40 responses
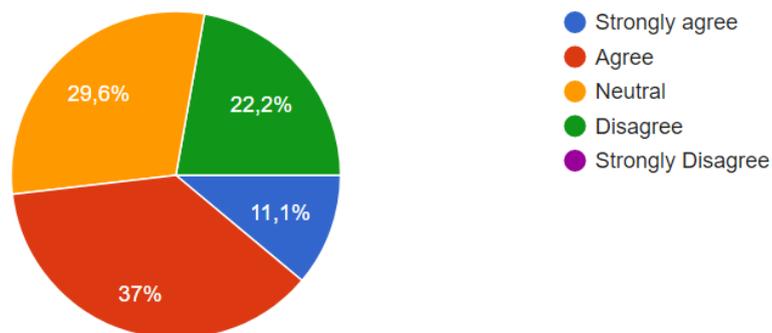
The American manager believes one of the primary staff management challenges to be maintaining an equal, satisfying organisational structure. In his words: "Employees expect a structure that is supported by standards, systems, policies and procedures; while volunteers can work autonomously, pushed by self-actualisation goals".

Figure 2.1 – Survey responses

5.Charities trainings help me improve and work better
40 responses
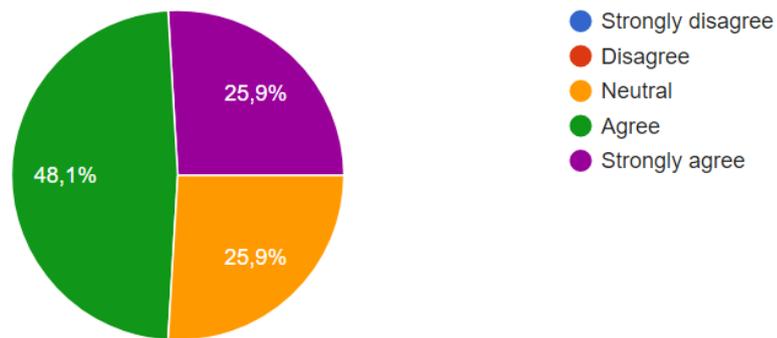
Figure 2.2 – Survey responses

6.I work better when targets are pre-set
40 responses
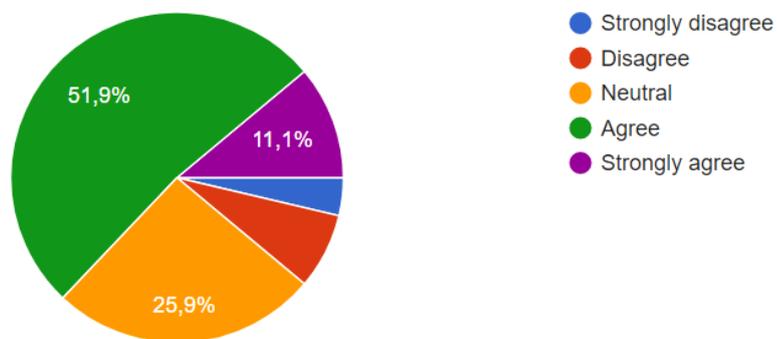
According to data collected (fig 2.1; 2.2), the majority of respondents believes to work better under training and when targets are pre-set, showing their need for a robust structure- The American manager, however, highlights how in charities' structures "tend to be less robust due to shortages in expertise and funding". Therefore, to save time and resources spent on moni-

toring staff, he recommends employees to become proactive and self-sufficient.

A pattern of three most challenging HRM functions has emerged from the interviews: employee recruitment, retention, and reward management.
Budget limitations and media bias also appeared to be a limitation to HRM implementation.

1.1.   Recruitment

Interviews revealed that managers are struggling with recruitment today more than ever due to rising competitors and wages, budget constraints and demographic trends. It also emerged how recruitment does not usually involve external channels but is managed internally to avoid extra costs.
However, the degree of complexity of recruiting staff, and the reasons behind it differed among countries. While recruitment seems to be more manageable in Italy – the manager says "attracting young people is easy as unemployment is high (almost 30%), and we offer high commission and fun work"; in Australia, America and England the situation is different.
In the United States, according to the manager, recruiting and retaining staff is increasing in difficulty, mainly due to two factors; the low unemployment rate and rising wages: "the low unemployment rate (4%) has meant that charities must spend more time and resources to identify qualified personnel. The low unemployment rate among college-educated Americans (2%) is also adding pressure on organisations. On average, it is taking organisations eight weeks to fill a vacant position".

The other aspect highlighted by the manager is that to keep up with rising wages, some charities may resort to working with underqualified candidates to avoid the pressure; similar to the UK and Australia.

In the UK, for-profits' competitive salaries challenge charity's recruitment. On the other hand, in Australia, difficulties arise as charities are requested to be high standards. Therefore, recruitment aims to hire only qualified staff, which is a massive challenge when offering low salaries.

Finally, all managers agreed that one "make-or-break factor" in hiring and retaining all staff is the charity's organisational culture. The latter becomes a strategic asset to make workers feel comfortable and satisfied with their job.

Another pattern emerging from the interviews is that employees' recruitment is different from volunteers, as for volunteer they do not have specific requirements, so quantity is preferred over quality which makes their hiring less challenging.

In terms of strategies to improve recruitment, solutions emerged from the interviews are upfront planning; definition of the job skills based on the company's strategy; deliver the mission most communicatively so and encouraging diversity in the teams.

1.2.   Retention

Staff retention is another HRM function confirmed to be challenging by the data collected.

The Australian manager affirmed that turnover rates are generally higher among employees than volunteers, even higher when the former are pressured to reach the short-term targets. He says: "turnover rates differ among countries depending on organisa-

tional cultures, on the way staff are motivated and treated. However, I noticed that volunteers get very passionate and stay longer".

In Italy, turnover rates are high, mainly due to poor structure of companies, low salaries and weak motivational strategies. Contrarily, the US and the UK, as well as Australia, have started in recent years to build effective organisational structures, but the turnover of both workforces is still high. The UK manager affirms that reasons behind the issue are higher competition, higher salaries of fundraising agencies, generally rising wages and little opportunities for competence development.

