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Motivating and maintaining people in nonprofit organizations

A comparative case study of managerial challenges and opportunities in Sweden and Brazil

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Abstract

This is a comparative case study of Sweden and Brazil regarding managerial challenges and opportunities in the nonprofit sector of both countries. The purpose of this thesis is to investigate whether managers of nonprofit organizations in Sweden and Brazil rely on intrinsic or extrinsic motivation to reach the organization's objectives. Additionally, it explores the main challenges and opportunities managers of nonprofit organizations in Sweden and Brazil face in terms of motivating and maintaining their employees and volunteers. The study follows a qualitative method approach by conducting semi-structured interviews with 11 managers of nonprofit organizations. By doing so, the research focuses on the perspective of the managers on the topic.

The empirical findings were analyzed together with relevant theoretical research, the Self-determination Theory, and Cognitive Evaluation Theory. The results of this study indicate that NPOs of both countries face similar challenges and opportunities despite the difference in the development of their respective sectors. In terms of challenges and opportunities, finance was identified as a challenge in the nonprofit sector which reflects other challenges, such as ability to to fulfill the organization's missions, and employee maintenance and motivation. Finding compatible employees and volunteers was identified as an opportunity, whereas maintaining employees and volunteers represented both challenges and opportunities. Motivation was found present in nonprofit organizations of both Sweden and Brazil and intrinsic motivation, specifically, was mentioned as existent among employees and volunteers of nonprofit organizations by all interviewed managers.

Keywords: Management, Nonprofit organizations, Sweden, Brazil, Motivation, Challenges, Opportunities, Self-determination Theory, Cognitive Evaluation Theory, Comparative case study

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1. Introduction

In the field of management, nonprofit organizations do not occupy the same space as research about for-profit organizations (Seaman & Young, 2010). The role of the nonprofit sector needs attention as, with time, its impact has shown significant growth amid the state's incapacity to meet all of its population's needs in a plethora of areas such as environment, healthcare and education (Preston, 2010: Salamon; Anheier, 1992).

Nonprofit organizations have different needs in comparison to their for-profit counterparts and, therefore, what satisfies the necessities of one may not always satisfy both (Dart, 2004). This thesis is relevant because it directly addresses management in the nonprofit context, specifically in motivation and maintenance of employees and volunteers.

1.1 Background

Researchers have observed that the activity of nonprofit organizations has risen enormously in almost every country in the world in the past decades (Casey, 2016). NPOs have taken roles as policy advisors, promoters of social actions, and deliverers of services that the government fails to provide its population with. It is not only in numbers that we see the development of such organizations; they have also become increasingly secular, universalist, nonpartisan, and made their activities more commercialized and professional (Casey, 2016). Therefore, it is not surprising that interest by different actors in the nonprofit sector has grown accordingly, and the nonprofit sector and its development around the world has become a topic of academic relevance.

It is important to clarify that the nonprofit organizations emanated from social movements executed by the civil society in a very clear way - to meet public needs. They are not linked to the state and do not aim for profit, rather self-support (Salamon; Anheier, 1992). Evers and Laville (2004) explain that the definition of nonprofit organizations should not be at the separation between for-profit and not-for-profit, but rather at the separation between capitalist organizations and social economic organizations. Social economic organizations, in most cases, focus on generating collective wealth, whereas capitalist organizations aim for individual wealth. While conservatives see nonprofit organizations as a form of a counterbalance of government power and an introduction of market power in meeting public needs, progressives have a different view - they see the nonprofit sector as a way of contributing to society through social action.

1.2 Problem area

This thesis focuses on analyzing and comparing the challenges and opportunities of nonprofit organizations related to human rights issues in Sweden and Brazil in terms of motivating and maintaining employees and volunteers. Sweden and Brazil have different histories in terms of civil society involvement and the development of the nonprofit sector, which undoubtedly shaped the way nonprofit organizations work nowadays in both countries.

In Sweden, nonprofit organizations are entwined with the welfare system, and act to complement the system in the provision of rights to society. Although this study analyzes institutions that are not-for-profit as well as non-governmental, the Swedish institutions have a very strong bond with the state. In Brazil, nonprofit organizations play an assistentialist role that fulfills the needs unmet by the government. Their proximity to the state and even the legal status of functioning as not-for-profit and non-governmental institutions is very recent. In regions such as South America, Anheier (2005) observes that the number of nonprofit organizations is high due to the developing economy and because of the large number of immigrants. Anheier (2000) also observes that nonprofit organizations tend to be much more complex than their for-profit counterparts, since they rely on volunteers' donations and sponsorships that are seldom long-term guarantees. These characteristics make the nonprofit sector an attractive topic of study.

