

Leader's Vision to Retaining Employees to Work for Nongovernmental Organization (NGOs) in Thailand

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Abstract. Leadership is an important tool in any organization, including nongovernmental organizations (NGOs). The employees often join and stay with NGOs because they believe in the ideals and inspiration of the leadership. This study aims to show leadership and the leader's vision about how to retaining employees to work in nongovernmental organization in Thailand. That four Thai NGOs: the Paveenahongsakul Foundation: the Duangprateep Foundation: the Potektueng Foundation and the Chaipattana Foundation. They all largely work in the field social and community development, with specific interests in : literacy, education, health, child and women welfare etc. In-depth interview were used to collect data from leaders of NGOs. The vision of leaders shown that for the valued employees, The Chaipattana Foundation will find out the best way to retain them for work. In the same way and were concentrated on the purpose of the organization. The Duangprateep Foundation, before to making a final decision attempts to gather information on way an employee is dissatisfied and than work to resolve that with the employees involved. Paveenahongsakul Foundation , based on the philosophy of the foundation the employee must be women and love children. The Potektueng Foundation sees employee retention as, depending on the relationships between work , devotion to volunteers, colleagues, and hygiene factors.

Keywords: Nongovernmental organization, Leadership, Leader's vision, Retaining employees.

1. Introduction

Currently, leadership is an important tool in any organization, including nongovernmental organizations (NGOs). The steady rise of nongovernmental organizations has captivated the imagination of some policymakers and activists. The employees often join and stay with NGOs because they believe in the ideals and inspiration of the leadership. In Thailand, NGOs have grown to play significant role in providing various services to society. Four Thai NGOs were selected : the Paveenahongsakul Foundation: the Duangprateep Foundation: the Potektueng Foundation and the Chaipattana Foundation. They all largely work in the field social and community development, with specific interests in : literacy, education, health, child and women welfare, environment, advocacy, animal welfare, volunteer promotion etc. This study aims to show leadership and the leader's vision about how to retaining employees to work in nongovernment organization in Thailand. That four Thai NGOs are large enough to require leader's vision about retaining these employees. Objectives of the study: to present the leader's vision about how to manage retention of employees working for nongovernmental organizations (NGOs) in Thailand.

2. Literature Review

2.1. Nongovernment Organization (NGO)

In the last decade, the growth of nongovernmental organizations (NGOs) and civil society organizations has rocketed (Kaldor 2005, Gray et al. 2006). NGOs are becoming more practical, flexible, less dogmatic and more eager to seek solutions from the business sphere, while businesses have begun to see the potential of working more closely with civil society organizations to develop better working environments, to gain credibility among policy makers and opinion formers and to improve their reputations (Schiller,2005). As recent surveys have found (Phillips 2005, Burchell and Cook 2006), NGOs are emerging as a key participant in the dialogue process and as an important channel for communication within the CSR realm.

Andriof et al., (2002), and also, Goodstein and Wicks, (2007) point out that NGOs have gradually strengthened their influence and this societal evolution has substantially changed the external environment in business. Civil society now expects business to take its responsibilities on an increasing number of issues seriously. Companies can no longer operate independently from their environment. Stakeholder theory strongly urges an ethical approach, based on respect and consideration of a firm's constituencies. Ruggie, (2004) presented that NGOs also engage corporations and business associations to identify and disseminate corporate best practices and to promote social and environmental actions, provide technical assistance to corporations, elaborate commonly agreed certification schemes, promote and design corporate social responsibility (CSR) standards as well as management and reporting processes, and participate in CSR monitoring and auditing. These new forms of collaboration between business and NGOs reflect broader changes in the overall governance environment, while contributing to the reconstitution of the global public domain where firms carry out their activity. And major donors, their financial and other organizational imperatives (Sogge, 1996; Bob, 2001).