A similar situation has been found in America. The interviewee, who is now working for the US Robert Half HR company, says "According to a recent Robert Half survey, 77% of workers are more likely to accept a job offer if there is the possibility, they can telecommute some of the time". Hence, the manager supported the importance of meeting the expectations of millennials, that mainly involve work-life-balance and integration.

Survey responses reveal that today's charities allow work-life balance (fig 2.3). Also, the majority of employees is positive that charity job is something they would do for a lifetime (fig 2.7), which implies they will be happy to stay with the right environment.

Overall, solutions to turnover problems were similar to those of recruitment. Suggestions were to assign the staff more authority over job tasks, meaningful duties and feedbacks and allow work-life balance.

1.3. Motivational strategies

When asking managers how important employees' motivation is to the overall productivity of the companies, answers were mostly alike. The conclusion is that staff motivation is one of the most important and challenging functions within charities. Managers from Australia, America and England assess that now more than ever companies need to build effective motivational strategies, due to globalisation and rising competition.

Interviewees suggested several rewards strategies. In Italy, for instance, the manager found that a right balance between implicit and external rewards is essential, given the low monetary rewards; thus, incentives like decisional power and higher job roles have been combined to cash bonuses. The manager also says that paid incentives should not necessarily involve cash, but could also be extended holidays, extra days-off paid for, learning classes or going out with the staff.

Similarly, in America, employees respond to extrinsic rewards due to the competitive environment they live in, but they seem to be also motivated by implicit factors like work-life-integration and more responsibilities. The manager says: "Because structures tend to be less robust in charities, employees are motivated to take on responsibilities that allow them to enhance the structure. We found that 64% of candidates would accept a job with a higher title that does not include more pay, compared to 55% in 2011".

In Australia and England, it has been highlighted that what motivates employees the most is visiting projects on the field, meaningful tasks and growing opportunities as well as salary rewards; therefore, combining implicit and external compensation. The Australian manager supports the use of intrinsic rewards, as he believes that charity workers care more about making a differ-

ence than the money they are getting; communicating the charity's mission, consequently, becomes fundamental.

Overall, the balance between monetary and implicit rewards is the strategy undertaken by most charities. However, data collected from the survey show that, while the majority of employees is highly motivated by working for a charity, appreciating the training and higher job roles, they are still greatly attached to paid performance-related rewards (figures 2.3, 2.4, 2.5, 2.6),

Figure 2.3 – Survey responses

1.Do you agree that working with a charity allows you to achieve a good work-life balance?
40 responses
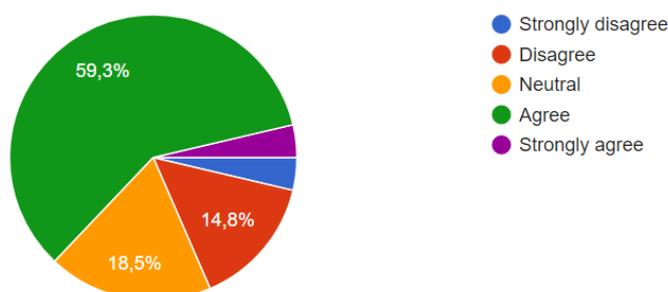
Figure 2.4 – Survey responses

3.I do not need money-related rewards to work efficiently for a charity
40 responses
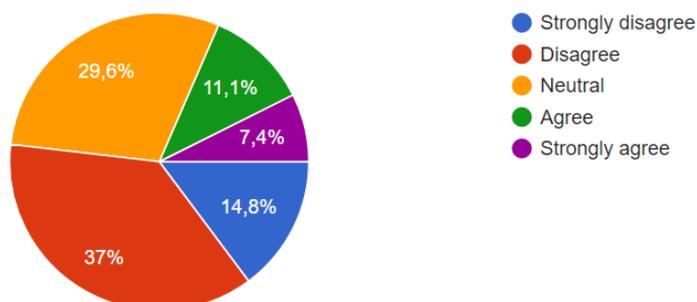
Figure 2.5 – Survey responses

10. What kind of rewards work best for you?
40 responses

- Money-related bonuses
- Promotion
- Major involvement within decision-making
- Personal feedbacks and appraisals
- All of the above
- All of these as well as feeling like my contribution has been of use and re…
- All the above in some way, the second and third probably more. Al…
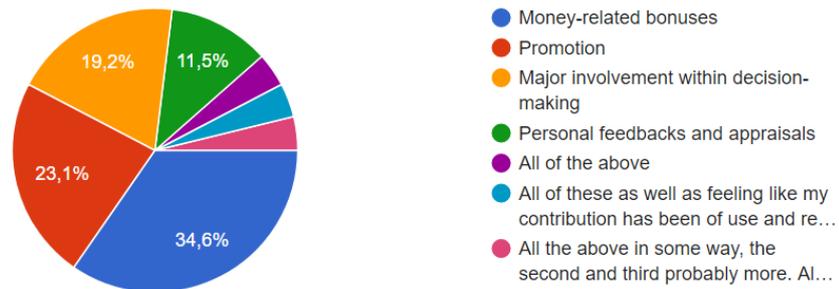
Figure 2.6 – Survey responses

6.I work better when targets are pre-set
40 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
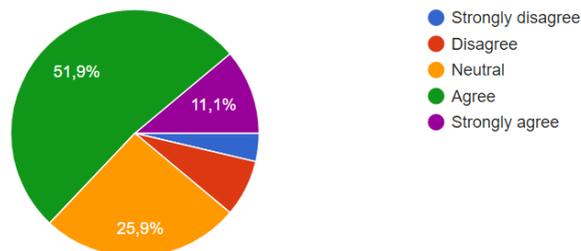
Finally, the table below summarises the interviewees' approaches to motivate their teams.

MOTIVATIONAL STRATEGIES

Table 2 – First-hand summary of data collected in the interviews

Managers' view	Employees	Volunteers
America	Meaningful responsibilities, work-life integration, higher titles and cash bonuses	Meaningful responsibilities, work-life integration and higher job roles
Italy	Bonuses and money-related rewards, days off, get-together and involvement in decisions	Meaningful job tasks and authority over work
Australia	Understand individuals' needs and wants and what motivates them and act accordingly. Also, money related bonuses.	Flexible working and major involvement in decision and over job tasks
England	Money related bonuses	Authority over work, meaningful tasks, competence development

All managers agreed upon the cruciality of having a healthy organisational culture for higher staff motivation.