Additionally, motivation has been a widely discussed topic in the nonprofit sector. Strategies developed for the for-profit sector are oftentimes applied in the nonprofit sector and have not always proven to be efficient (Dart, 2004). This is because the source of motivation of employees and volunteers have also shown to be different in comparisons between the for-profit and the nonprofit sectors, therefore the motivation mechanisms may also differ (Haley-Lock & Kruzich, 2008). The difference of countries within the sector can lead to differences between, making the topic academically relevant to study. Also, comparative studies of the nonprofit sector between Sweden and Brazil have shown to be scarce, therefore this comparative study contributes to the literature on management in the nonprofit sector. Finally, we, as researchers, want to emphasize the importance of the work of these organizations in society through this study by approaching managers of human rights organizations.

1.3 Purpose and research questions

The purposes of this comparative case study are to investigate managerial challenges and opportunities in terms of maintaining and motivating employees and volunteers in nonprofit organizations in Sweden and Brazil. The study will explore what kind of motivational efforts managers in the selected organizations rely on, since it influences the managerial challenges and opportunities faced in the nonprofit sector. The entire investigation will draw a comparison to identify similarities, differences and patterns between Sweden and Brazil on the topic of motivation in nonprofit organizations.

In order to fulfill the purposes, the following questions have been the basis for the study:

What are the main challenges and opportunities that managers of nonprofit organizations face in terms of motivating and maintaining employees and volunteers?

What kind of motivational efforts do managers of nonprofit organizations rely on?

How do these motivational efforts, challenges and opportunities compare between Sweden and Brazil?

1.4 Key concepts

For clarification purposes, some concepts linked to the research topic and used throughout the text are explained below:

Nonprofit organization (NPO): The United Nations Handbook of Non-Profit Institutions in the System of National Accounts. defines nonprofit organizations (NPOs) as the following:

> *Non-profit institutions are legal or social entities created for the purpose of producing goods and services whose status does not permit them to be a source of income, profit, or other financial gain for the units that establish, control or finance them. In practice their productive activities are bound to generate either surpluses or deficits but any surpluses they happen to make cannot be appropriated by other institutional units.* (United Nations, 2003)

The sector to which nonprofit organizations belong is referred to as 'the nonprofit sector'. Some researchers refer to the same sector as 'the third sector'.

In addition to the above definition, the organizations mentioned as NPOs in this case study are non-governmental, meaning that they are not a part of the government, and are related to human rights issues. To ensure that the organizations were human rights-related, we used the following United Nations definition of human rights and compared it to their objectives:

> *Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the*

right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination. (United Nations)

Manager: John P. Kotter defines management as: "a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling, and problem solving" (1996, p. 28). In this paper, a manager is someone who fulfills the role of management as cited above. As this can be a broad definition and different organizations have different role titles and organizational structures, we considered that the managers to be interviewed should have the following pre requirements: work voluntarily or not for a human rights nonprofit organization and be in charge of a team of employees or volunteers of the organization and who could, therefore, observe and affect the employees' and volunteers' motivation.

Employee: We refer to employees the remunerated staff of the nonprofit organizations whose managers we interviewed.

Volunteer: We refer to volunteers, the non-remunerated staff of the nonprofit organizations whose managers we interviewed.

1.5 Outline of the thesis

The first chapter of the thesis introduces the research theme by discussing the problem area, presenting the purpose of the study and the research questions, lastly clarifying key concepts. The theoretical background is presented in the second chapter by presenting background information on challenges and opportunities in the nonprofit sector and the theoretical framework used in addressing motivation. In the third chapter the research methodology is presented, whilst explaining the research approach, design, data collection method, data analysis, reliability, validity and generalisability, limitation and, finally, ethical considerations to be considered. In the fourth chapter, the nonprofit sectors of Sweden and Brazil are presented along with the list of the nonprofit organizations whose managers were interviewed. In the fifth chapter the empirical findings are presented and an analysis carried out to the findings and the theoretical framework. Finally, the sixth chapter concludes the research findings, by answering the research questions, discussing the main findings, the study's limitations and its contribution to academia.

2. Theoretical Background

Before introducing the theoretical framework, which will serve as the basis for the methodology used in this research, this chapter will discuss the challenges and opportunities encountered in the nonprofit sector. A section regarding motivation in NPOs will then follow, addressing the different incentives for employees and volunteers in the sector. Finally, the theoretical framework will be discussed, addressing the concept of motivation, the Self-Determination and Cognitive Evaluation Theories. These theories will structure our approach to the primary sources of this research.

2.1 Challenges and opportunities in the Nonprofit Sector

Although NPOs have increasingly introduced measures that were originally made to enhance for-profit organization's performance, the introduction of such measures can be seen as a challenge. This has to be given special attention to because research has shown that incentive mechanisms that work in one kind of organization may have the opposite or no effect in other kinds of organizations (Dart, 2004).