2.2. Leadership

The destinations of Harvard University's Kennedy School of Government graduates illustrate the increasing professionalization of nongovernmental organizations. In 1980, 8 percent of the Masters in Public Policy graduates took jobs in the NGO sector (Kennedy School of Government, 1998). By 2004, that number had risen to over 31 percent (Kennedy School of Government, 2004). In Canada alone(2007) there are more than 72,000 registered charities delivering services locally, provincially and nationally. These organizations provide over 350,000 full time jobs as well as over 220,000 part time jobs. Total annual salaries exceed \$13 billion dollars. This is a large and growing sector (Hardy,2007). NGOs are better managed than they once were, and one aspect of that improved management is having a growing and more secure revenue source. Hence, when defined as a process of influence, leadership is broader than management. Influence can come from stakeholders inside and outside the firm (Frooman, 1999). Schermerhorn (2001) pointed out that leadership is the process of inspiring others to work hard to accomplish important tasks with the rapid technological change, intense global competition , and workforce diversity of the new workplace leadership is essential to management. Planning sets the direction and objectives , organizing brings resources together to turn plans into action , leading builds the commitment and enthusiasm needed for people to apply their talents fully to help accomplish plans and controlling makes sure things turn out right. The foundation of effective leadership lies in the ways a manager uses power to influence the behavior of other people. Power is the ability to get someone else to do something you want done. It is this ability to make things happen the way you want them to (Moss Kanter,1997). According to McClelland and David H., power is essential to executive success. The success at leadership, anyone must be able to both acquire and appropriately use position power and personal power (Whetten and Cameron, 1991).

Leadership in NGOs is all that different from the for-profit sector (Hardy,2007).For example NGOs have a social purpose such as environmental groups, human rights organizations, organizations that fight against poverty and underdevelopment or provide medical assistance in emergencies. Their clients(beneficiaries) are different from the people who contribute time and resources; as such they are also called non-membership organizations (Ebrahim, 2003). In contrast, many NGO's have had to evolve or die, Boards of Directors were forced to accept the notion that not every agency could be expected to survive. NGO's began to look at the world through a filter that was well known in the for-profit sector (Hardy, 2007). Providing job satisfaction and leader acceptance, leader behaviour must be perceived as immediately satisfying or as leading to future satisfaction. Leader behaviour that employees see as unnecessary or unhelpful will be resented (House and Dessler,1974).

2.3. Retention

Organizations are struggling with turnover and retention The Institute of Management and Administration (2008) found that many organizations that are struggling with retention, have plans in place to counter the problem. The solutions fall into four categories:

- making sure compensation is up to market levels,
- having regular check-ins with existing employees to be sure they are satisfied,

- creating succession plans,
- ensuring new hires are a good fit for the organization.

According to Brundage and Koziel,(2010) the initial step in achieving retention success is instilling in the firm a culture that people are the top priority. This must come from the top of the leadership hierarchy and flow down through the organization. Building a cohesive staffing system should be based on a common foundation, such as a competency model, that applies to all levels within the firm. For example, a competency model helps managers to counsel poor performers because it displays the behaviors and actions that team members should be demonstrating. One in which each function, such as recruitment, training and performance management, is integrated with the others. This will demonstrate a commitment to the people power of the organization and will regularly promote retention efforts. When retention becomes a priority, that mindset flows through the firm and staffing programs will naturally gravitate toward maximizing employee satisfaction and retaining the best and brightest talent. There are many possible ways to creatively link reward and performance in the new workplace. To take full advantage of the possibilities, however, managers must;

- respect diversity and individual differences,
 - clearly understand what people want from work and?
 - allocate rewards to satisfy the interests of both individuals and the organization (Schermerhorn,2001).
- Potektueng Foundation: Objectives of Portektueng Foundation
- Help victims of fire, floods, hurricanes and other disasters.
 - Establish Huachiew Hospital for the treatment of disease and illness.
 - Establish schools and academies. (University).
 - Help manage the care and burial of the deceased.
 - Promotion and maintenance activities of religious art, literature and science.
 - Perform general charity as determined by the Resolution Committee.

Paveena Hongsakul Foundation : The objectives of Paveena Hongsakul Foundation

To assist children and women when their rights are being violated, and to create a society that promotes health and happiness of its children.