On the other hand, factors lowering motivation were said to be: low pay, little feedbacks and supervision, little relatedness of members, poor communication and weak organisational culture.

A new insight transpiring from the investigation is that when the staff is not aware of the progress done by the charity's work, mo-

tivation is low. Organisations that provide workers with opportunities to have direct contact with affected populations appear to have a more motivated staff.

2. Budget and media limitations

One standard limitation found to be arising behind all the HRM areas is budget and media. Managers exposed the charities' need to cautiously undertake decisions involving money, like rewards scheme or investments, as their grants are limited and pressures from funding bodies and media require them to be perfect.

Also, from the interview it emerged that charities need to be cautious as media love spreading negative information, causing public distrust.

The US manager suggested creating more public awareness to help the situation; in his word "when stakeholders will become more flexible and more understanding of the circumstances, we will finally be able to exploit for-profit strategies of growth".

The goal of this research was to identify the most challenging HRM functions among charities on a global comparative basis, considering current solutions to the issue. This section will carry out the final discussion, where findings will be fully explained and interpreted in the context of existing knowledge.

Observations on employees' perspectives about charity work can be found in the Appendix (G) as useful information but not fundamental to concluding remarks.

The discussion will be structured by individually answering the research questions.

1. Question one

The first question set for the research was:

"*What is the best approach to undertake when managing employees and volunteers? Are they to be treated differently?*".

Staff management is of primary concern in global charities. Within the current environment of rising competition and globalisation, management of the charity sector is responsible for creating the circumstances for employees and volunteers to succeed.

According to the literature (Cunningam, 1999; Frumkin, 2002; Putnam, 2007; Ngan and Björklund, 2011), and supported by this research findings, managing the two workforces has always been challenging, due to their different needs, wants, skills and capabilities.

Management approaches to workforce differed among countries. In America, employees are managed to a much greater extent as they have shown the need of a robust organisational culture - the underlying beliefs, values and ways of interaction that contribute to the social and psychological environment of an organisation (BusinessDictionary.com, 2019). Volunteers, on the other hand, can work autonomously due to higher intrinsic motivation; a view supported by theory (Kluvers, 2009; Cunningham, 1999).

The inequality found in the management of staff is connected to the rising wages and low unemployment rates in America, which pushes the HR department to place more effort in satisfying employees' standards.

In the UK and Australia, managers are attempting equal treatment of staff to provide equal knowledge and skills. This because big, multinational companies' like Cancer Research UK and Australia aim to create an equally qualified workforce, with all members contributing to the achievement of the charity's mission; reachin, therefore, excellent performances. This recalls the study on Save the Children, which found that the bigger the charity, the more staff treatment would be equal. (Ngan and Björklund, 2011). Furthermore, the countries share a culture of openness which justifies the similarities in their management approach.

The findings highlighted how culture dramatically influences attitudes towards staff over countries, reinforcing the literature (Iles and Zhang, 2003). For instance, it has been found that a charity

working in two different countries – Australia and Thailand – would adopt equal treatment of staff in the former, while pressure employees to a greater extent in the latter, based on diverse environments and available resources.

Therefore, manager behaviours appear to be related to countries' economy, and pressing attitudes emerge as a call for increased effort to reach outcomes quickly in difficult times. A similar scenario has been found in Italy, where the focus is also placed on employees.

Overall, it has been noted that in countries with higher wages, like the US and the UK, more people are willing to volunteer than in countries with lower average earnings like Italy, where populations are always looking for sources of additional income.

Generally, the findings are in line with the research expectations and the literature. (Cunningham, 1999; Tippet and Kluvers, 2009; Ngan and Björklund, 2011).

The pre-set question can finally be answered by concluding that there is no universal best approach to manage both workforces, as the way they are managed differs from country to country, being a product of their political, cultural, economic and social environment (Iles and Zhang, 2003). However, all managers recommended an equal treatment of the workforces when possible to avoid discontent and competition among staff. This was also Wilson and Pimms' opinion (Wilson and Pimms, 2006), which supported equal treatment of the workforce to improve teamwork and relatedness and increase competences and satisfaction.

2. Question two

The second question aimed to be answered was:

"What are the main HRM challenges in worldwide charities today?"

According to the literature (Hernandez, 2007; Warburton, Moore and Oppenheimer, 2017; Heery and Noon, 2008; Devon and Brookshire 2007; Halpern, 2006; Hackam, 1980; Speckbacher, 2009; Kluvers, 2009, Ngan and Björklund, 2011), and confirmed by the research results, the most challenging HRM functions in worldwide charities today are: recruitment, retention and motivation of employees and volunteers. These will be explained in depth by reviewing each practice individually.

2.1.   Recruitment

The literature highlighted that NPOs struggle between increasing government regulations and stakeholders' demands for efficiency (Warburton, Moore and Oppenheimer, 2017), and therefore their recruitment process is much harder than any other for-profits (Ngan and Björklund, 2011; Hernandez, 2007; Halpern, 2006).
This struggle has been proved to be increasingly experienced by charities today.
Charities' recruitment is difficult due to the rising HRM costs, as labour is no longer cheap and findings talents has become expensive. This is a consequence of the current global environment of high competition and tech advancements. Also, in some countries, recruitment is challenged by swings in demographic trends and public expectations for efficient services. This may cause charities to hire under-qualified staff, damaging their reputation of being high standard organisations. (Warburton, Moore and Oppehneimer, 2017)

However, while the UK, Australia and the US face similar problems and approaches to recruitment are alike, in Italy the process presents fewer challenges; due to higher unemployment rates and lower salary's competition. Also, being Italy a family-oriented country, recruitment is more accessible as managers would hire family members and relatives (Sparrow et al., 1994)

In America, England and Australia, the main barriers to recruitment are the low unemployment rate and rising wages.