Research shows that since most NPO employees do not rely on monetary motivation, institutional values become very important, and that leads to a challenge in human resources practices in comparison to the for-profit sectors (Haley-Lock & Kruzich, 2008). One challenge lies in giving feedback to volunteers. Many managers of nonprofit organizations either do not have the time to give feedback, or feel uncomfortable doing so. Others feel like it is difficult to criticize volunteers because they are committing freely of their own time (Steinhorn, 2018). Rotschild and Stephenson (2009) suggest a scenario in which an NPO may be structured in a way that emphasizes participation and cooperation, rather than competition and monetary reward.

The NPOs' autonomy is another factor widely discussed, as it is oftentimes challenging to owe various different stakeholders accountability with different expectations and concomitantly maintain the organization's objectives (Cunningham, 2001; Palmer, 2003). Additionally, recruiting qualified employees is shown in research as a difficulty shared by NPOs. This is due to scarce funding, which results in an NPO structure that bases its budgeting on projects, and therefore hires professionals for temporary project-focused positions (Cunningham, 2001; Palmer, 2003). NPOs are primarily dependent on hugely restricted grant support, usually not covering the organization's general operations. Therefore, employees of NPOs spend much time trying to find different sources of income, and are subjected to complex paperwork to both apply and report back regarding the grants. The grants that NPOs receive are usually necessary to plow into delivering services straightaway, instead of investing in strategies to strengthen their organization long-term. All of this contributes to a high rate of personnel turnover and executive burnout, but also an inability to grow over time (Burd, 2009).

Managing and maintaining volunteers is another challenge faced by many NPOs, as motivations for volunteering vary and commitment fluctuates (Boezeman & Ellemers, 2007). It is often also difficult for NPOs to initially find compatible volunteer candidates for their positions (Jacko, 2011; Mills, 2018). A combination of difficulties in finding qualified professionals and limited funding leads to recruitment of less-qualified employees, subsequently offering to weaker service, negative employee attitude, less satisfaction of both employers and employees and poorer commitment (Cunningham 2001; Parry et al., 2005). Nickson et al. (2008) consider lower wages, often unsatisfactory working conditions and misconceptions regarding the organization's payment levels as additional challenges in the nonprofit sector. However, Kim and Lee (2007) stress that studies show that many employees are attracted to working in NPOs due to a match they feel with the organization's values and missions.

Literature on NPO management also dwells on wages specifically as an occasional challenge from the perception of the employee. There are, however, conflicting opinions on the matter. On one hand, studies show that NPOs' salary offers are equal to or even greater than that of for-profit organizations (Leete, 2001). On the other hand, studies have also shown that in certain industries, NPOs offer lower wages than that of their for-profit counterparts. Lower wages have an impact in the satisfaction of workers and their permanence in the job (Kim & Lee, 2007). However, further literature also shows us that monetary compensation alone is not sufficient to keep employees from leaving if they are not satisfied with the organization for which they work. Other factors, such as relations and work environment (Borzaga & Tortia, 2006) play important roles.

Parry et al. (2005) show in their research that nonmonetary offers are a good tool in NPOs as a compensation and intrinsic reward for the comparatively lower wages NPO employees get in relation to for-profit employees. Furthermore, Borzaga and Tortia (2006) present that NPO workers find most satisfaction in non pecuniary incentives, such as career development possibilities, autonomy to make decisions in work and possibility to use creativity within their roles.

In studies comparing the public sector and the nonprofit sector, findings show that NPOs have a higher level of member attachment to teamwork. NPOs also display a higher level of member satisfaction for their teamwork. These findings are also connected to NPOs ability to elicit high intrinsic motivation and a strong and high commitment to work (Benz, 2005).

2.2 Motivation in nonprofit organizations

The workforce of NPOs can differ a lot from a for-profit organization. Although a for-profit organization will mainly consist of paid employees and interns, many NPOs rely heavily on volunteer staff (Anheier, 2014). For-profit organizations use performance-based compensation in order to align the managers' and employees' behavior with the organization's main objectives. The reasoning behind performance pay is that it works to increase effort which, in return will increase productivity. NPOs do not ordinarily employ any formal measurement and bonus mechanisms (Speckbacher, 2013). Research shows that most NPO employees do not rely on monetary motivation (Haley-Lock & Kruzich 2008).

From a managerial perspective, the employees' and volunteers' motivation is one of the deciding elements for an organization's development and success. The work motivation is connected to the employee's and volunteers' perceptions and behaviors, which reflects how well the manager oversees an organization's workforce. The managers are the ones setting the example when it comes to their workforce motivation. Once the manager is motivated, their behaviors tend to affect and transfer to the workforce they manage (Park & Word, 2012).

Job applicants tend to choose an NPO when its mission coincides with their own values and goals, not for the performance-based compensation. NPOs can in many ways be more successful in attracting intrinsically motivated workers. Volunteers will for example not receive any performance-based compensation. Workforces of NPO are usually characterized as reliant on intrinsic rewards over extrinsic rewards. But for both employees and volunteers, NPOs tend to signal more trust, since the people in charge of the organization have fewer financial incentives to take advantage of the altruistic motivation of stakeholders (Speckbacher, 2013; Park & Word, 2012).