Duang Prateep Foundation : Objectives of Duang Prateep Foundation

- To provide educational opportunities for children and youth in poor communities. This includes training and professional skills development. To be good and knowledgeable citizens, able to earn their way and provide for their families in the future.
- To encourage children to develop their health, physically and spiritually and to cultivate moral righteousness. To live for the benefit of society and national government
- To assist and support education with a focus on understanding the development of poor communities and the environment.
- To disseminate knowledge and technical expertise about education and training of children and youth. This includes publishing educational materials about the environment, human relations, and the development of poor communities.
- To cooperate with other charitable organizations in the improvement of slum communities.
- To promote and encourage strong community organizations

The Chaipattana Foundation : The objectives of the Chaipattana Foundation

- To support the implementation of Royally-initiated and other development projects.
- To promote the development of social and economic welfare activities to improve the quality of life of the people and to enable them to become self-reliant.
- To carry out plans or projects that are beneficial to the people and the country as a whole.
- To co-operate with the government sector and other charity organizations for public benefit or to take actions that reinforce support of public welfare.
- To carry out activities without political involvement.

3. Method

The population of this research study were the leaders who are currently working in NGOs in Thailand. They were among the policy makers, executives and other leadership roles. The target population of the research study was four NGOs foundations in Thailand; The Chaipattana Foundation,; DOUNGPRAATEEP Foundation,; POTEKTUENG Foundation;and, The PRAVEENAHONGSAKUL Foundation. In-depth

4. Finding

For the valued employees, The Chaipattana Foundation will find out the best way to retain them for work. In the same way, the DOUNGPRAATEEP Foundation, before to making a final decision attempts to gather information on way an employee is dissatisfied and then work to resolve that with the employee involved. PRAVEENAHONGSAKUL Foundation, based on the philosophy of the foundation the employees must be women and love children. And leader must be good at dealing with all aspects of communication, interpersonal relations and motivation. However, the POTEKTUENG Foundation sees employee retention as, depending on the relationships between work, devotion to volunteers, colleagues, and hygiene factors. For the DOUNGPRAATEEP Foundation, retention of employees or volunteers is part of their moral system, to have them love the organization and evaluated the plan about human resource. For the Chaipattana Foundation, retaining of employees or volunteers were concentrated on the purpose of the organization.

5. Conclusion

This study has shown the leader's vision to retaining employees to work in nongovernmental organizations (NGOs) in Thailand. A summary of these study is:

- Leadership effects the retention of employees as the leader manages job descriptions, recruitment, selection, and the purpose of the nongovernmental organization (NGOs).
- The experiences of leaders effected retaining employees to working for nongovernment organization (NGOs).
- Some of the nongovernmental organizations (NGOs) in this study rotated employee positions as a reward and retaining.
- Benefits are used in nongovernmental organizations (NGOs) including: vacation, sick leave, holidays and medical insurance.

Employees differ in many ways including their capabilities, attitudes, personal goals and personalities. Therefore, behavior that the leader finds effective with one worker may not be effective with another. In extreme cases, employees can be so different that it was virtually impossible for them to be managed as a group. In order to be effective, the leader must consider both individual and group differences. However, the informal organization in nongovernmental organizations (NGOs), the set of evolving relationships and patterns of human interaction within an organization that were not officially prescribed. The recommendations from this survey study are that leadership effects employees retention in nongovernmental organizations (NGOs).

The leader must learn that there are two organizations, one formal the other informal. An organization is usually described by an organizational chart, job descriptions and rewards. Leaders know the official reporting relationships. But an informal organization exists alongside, for instance, when top management has expressed total commitment to equal employment opportunity.

According to Bruce (2007) in the NGO world it is important that one leads with heart as well as head. The newer skills include vision and strategic planning, a desire to innovate a willingness to take considered risks, the ability to create and sustain growth, the ability to delegate and collaborate, excellent communication skills, and risk management and crisis intervention skills to retain the employee including reward, benefit and the purpose of the organization.

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