The low unemployment rates demand charities to spend resources and time for identifying quality personnel. As according to literature (Hernandez, 2017), charities operate thanks to grants which are limited in time, therefore if they spend too much time filling a position or training staff, operations will be damaged. Hence, it can be seen how the unemployment rate is a significant obstacle for charities, the reason why planning their time for recruiting and delivering service is essential.

The other barrier for recruitment in all three countries is rising wages. In America, wages rose by 3.1% (Half, 2019); in England, the average weekly earnings were up by 3.4% in November - "the biggest rise since July 2008" (Inman, 2019), while in Australia income "has now increased 2.3% over the past 12 months for the highest annual growth rate in three years" (Jericho, 2009). This implies that organisations are struggling to attract qualified staff due to lower salaries, which is a huge limitation to the organisations' success today.

Contrarily, being Italy in a deficit economic situation, and having a demographic population of mostly unemployed young people, recruiting charity workers is more accessible as they offer high commission and a "fun, young environment". On the other hand, recruiting volunteers is harder as people have less time to spend on volunteering.

Final solutions to improve recruitment are better planning up-front, explicit job descriptions and diversity in the team, so to have a broader range of skills and competencies available. Some of these recommendations were found in the literature (Ngan and Björklund, 2011; Hernandez, 2007; Halpern, 2006).

Furthermore, the new "currency" for hiring and retaining staff (Half, 2019) is today organisational culture. People are increasingly interested in what charities stand for and how management practices work toward the final goals. Therefore, better communication of the charity mission is highly recommended for all NPOs, as well as offering work-life integration and significant involvement in companies' decisions. A new way of promoting the charity's culture can be to advertise it through their websites and media, to reach the interested potential candidates.

2.2.   Retention

Retention, alongside with recruitment, is among the primary concerns of HRM in worldwide charities, as according to this research findings and literature (Ngan, 2011; Halpern, 2006).

The literature suggested that both workforces have high turnover rates, confirmed later by the data collected from the interviews. However, while some believed volunteers' turnover to be higher, this study has shown the opposite, that is employees' turnover is higher than volunteers today due to lower wages and rising competitors.

Employees' turnover rates are high worldwide, but reasons behind it differ among countries due to external influences.

Again, it has been found that America, England and Australia have very similar situations. This time, Italy also falls in the category of high turnover rates, but differences lie in the motives.

In Italy, turnover rates are caused by the poor structure of the companies and consequent staff weak commitment to the mission and lower available resources. Moreover, Italian charities do not usually offer a fixed salary but commission-based, which pressures employees, lowering their motivation, afraid of working for hours without any earnings.

Similarly, also employers and executives in Italy have low salaries, which does not motivate them to improve organisations' structures.

Italian charities today should therefore all consider providing fixed salaries, as individuals cannot afford to work on commission within the current economic scenario.

On the other hand, the US, Australia and the UK present similar situations. Turnover rates are high, yet charities have started in recent times to strengthen their organisational cultures and to offer more incentives like flexibility, getting-together, paid-for classes and so on, to overcome the issue.

Reasons behind the high staff turnover rates despite the effort to improve are the high salaries of competitors and increasingly rising fundraising agencies; the rising wages and lowering unemployment rates, and lower career development opportunities compared to for-profits; as with recruitment.

Internal structure also influences retention: little supervision and feedback, low support, unequal rewards and weak organisational mission can negatively affect staff (Ngam, 2011; Halpern, 2006; Pynes, 2009; Speckbacher, 2012). On the other hand, too much pressure on employees of reaching the pre-set targets may also provoke their turnover. This view is in line with a case study

concluding the positive relationship between employees' turnover and workload (Kim and Lee, 2007).

Also, the last challenge found is that people increasingly feel like changing their jobs or place where they work. According to a recent Robert Half survey, 64% of professionals said they believe changing careers every few years can be beneficial for them – a 22% increase from four years ago (Half, 2019).

Charities today should aim to create an inclusive and flexible environment to meet the expectations of millennials, a group of young and sophisticated professionals interested in "work-life-integration" as opposed to "work-life balance". They are interested in integrating their work with their lives; for example, they want to bring their pets to the office and be able to take work home. Additionally, millennials have expressed a desire to work somewhere that is making a difference in the community or the world. To that extent, charities have a huge advantage over the private sector because they are perfectly positioned to illustrate the difference they are making in the community. For instance, an approach to improve retention can be sharing the progress made by the charity with the staff, to make them aware of the difference they are making to society. Ways to do so involve offering more opportunities to be in the field and to have direct contact with affected populations.

Hence, enhanced staff authority at work, as well as focusing on developing a stable company's mission are highly recommended to compensate for the lack of income compared to competitors; as suggested by literature (Hackam, 1980).

Finally, all charities today are advised to place effort in the team relations', to create a cohesive environment where the staff is comfortable.

2.3.   Motivation and rewards schemes

Motivation and staff engagement is one of the primary concerns of charities today, as found in the literature (Hackam, 1980; Speckbacher, 2009; Kluvers, 2009) and confirmed by the research findings.

Motivating staff is fundamental to the overall productivity of the company, and it is today more critical than ever. As competition increases and the labour market continues to tighten, employees are finding that their career options have increased. Standard rewards and basic work structures are no longer enough to keep staff engaged and motivated.

New incentives have consequently come into play, and the degree to which employee respond to those differs between countries.

In Italy, since most charity's employees work on commission-based salary, performance-related rewards involve cash bonuses, but also extended holidays and days off, getting together outside the company for increasing team relations, and paid-for classes. However, employees are still more attracted and motivated by companies offering a fixed salary plus performance-related rewards, while non-cash compensations contribute to the professionalisation of volunteers.

In America, England and Australia the situation is again very much alike. Employees respond best to monetary and performance-related rewards, due to the competitive environment they live in.

Factors that lower motivation today are not only low pay and career development, (Hackman and Oldkam, 1980; Devon and Brookshire, 2007) but also weak organisational culture, weak

corporate social responsibilities, low relatedness among staff and little supervision and feedbacks; confirming the recent study on Save the Children Sweden (Ngan and Bjorklund, 2011).