A workforce that is intrinsically motivated is also more likely to pursue personal challenges, the satisfaction of curiosity, and enjoyment (Park & Word, 2012). Research shows that intrinsic motivation is associated with employees of NPOs, since they have environmental and structural characteristics that create a place for intrinsically motivated employees (Miller-Stevens et al. 2015). Leete (2000) explains that intrinsic motivation is more important in NPOs than anywhere else. Therefore, having these organizations invest more time in raising the intrinsic motivation of their employees, strengthening group cohesion, and promoting organizational pride is expected. The mission that NPO employees work for is believed to make up for the relatively low salaries offered to them (Benz, 2005). A lot of research has established that one big difference between nonprofit and for-profit workers is motivation since for-profit employees appear to be motivated more by extrinsic rewards (Leete, 200; Park & Word, 2012; Speckbacher, 2013; Miller-Stevens et al., 2015).

Nonprofit workers are seen as employees who place others' needs before their own and gain personal satisfaction from serving the most needed. These are considered to be altruistic motives, very much associated with intrinsic motivation (Sorauren, 2000; Speckbacher, 2013) Nonprofit workers devote time, spirit and effort to a mission rather than the material reward (Valentinov 2008; Park & Word, 2012). Bright (2016) explains that several studies show that NPO employees are significantly attracted to job positions that offer "meaningful work, autonomy, discretion, flexibility, and family-friendly policies". Further research shows that human priorities change as age progresses, so the older someone becomes, the more they tend to commit to purposeful forms of engagement. Accordingly, younger people tend to focus on activities that relate to their own objectives and future aspirations rather than to be driven by emotionally meaningful initiatives. Activities that are socioemotional meaningful are considered to be the ones that foster the improvement of society, communities, and future generations (Carstensen, 1992).

A challenging factor that can bring opportunities to NPOs is crisis. According to Mitroff et. al (1987), significant improvement for for-profit and nonprofit organizations can happen through crises if they are willing to adapt. This is because organizational structures and behaviors are re-evaluated and validated. Therefore, questioning the status quo is inevitable and new patterns have to be assimilated in order to see results. As a result, organizations that are prepared for crises are the ones that show a high level of adaptability to the changing circumstances and, hence, avoid failures due to external changes (Mitroff et al., 1987).

2.3 Theoretical Framework

In order to fulfill the purpose, we need to define the area of our research. This section will provide an overview of the most relevant theoretical models for our study. Only a few parts were selected and integrated from the theoretical models, and this was based on the assessed relevance for the study. The theoretical framework is very much connected with the selected methodology and how the interviews will be conducted. The theoretical framework will be used as the foundation when formulating and conducting the interviews. This section will first present a thorough understanding of motivation. After this, the integrated theories will be introduced, which consist of two theoretical models with a different focus on motivation. Lastly, the implementation of the framework will be presented, this section will provide an overview of how the theories will be used and connected to the methodology.

2.3.1 Motivation

The theoretical framework will help as a foundation for the methodology and is based on two theoretical models with a different focus on motivation. Together, the models focus on the question of *why* individuals are motivated, and *how* different factors can affect an individual's motivation. The theoretical models do not contradict each other, the two rather complement one another and highlight a different focus on motivation. The definition of motivation will refer to the process whereby goal-directed activities are energized, directed, and sustained (Ryan, 2012).

First, we will introduce Richard Ryan and Edward L. Deci's self-determination theory, which is based on various experiments conducted in the field. Secondly, we will introduce the Cognitive evaluation theory or CET and integrate it with SDT. The research by seven well-known economic and behavioral scientists will be the basis of the CET approach. SDT addresses the motivation behind people's choices without external influence and focuses on the question of *why* individuals are motivated, while CET considers the question of *how* different factors can affect an individual's motivation. By integrating the different approaches we can gain a broader understanding of how managers motivate their employees and volunteers in NPOs and why such approaches motivate them.

2.3.2 Self-determination theory

In 1975, Edward L. Deci published a book with a nuanced theoretical perspective that established that intrinsic motivation does exist. The majority of theoretical models assumed that material self-interest exclusively motivated people. Deci's theoretical perspective further developed the notion that intrinsically motivated behaviors are ones that people engage in so they may feel self-determining and competent in relation to the environment. Deci's approach challenged the prevailing understanding of motivation, but it was not until the mid-1980s that it was formally introduced as self-determination theory or SDT (Deci, 1975).

SDT is a macro theory of human motivation and personality that regards people's natural growth tendencies and inherent psychological needs. SDT addresses the motivation behind people's choices without external influence and focuses on the degree to which individuals' actions are self-determined and self-motivated. It also regards how individuals attribute motivation to others and how the process of perceiving motivation in oneself also correlates to perceiving motivation in others. Intrinsic motivation exists when an activity is executed due to the natural satisfaction it brings, meaning the task is rewarding in itself, as opposed to doing an activity to attain some outcome separable from the activity itself, also called extrinsic motivation. Examples of separable outcomes that could affect the extrinsic motivation are monetary rewards, promotions, and prizes, also avoiding sanctions is considered as a form of extrinsic reward. Extrinsic motivation is more common, but should not be considered as more powerful (Ryan & Deci, 2000, 2017).

Extrinsic motivation comes in various types. To separate these types within SDT, the concept internalization is adapted, described as "the process of taking in values, beliefs or behavioral regulations from external sources and transforming them into one's own" (Ryan & Deci, 1985; 2017, p. 180) Internalization is an internal psychological process and displays the practices through which extrinsic behaviors become a rooted element of people's minds and motives. The transformation of internalization concerns assimilating the value and integrating it with other values, behaviors, and emotions that are either inherent and/or have already been deeply internalized by the individual (Ryan & Deci, 1985; 2017).

By definition, all intentional acts are motivated, either intrinsically, extrinsically, or by a combination of both. In fact, a lot of intentional acts consist of some combination of intrinsic and extrinsic motivation. A person may choose to play football because they find it inherently enjoyable and fulfilling, while at the same time engage in the sport for their health and physique. Still, there are often cases where a person has no intention to act, which is called amotivation (Ryan & Deci, 2007; Williams, et al. 2009).

From Richard Ryan and Edward L. Deci theoretical models, we will use their expanded work regarding mainly intrinsic motivation, but also on extrinsic motivation, as they proposed three main needs involved in self-determination. These three psychological needs drive the self to commence behavior that is crucial for the psychological health and well-being of individuals and is said to be universal, innate, and psychological. These are: *autonomy, competence, and relatedness* (see figure 1), and when all these needs have been fulfilled, motivation will thrive (Ryan & Deci, 2000). SDT predicts that different developmental experiences that induce autonomy, competence, and relatedness will lead individuals toward more autonomous motivational orientations. These three psychological needs are all connected to either intrinsic or extrinsic motivation, however, a lack of them could lead to amotivation. However, when these needs are fulfilled, intrinsic motivation or internationalization and integration of extrinsic motivation will thrive (Ryan & Deci, 2000; Williams, et al. 2009). This study will solely focus on intrinsic and extrinsic motivation since the purpose is to investigate what kind of motivational efforts managers of NPOs rely on. Therefore the concept of amotivation will not be addressed.

Autonomy is essential for motivation and regards an individual's perception of having a choice and being able to make decisions that are based on their own free will. The sense of autonomy can be threatened when extrinsic rewards such as money or other events, for instance, surveillance, evaluation, and deadlines are introduced for performing an intrinsically interesting activity. People tend to feel controlled by these activities, causing a shift in the apprehended locus of causality for the behavior from internal to external. Motivated behavior becomes connected and controlled by external rewards or events, which will undermine their sense of autonomy (Ryan & Deci, 2000; 2017).

The second need, *competence*, is connected to an individual's sense of responsibility regarding their own performance outcome. The feeling of competence can be affected by a sense of personal growth over time or the capability to confront everyday challenges. Ryan & Deci (2000), refer to early experiments that demonstrate that positive feedback increases intrinsic motivation in relation to no feedback. However, negative feedback decreased intrinsic motivation in relation to not getting feedback. Ryan & Deci (2000), attach these results to the need for competence, referring to events like positive feedback that indicate effectance brings the satisfaction of the need for competence, hence increasing intrinsic motivation. Effectance means the case of having a causal effect on events and objects in the environment. On the other side, negative feedback that conveys ineffectance tends to hinder the desire for competence and hence weaken intrinsic motivation (Ryan & Deci, 2000, 2017).

Lastly, *relatedness* refers to an individual's need to feel connected to others and to contribute to their surroundings. Autonomy and competence have been found as the greatest impact on intrinsic motivation, but relatedness also has a role in maintaining intrinsic motivation. One reason could be that relatedness can affect personal beliefs and values to shift towards the people in their surroundings. When people align their beliefs with their surroundings, that might conflict with their autonomy (Deci & Ryan, 2000, 2017).