However, the situation can be improved by creating a right balance among monetary rewards and other incentives (Hackam, 1980; Speckbacher, 2009; Kluvers, 2009; Ngan, 2011), as well as upgrade charitable organisations' internal structure.

Employees and volunteers who work in a charity are pushed by humanitarian principles, as despite the pay they rather align to their passion and work to self-actualise. Charities must take advantage of that and adjust their strategies of motivation accordingly. For instance, providing more meaningful job tasks, higher responsibilities and possibilities to work on the field of affected populations are all factors that can remarkably enhance motivation.

Companies should aim to build a strong, inclusive organisational culture with work-life integration, as well as clearly communicating their charitable mission.

Increasing the team diversity is also highly recommended, as the world today is increasingly converging and having a diverse workforce allows for the availability of broader skills and competencies within the team, as well as for increased equality and less discrimination.

Finally, an important aspect contributing to improve rewards' decisions is for charities to know their teams, which implies stronger relations. If managers know their employees' characters, it will be easier to decide on the best compensation to provide based on what they are passionate about and their needs.

2.4. Budget limitations and media

Behind every step of HRM, budget limitations and media judgment, as well as increasing government regulations, arose as a primary barrier to the implementation of effective strategies; as supported in recent studies (Warburton, Moore and Oppenheim, 2017).

The UK Parliament says: "We are living through a time of profound economic, social and technological change and the environment in which charities are working is altering dramatically. Such disruptive changes are likely to become the norm" (Publications.parliament.uk, 2017). From these words emerges that change is needed in the charity's structure to survive competition and pressure.

As media love negative stories about charities despite their fantastic work, the latter need to be extremely cautious in words and actions.

Managers today struggle to keep up with their duties while afraid of scandals, while following regulations and having to stay in the pre-set budget. Charities' employers cannot afford to undertake any risky decision due to higher expectations of professionalism and having to demonstrate measurable outcomes from their work (Publications.parliament.uk, 2017).

The increasingly challenging HRM functions are thus a direct consequence of more significant difficulties brought by the new worldwide environment.

Charity should take advantage of the benefits provided by such environment, exploiting globalisation to increase diversity in the teams, and tech advancement to promote their work and mission as well as collecting online donations from a greater geographic area.

Unfortunately, except for the above mentioned, there are not many recommendations to overcome budget limitations and government as these cannot be altered due to the nature of NPOs.

However, creating more awareness among stakeholders about the strict policies that charities need to follow could help, as well as having a strong business plan and demonstrating excellent outcomes, which could attract social investors or other firms' funding. Worldwide governments would probably allow for more flexibility in budget and time if societies increasingly commit to charities' mission.

3. Question three

The other question to be answered was:

Are there differences or similarities in the HRM approaches and challenges that emerged from the global comparison?

In all the HRM areas analysed, similarities have been found in the approaches undertaken by charities of the US, UK and Australia; as opposed to the Italian strategies and approaches.

Differences among countries can be contextualised in the Hofstede's theory of cultural stereotypes, (Sparrow et al., 1994) in which the UK, US and Australia were grouped into a cluster characterised by similar traits in terms of economy, political and social environment, while Italy was grouped with Southern-Europe countries. To recall, the main differences were that the first group was distinguished for the countries' low power distance ownership structure, low uncertainty avoidance and open-

ness. Instead, Italy was characterised by being a family-oriented country, with high power distance ad high uncertainty avoidance.

Today, the Italian economy, compared to the UK, Australia and the US has an entirely different situation, being still affected by the global crisis and being the second most indebted country in Europe after Greece (Davos, 2019). This is the reason why charities still have weak organisational structures; funding is low, and donors are not many, so there are no resources to spend in the company's interiors. It is also why unemployment is high, and wages are low.

On the other hand, the UK, US and Australia are now flourishing economies, in which charities have to keep up with rising wages and lowering unemployment, which forced them to find new motivational strategies and improve their structure.

America, the UK and Australia seem to have, in fact, the most similar HRM approaches, which reflect their culture of openness in the way they try keep equality in their management of staff, and the higher flexibility of their organisational structure compared to Italy.

The above findings have been summarised in the tables below (3 and 4) to highlight similarities and differences found in the areas of HRM and culture.

Table 3 – Summary of countries' differences and similarities

SOUTHERN EUROPE (ITALY FALLS WITHIN)	ANGLO-AMERICAN (UK AND AUSTRALIA FALL WITHIN)
Restricted employee and employer autonomy	More flexibility over all members of staff autonomy
Difficult hiring due to financial decisions	Difficult hiring due to competition
Lower employee mobility	Higher employee mobility
Stronger connection between career progression and education; seniority promotion system	Weaker connection between career progression and education; promoting who deserves it and demonstrates to have major skills
Higher level of government intervention	More autonomy, less government involvement
High power distance	Low power distance
High uncertainty avoidance	Low uncertainty avoidance
A little close-minded; family-oriented and dependent from social system	Openness, individuality and diversity are encouraged

Table 4 – Differences and similarities of HRM approaches by country

HR AREAS	ITALY	AMERICA	UK	AUSTRALIA
Recruitment	Less challenging due to high unemployment and low competitive salaries. Focus on recruiting young unemployed and family and friends	Challenging due to low unemployment, rising wages and competition Organisational culture focus	Challenging due to low unemployment, rising wages and competition Organisational culture focus	Challenging due to low unemployment, rising wages and competition Organisational culture focus
Retention	Really high turnover due to poor organisational structure Focus on relations and extra holidays, paid-for days off and increased commission	High turnover due to competition and new millennial expectations Organisational culture focus	High turnover due to competition and new millennial expectations Organisational culture focus	High turnover due to competition and new millennial expectations Organisational culture focus
Motivational schemes	Commission based salary + days off, extra holidays and involvement in decisions and over job tasks assignment	Money related bonuses, meaningful responsibilities, strong culture of work-life integration, higher job titles	Money related bonuses, authority over work, meaningful tasks, competence development and strong organisational culture	Understand individuals' needs and wants and motivate them accordingly (as corporate culture), money related bonuses, flexible working and authority over work tasks

Overall, it can be seen how firms from all countries acknowledge the cruciality of empowering employees and volunteer, to promote equality and diversity and to involve staff in the company's decision. The UK, America and Australia have embraced organisational structure enhancement, and Italy is just starting to work towards it. All of this implies that work structures and policies are changing today, as it needs to be, and there is more emphasis

on obtaining performance from all countries; more focus is given to recruiting the right people and develop the best motivational strategies.