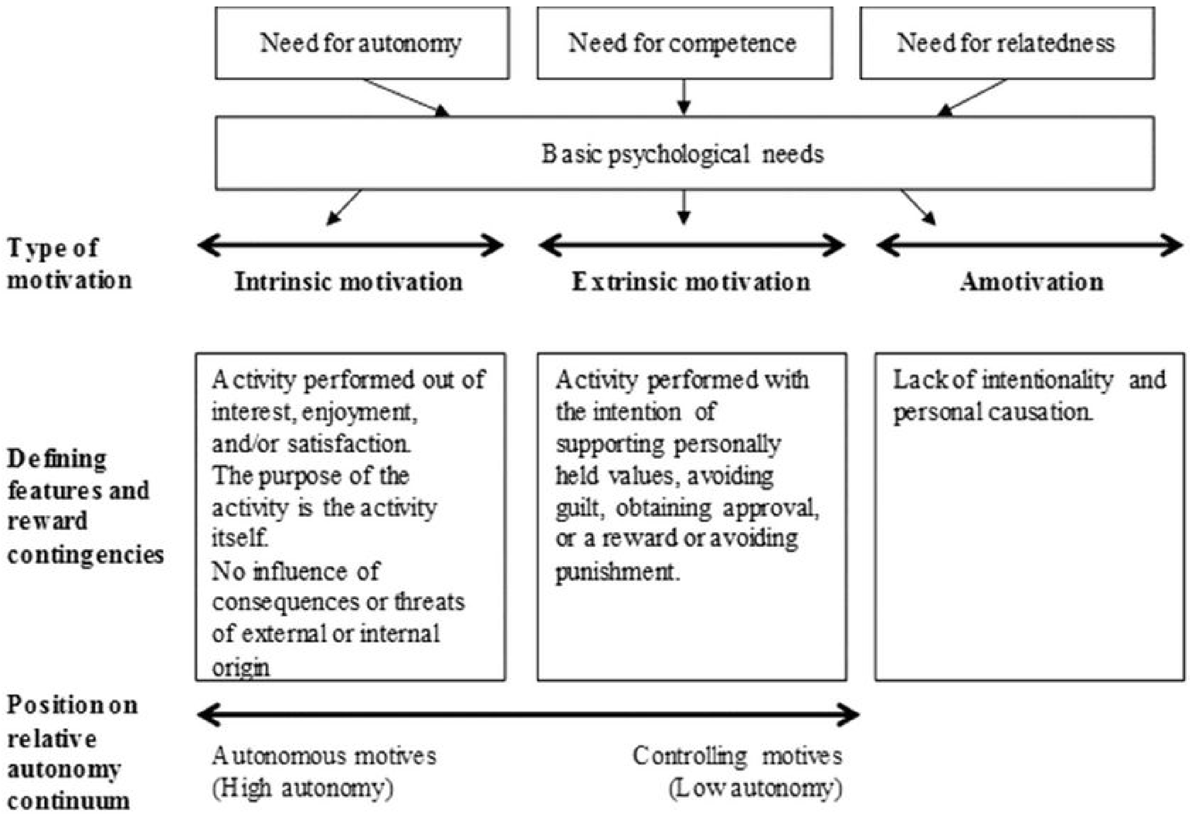

Figure 1. Self-determination theory, showing the basic psychological needs and illustrating features of the types of motivation and position in the relative autonomy continuum (Ryan & Deci, 2007)

2.3.3 Cognitive Evaluation Theory

CET is a sub-theory of SDT and is not concerned with the question of why intrinsic motivation exists and what causes it, but instead the circumstances that promote versus those that decrease or undermine it. CET considers how different environmental and social factors either help or hinder intrinsic motivation (Williams, et al. 2009). CET was first proposed by Deci (1975) as a certain description of the effects of external actions such as rewards, threats, and feedback on intrinsic motivation.

CET focuses specifically on the needs of competence and autonomy when exploring how intrinsic motivation is influenced by external forces, a process known as motivational *crowding out* (Ryan & Deci, 1985; Williams, et al. 2009). SDT and CET differ greatly from the earlier theories of motivation since they claim that intrinsic motivation is decreased, or crowded out by extrinsic goals or interventions. The results of lowered motivation can in some cases lead to an overall decrease in the total performance (Frey, 1997). The *crowding out* process can easily be explained as an individual that goes from being intrinsically motivated to being extrinsically motivated. For example, a previously non-monetary relationship is transformed into an explicitly monetary one (Jegen & Frey, 2001).

Ryan & Deci (1980) argue that rewards can be seen to have two components: either as one that regulates and controls people's behavior and hence imposes on their autonomy or more as a status-signaling component that strengthens people's sense of competence. For example, an employee recognition reward could either be seen as the reason for why this employee worked so hard in a given time, but also simply as an acknowledgment of the employee's performance in general. If an extrinsic reward for a certain performance or behavior appears to be the reason a person is performing a certain performance, it is argued to undermine the initial intrinsic motivation. However, Gagné & Deci (2005) describe that as long as the extrinsic incentive is seen as a signal of high performance or status in general and not as an inducement, the incentive will generate more effort without *crowding out* motivation. Consequently, the extent to which a certain extrinsic incentive will crowd out motivation is influenced by the balance of the controlling in contrast to the status-signaling nature of the recognition that is perceived by the individual. Tangible rewards have been found to be more extrinsic when being closely associated with output, for instance as a bonus, however not recognized extrinsically when paid as a usual salary.

From CET, we will focus on how external forces can be used to affect intrinsic motivation. The research will be based on the findings of seven well-known economic and behavioral scientists since all theorists claim different social and environmental factors either can help or hinder intrinsic motivation. We will also examine further if the motivational *crowding out* process is identified by managers in NPOs in Sweden and Brazil as a means of overcoming managerial challenges associated with the motivation of employees and volunteers.

2.4 Implementation of the theoretical framework

SDT and CET together form the basis for the theoretical framework, that will be used as a foundation for the methodology and for how the interview questions will be formulated. The questions will address the three research questions: the main challenges and opportunities managers of NPOs face; the kind of motivational efforts these managers rely on; and how these motivational efforts, challenges and opportunities compare between Sweden and Brazil.

SDT focuses on the question of *why* individuals are motivated, while CET considers the question of *how* different factors can affect an individual's motivation. From SDT, the interview questions will address the three psychological needs: *autonomy, competence, and relatedness,* to investigate whether the managers create the conditions to promote these characteristics in their employees and volunteers. From SDT we took inspiration from *figure 1.*, presented above, to write the interview question addressing the connection between the *type of motivation and its defining features and reward contingencies* (Ryan & Deci, 2007).

We will integrate SDT with CET since there is a value in incorporating both perspectives. CET will contribute with the perspective of how different factors can affect the employees and volunteers motivation, for example, if the workforce's intrinsic motivation could be affected by external forces, known as the motivational *crowding out* process (Ryan & Deci, 1985; Williams, et al. 2009). From CET, the questions will address what incentive mechanisms the managers use to maintain and motivate their employees and volunteers once they are recruited. There is a value in understanding motivation in connection to management, since a lot of theories, including SDT and CET, argue that intrinsic motivation, which is common in NPOs, is decreased or crowded out by extrinsic goals or interventions. The results of lowered motivation can in some cases lead to an overall decrease in the total performance (Frey, 1997).

3. Methodology

The theoretical framework has already presented an understanding of motivation of employees and volunteers in NPOs, therefore, this study will use it as a basis to conduct further research within the field, by using a comparative case study. The methodology section will present the chosen research approach and design, the data collection method and the analysis of the data. The chapter will end with a discussion regarding the limitations, the ethical considerations and the reliability, validity and generalisability of the research.

3.1 Research approach

This study was conducted in an inductive manner which, "involves the search for pattern from observation and the development of explanations – theories – for those patterns through series of hypotheses" (Bernard, 2011, p. 7). There is a lot of research with quantitative approaches regarding NPOs in the field. These studies present both patterns and experiments regarding motivation in NPOs, and analyze and discuss the challenges and opportunities that managers of NPOs face. However, very few studies focus on gaining an in-depth understanding of the subject. This study aims to get a deeper understanding of the managers' thoughts and experiences, through a qualitative approach. The qualitative approach allows for data collection that can seize the complexity of the research questions better than a quantitative approach (Choy, 2014).

By using a case study, this thesis investigates a contemporary phenomenon in-depth and in its real-life context (Yin, 2009; Woodside, 2010). A comparative case study still thrives for the in-depth description as a single case study, however, the studies can produce more generalizable knowledge regarding causal questions, since it involves the analysis and synthesis of the differences, similarities and patterns, that have common focuses or goals. These findings may subsequently add to the development of the acceptance of theory (Goodrick 2014). By using a comparative case study we gain new perspectives and analyze patterns regarding manager's perception in Sweden and Brazil connected to motivation in NPOs.

3.2 Research design

This study is built on interviews with 11 managers, to gather their thoughts and experiences regarding their employees and volunteers, in relation to motivation. We also strive to develop an in-depth understanding of how the managers strategies in order to motivate and maintain their workforce. Conducting interviews is a way to gain in-depth descriptions and understanding of the multiple challenges and opportunities managers of nonprofit organizations face in terms of motivating and maintaining their employees and volunteers.

Early on, the parameters were decided in order to find compatible managers to interview. Firstly, the interviewees all consist of people that deal with management within NPOs. This is regardless of their job title, since the organizational structure within NPOs can differ a lot from for-profit organizations, and there are positions that are unique to NPOs (Roomkin et al., 1999). The interviewees' job title within their organizations will be presented in detail in a table. However, for the sake of simplicity, the interviewees will be addressed as managers throughout the text.

As previously mentioned in key concepts, we based the definition according to John P. Kotter's (1996) concept. This is however, a broad definition, so to narrow it down even further we decided to interview managers who work directly with the organization's employees and volunteers, and hence observe or affect their motivation.

Secondly, the managers work for organizations that deal with human rights issues, since these organizations usually have clear mission statements. Thirdly, all organizations operate locally, even though the study includes managers from both national and international organizations, it is the local associations in Sweden and Brazil that are of interest.

Lastly, all organizations work on various projects or daily activities that include employees and volunteers. However, a few local associations consist solely of volunteers. This is common, since the workforce of NPOs rely heavily on volunteer staff (Anheier, 2014). Nonetheless, this will not affect the results of the study, as the focus is not on exploring the difference between employees and volunteers.