Even though it seems like HRM approaches are slowly converging, the research does not have enough evidence to prove such a point. It will therefore merely state that, due to the increasing government regulation, rising wages and increased competition, worldwide charities are focusing more and more on organisational culture in every step of HRM. Also, motivational strategies and remuneration schemes are increasingly converging as charities are attempting to achieve a fair balance between money-related rewards and other incentives to overcome budget limitations.

4.   Limitations and recommendations for further studies

This research had several limitations.

Not all areas of HRM have been covered, but just those believed to be the most challenging; limited time and length of the paper affected this choice. However, the HRM area specification allowed for a broader analysis, rendering knowledge emerged from the research more objective and transferable. Further studies could consider covering all the areas of HR, with drawbacks and advantages of each.

Another limitation is the samples sizes and profiles. In regards to the interviews, limitations were that only managers have been interviewed, but more personnel like directors and stakeholders could have added perspectives to enhance generalisability. Also, interviews should have involved more than one person for each country, but due to limited time, distance and financial resources,

only four interviews have been carried. However, having one interview per country allowed for cultural and environmental comparisons, therefore the findings of this research contribute to the global picture of challenging HRM approaches. Results can also be of guidance for further studies, or emerging HRM managers looking for hints on the field. Future research could see the collection of data from a greater geographic area.

The sample used for surveys was limited because, despite involving worldwide charity workers, only forty responses have been collected, from mainly young people. While a broader sample would have allowed for increased generalisability of the results, forty responses is a reasonable quantity, having appealed to a narrower sample of the population.
Unfortunately, the survey has also been found to provide more superficial knowledge than interviews; however, interviewing such a large sample would have required more time. The data collected have yet been compared to the personal experience of the researcher, interviews and literature, to create a valid, transferable and reliable research.

Another limitation is that the researcher could not use the knowledge gained through his experience as a charity worker, as risking biasing the research. However, his participation enabled interviewing interested actors.

Finally, the research was meant to analyse consequences of outsourcing training for charities, whether issues of knowledge sharing and intellectual capital arise and how those are treated, but interviewers were not comfortable in talking about the subject. Therefore, related literature and findings have been attached to the Appendix (E; F), as, despite not able to treat it as objective

knowledge due to ethical requirements and little evidence, is still relevant information.

Conclusion

Human resources management functions are crucial to the success of a functioning organisation. Since the non-profit sector developed, and companies grew in size and profits, charities and other public services have placed increasing effort in improving their HRM functions, as people are their core resource for competitive advantage.

Greater emphasis is placed in the HRM area confirmed to be the most challenging among today's charities, supporting the assumptions of the thesis statement and literature: management of two diverse workforces, employees resourcing and retention, motivation and remuneration schemes.

It has been concluded that the management of employees and volunteers is mainly carried out differently, due to their distinct characteristic, behaviours, needs and goals. The primary difference found is that employees are often, noticeably managed to a larger extent, as volunteers have higher intrinsic motivation, as well as another job. Contrarily, employees need more motivation to commit to the charity's mission and hard-work to achieve the targets set.

However, similarities of the management of both have been found in the way charities attempt to save money in all areas of HRM, like recruitment and motivation. Furthermore, in big companies, management of all members of staff is substantially

similar, as the organisation focuses on achieving a high skilled workforce, with equal competences and career development opportunities.

Challenges behind the management of the workforces mainly relate to budget constraints, government regulations and public expectations of efficient performance, as well as to internal, structural issues.

One relevant peculiarity is that, when volunteers notice they are managed to a smaller extent, they may leave the organisation. Even though they may be motivated by an inner self-commitment to the charity's giving, it is still essential for them to feel like making a difference in the company. Therefore, it is highly recommended for worldwide charities today to attempt reaching equality in the management of both workforces; to avoid discontent or potential competition among staff members which leads to high rates of turnover.

Employees' and volunteers' resourcing is also computed differently among the two; however, similarities have been found in the organisation saving money due to the limited budget. For instance, staff recruitment is mainly kept internal, to avoid extra costs of recruitment channels.

However, when recruiting volunteers, most of the organisations have no pre-set standards and skills required, as charities attempt to hire as many as possible since they do not affect budget; the more people working towards the mission, the better.

When recruiting employees, on the other hand, a greater job is required, also due to rising competition and lowering unemployment rates. However, placing more effort in employees' recruitment may create distance between employees and volunteers which could end in discontent or competition, damaging the co-

hesiveness of the team. Therefore, equality in the process is suggested.

Overall, recommendations to today's charity are, primarily, to create a healthy organisational culture to which people will commit, feeling comfortable and listened to, autonomous and involved. Approaches suggested for recruitment are planning upfront employees' skills and experience needed, more careful selection and longer interviews to get to know the person's needs and wants, and to understand whether he/she fits within the organisational culture.

Retention is linked to recruitment processes, and it is damaged by the increasingly competitive and globalised environment of today. Since charities offer lower pay than any other company, they must focus on non-financial rewards to be able to keep employees and volunteers. Overall, worldwide turnover rates are higher among employees than volunteers.

To be able to lower turnover rates, motivational systems and rewards schemes come into play. However, as subject to budget limitations, charities cannot only count on performance-related monetary rewards but must focus on intrinsic motivators. Again, organisational culture as a strategic asset to keep the staff satisfied has been highly recommended by all managers.

Flexibility is also significant to motivate employees as volunteers; as well as flatter companies' structure and greater diversity within the team. Strategies suggested are work-life integration; authority and autonomy over job tasks; increased responsibilities and competence development opportunities; improved relatedness and teamwork and greater communication of mission's objectives and goals.

Unfortunately, employees still appear to be significantly attached to cash bonuses and rewards, probably due to the rising wages of

competitors; however, if charities place a great effort in improving their structures, the situation will be notably addressed. Motivation will be higher by creating a stronger, equalitarian organisational structure where each member of staff understands to be fundamental to the overall functioning of the company; as well as by offering a fun, flexible and inclusive environment, where they are given due consideration. This can create the basis for future development, as individuals are increasingly considering today charity work as a valuable career option (appendix G), suggesting that people are able to commit regardless of the lower salary.

The main reasons lying behind the complexity of the above HRM functions are regulations, budget constraints and media bias. Charities are required to be high standards since given grants, but at the same time, these grants are limited in budget and time, which narrows down the choice of strategies and opportunities. Charities cannot afford to undertake risky decisions unless sure of the outcomes; failing would cause public distrust, hurting their funds.

Today, charities also need to protect from the media, which can be extremely harmful by spreading negative information. Therefore, it is fundamental that they are careful in every operation and keep a neutral language, to maintain their reputation and public consensus. Indeed, public commitment to charities mission is a fundamental stakeholder for support.

A last step of the research was to contextualise the challenges encountered by charities within the external environment. The conclusion is that HRM functions are positively related to their environment, which shapes the basis for the formation of policies and implementation of new strategies accordingly.

Similar approaches have been found in America, the UK and Australia, while Italian approaches to HRM sometimes differed, due to differences in the political and economic scenario, and organisational structure disparities. However, it seems like Italian charities are increasingly committing to Anglo-American HRM approaches. Therefore, it is tempting to conclude that there is a convergence rather than a divergence in the HRM practices adopted by charities. However, this may end in overstating the reality and the complexity of every country background.

Thus, it may be more appropriate to assess that this study has affirmed the enormous influence of external factors on human resources policies, as well as found differences and similarities between the investigated countries.

Finally, it is meaningful to highlight that information emerged from this research is believed to be valid, transferable and reliable. It contributes to existing knowledge and hopes to shape the basis for future studies.

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Appendix

A. Additional sub-questions aimed to be answered by research

3) To what extent is recruiting and retaining staff a main issue for charities today?
4) What are the rewards to which charities' employees respond best?
5) To what extent budget constraints still influence the pace of charities' growth?
6) Do employees think of charity work as a proper challenging and motivating job? Would they consider doing it for a lifetime?

B. Semi-structured interview questions:

1) How hard it is to recruit and retain staff in charities today?
2) What difficulties do you encounter in managing employees and volunteers?
3) What is the main difference in the human resources functions of charities compared to for-profits?
4) What approaches do you undertake in training? Moreover, how relevant is the non-disclosure in fundraising? What happens when outsourcing training or fundraising with knowledge sharing?
5) How important is to motivate employees and to enhance their engagement?

6) To what type of rewards and incentives do employees respond best? Intrinsic or extrinsic?

7) What are the main 4 HR challenges you encountered in the charity?

8) Are budget constraints, and funding bodies check still a big issue and a limitation today?

C. Survey questions

1) Do you agree that working with a charity allows you to achieve a satisfying work-life balance?

2) I am satisfied with my management and training

3) I do not need money-related rewards to work efficiently for a charity

4) From a scale of 1 to 10, to what extent do you appreciate management involvement in your work?

5) Charities trainings help me improve and work better

6) I am more efficient when I work with pre-set targets

7) Working for a charity makes me feel motivated and satisfied

8) On a scale from 1 to 10, to what extent do you believe communication between staff and management to be important for a good work environment?

9) Do feedbacks help you improve? Do you appreciate feedbacks on the job?

10) What kind of rewards work best for you?

11) Do you feel like your opinions are listened and taken into account?

12) Is charity work something that you will consider doing for a lifetime?

D. Leadership and training literature review

As in charitable organisations employees are the most important asset, they must be carefully trained and managed. Since the organisation is made up of both employees and volunteers, the challenge lies in the company's effort to find the right balance for managing both workforces, without undermining their strong values and belief, or create conflicts of interest.

By looking at the literature, it emerges that training and competences development has proved to be efficient in enhancing employees' and volunteers' commitment and in lowering turnover (Bartel, 2000).

It has also been found that communication within leaders and all the staff facilitates the organisation's decision process and increases retention rate (Way, 2002). Similarly, Pynes (2009) affirmed that communication is a primary form of training in charities, as it is all about actualising the values and mission they set out to achieve, and to do so it is fundamental to communicate to all members of staff their vital role, the mission's goals and what happens when is accomplished.

According to Akingbola, challenges faced by non-profits in trainings are: (1) increasingly changing environment; (2) equal-opportunities and organisational culture, which implies avoiding discriminatory practices.

E. The burden of knowledge and outsourcing fundraising

A challenge that charities' management face is the protection of knowledge and intellectual capital. The World Intellectual Property Organization defines an intellectual property (IP) as 'creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.' (Weston, Hoare and Lumley, 2017).

With charities, the idea is that knowledge and innovations found effective for raising more funds are to be shared to help the community. This creates a controversy: charities are legally bound to share insights and ideas that benefit those they aim to serve, but they are constrained from doing so by the funding market in which they operate (Weston, Hoare and Lumley, 2017). As charities act and operate for the public good, when a strategy is proved to be effective in achieving more funds and therefore better performance it should be shared so to help the society, but at the same time sharing that knowledge would mean losing competitiveness to others, which is important if the charity wants to stand out and raise money. This controversy has not been found to be analysed by the literature.

When looking into the issue of knowledge sharing, the case of outsourcing fundraising and training comes to mind. When charities outsource their fundraising, many private information are shared and could end up being dispersed. This is risky if goes to the wrong hands, like media willing to shed a negative light on the company. A research made in 2009, in Swindon, by ESRC Research Centre for Charitable Giving and Philanthropy assess that 65% of 464 charities with incomes between £1-10 million per annum were outsourcing training, either in whole or in part (Pharoah, 2009). When charities outsource their fundraising, the risk of creating conflicts and losing intellectual capital is high. Trust and good contracts are a solution, with copyrights, projects' goals, roles and responsibilities clear from both parties (Pharoah, 2009).

Many consequences are deriving from outsourcing HRM functions which have not been fully proved yet. However, in his book, Salaman argues that the organisational learning and vision may be jeopardised (Salaman,2006). On the other hand, out-

sourcing can enable charities to focus on the aspects to be improved.

F. Outsourcing HRM and fundraising

As a charity worker, and then a fundraiser, I realised myself that fundraiser agencies are increasingly wide-spreading, and that issues of confidentiality and knowledge sharing can arise. As highlighted in the literature, many charities are outsourcing HR functions today - 65% of 464 charities with incomes between £1-10 million per annum were outsourcing training (Pharoah, 2009) - to focus more on those challenging areas of HR that we are exploring. However, in the literature, nothing has been found about the impact that outsourcing fundraising can have on the company's expertise, as well as on the protection of knowledge and confidentiality.

When asking to managers, all the charities in consideration were outsourcing their fundraising functions, but none of them was outsourcing any of the HR functions. The American manager highlights how in charities training differ from merely developing skills but involves communicating the charity's mission and incorporating aspects that ensure employees and volunteers understand who they are helping, in what ways, and how they can outweigh the competition. Therefore, he says, outsourcing trainings would be a huge risk, as well as an expense that charities cannot afford. On the matter, the Australian and UK manager talked about how outsourcing HR functions was not in question for them, as charities need to save money and develop their staff internally as much as possible. Finally, in Italy, the company appears to be carrying all the functions in-house, including fundraising.

Overall, it looks like in America, England and Australia outsourcing fundraising is very common among charities. A manager

working currently in Australia, who also moved to New Zeeland and Thailand for work, supported that since charities cannot risk failing (due to budget limitations), the process before hiring a fundraising agency is very long, the contract is sever and everyone is very careful. However, he believes that outsourcing fundraising is a great decision as there are many people out there with experience and skills able to raise funds while charities can work on their mission and develop internally.

Among all the interviews, when talking about knowledge sharing issues managers were vague, while one of the affirmed that "intellectual capital privacy and confidentiality are the law; therefore we treat it as such". It has been found that none of them were comfortable talking about the matter, which may still be for privacy issues. To respect ethics requirement this point has not been further analysed.

G. Charity job as a life-long employment

A question the research cared to answer is whether people today consider working for a charity as a life-long job. Respondents were positive that employment in charity is something they would do for life (figure 2.7), that motivates them and makes them feel satisfied (figure 2.8). This is in line with the literature, in which authors (Tippet and Kluvers, 2009; Cunningham, 2001) discussed how the staff, volunteers especially, self-actualise through working for a charity, motivated by humanitarian principles
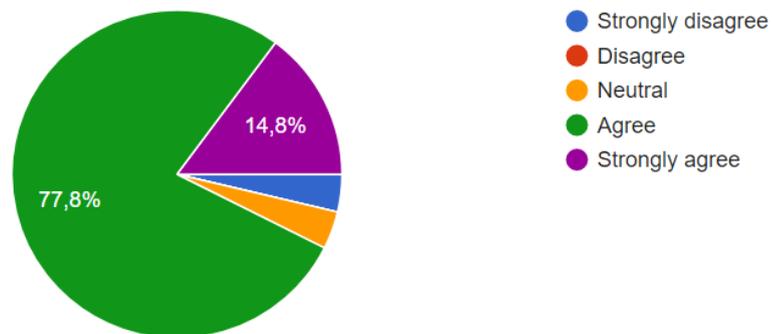
Figure 2.7 – Survey responses

12. Is charity work something that you will consider doing for a lifetime?

40 responses

Legend:
- Yes
- No
- Maybe

33,3%
18,5%
48,1%
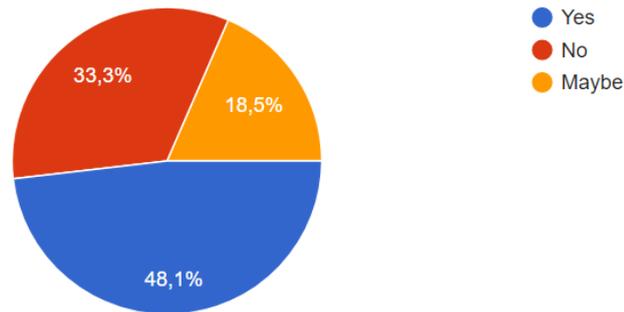
Figure 2.8 – Survey responses

7. Working for a charity makes me feel motivated and satisfied

40 respondents

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
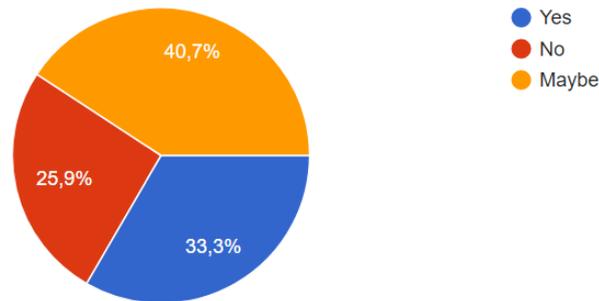- Strongly agree

14,8%
77,8%

However, respondents also expressed issues experienced when working for charities. Many doubted whether their opinions are considered by managers (figure 2.9), suggesting little management feedbacks and involvement.

Figure 2.9 – Survey responses

11. Do you feel like your opinions are listened and taken into account?
40 responses

G. Question four
The last question to be answered was:

Do employees think of charity work as a proper challenging and motivating job? Would they consider doing it for a lifetime?

From employees' and volunteers' responses, it emerged that charity work is something they would do for a lifetime, that motivates them and satisfies them by knowing they are making a change in the world and benefiting societies. Also, what empowers them is working with different cultural backgrounds and open-minded people, in a fun environment, which offers a variety of experiences and diverse job tasks. Finally, charities can make people feel a priority, the most important asset of the organisation, which does not happen in for-profit companies.

On the other hand, factors that have been found to create discontent among employees are not enough consideration of their opinions and involvement in decisions and not enough competences development. This is something charities should work on, if not doing so already.

It can be safely stated that hose above can be treated as sugges-
tions for worldwide charities today to attract the best staff. This
question is believed to be relevant as can help motivate today's
charities by knowing that most of the population would work
with them long-term; they just need to create the right environ-
ment with appropriate circumstances and incentives.

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