After all parameters had been determined, we also chose to focus on two countries, Sweden and Brazil, and human rights organizations within the country borders. Nonprofit organizations in Sweden and Brazil can face various difficulties and opportunities. The lack of bureaucracy in terms of registration requirements makes the formation of associations something historically simple and easy in Scandinavia (Gjems-Onstad, 1996, p. 211 cited in Henriksen et al., 2019). Also, the government is very present both directly and indirectly funding civil society initiatives with mild or no control over them (Henriksen et. al, 2019). In Brazil, the civil society is not as strong, as it was only in 1988 that the federal constitution allowed society and nonprofit organizations to take part in political decisions and therefore become closer to the state (Lopez; Leão; Grangeia, 2014). The countries are in different stages when it comes to the support NPOs can get economically and socially. The difficulties and opportunities they encounter based on their country's context can also mean different conditions regarding motivation and retaining employees and volunteers. These can also generate different challenges for the organizations linked to the topic of motivation, which makes it relevant and interesting to explore.

3.3 Data Collection Method

The chosen data collection method is semi-structured interviews. Through this method the researchers can ask open-ended questions, that allows for a discussion with the interviewees, instead of a direct question and answer arrangement. Semi-structured interviews allow for the objective connection and comparison of the interviewees, at the same time, also spontaneously examine relevant issues and questions, connected to a particular interviewee (Sekaran & Bougie, 2016).

When conducting the semi-structured interviews, the emphasis is on structure. It means that the interviewer will ask the identical questions to all interviewees, in the same order. However, there is room for the interviewer to take a lead from the interviewees answer and then ask other correlated and relevant questions, and then depart from the interview template (Sekaran & Bougie, 2016).

Based on the selected parameters, we started searching for suitable organizations. The majority of organizations are well established in Sweden and Brazil, therefore, we went directly to the organization's websites to find contact information to managers who worked voluntarily or not with the organization's employees and volunteers. We emailed these managers and then established a contact. Three of the managers in Sweden were contacts of one of the researchers' professional networks, and also got contacted through email. The remaining two managers we knew either through a common contact who referred and recommended us to contact the person in question, or we got in touch via LinkedIn. On LinkedIn we searched for particular organizations that were of our interest and contacted employees cited on the institutions' profile on the webpage.

Before conducting the interviews with the managers, we did two pilot interviews with two former managers of two different NPOs, in order to ensure that the interview questions we asked would be well connected to the purpose and the research questions. After these two pilot interviews we revised the questions so that these would be more clearly linked to our theoretical framework, as well as clear and easy for all managers to understand. We also received a tip about sending out interview questions at least 24 hours before, to give those we interviewed a chance for reflection and an opportunity for deeper discussions, which we decided to implement.

Due to the Covid-19 pandemic, all of the interviews have been conducted digitally, either through Zoom Video Communications or Google docs. Because of the pandemic, half of all managers did not have the time or resources to join through a Video meeting, instead they responded in writing through Google docs. If we had any follow-up questions or wanted a more elaborate answer then we emailed the managers, and then also got the opportunity for the dialog that semi-structured interviews provide.

Before every interview was conducted, we ask for the interviewees permission to publish their name, role within the organization and the name of the organization. All 11 managers gave their consent, the majority were also eager to promote the name of their organization.

Within the Swedish organization, Rädda barnen, we got the opportunity to interview two different managers, with two different perspectives and experiences within the organization. The first interview was conducted through Zoom with a board member and coordinator who works closely with the project managers. The second manager answered in writing in Google Docs and is also a board member but also responsible for internal and external events to promote the organization. The two managers interact and communicate with volunteers and employees in different forums and through different channels. They can also through their different roles and responsibilities encounter different challenges and opportunities, making it valuable to interview them both. Since the study aims to present findings regarding managers' own thoughts and experiences and do not have the purpose of generalizing in the organizations, this should not affect the findings and analysis.

Table 1. Information and overview of the interviewees

Organization	**Role in the organization**	**Date conducted**	**Interview method**	**Length**
Sonhar Acordado	Director	5/5/2020	Zoom	45 minutes
Rädda barnen	Board member and Coordinator	7/5/2020	Zoom	28 minutes

IBSI	Vice president	8/5/2020	Zoom	27 minutes
GFA	Vice director	9/5/2020	Zoom	46 minutes
IM	Advisor, Global Operations	11/5/2020	Google Docs	n/a
Rädda barnen	Board member	12/5/2020	Google Docs	n/a
RKUF Lund	Vice President	13/5/2020	Google Docs	n/a
Tamam	National Organizational Developer	13/5/2020	Zoom	29 minutes
Svenska Röda korset	President	14/5/2020	Zoom	43 minutes
Rotaract Clube de Indaiatuba Votura	President	15/5/2020	Google Docs	n/a
Volacc	President	17/5/2020	Zoom	51 minutes

3.4 Data Analysis

Once we were done with the 11 interviews, we transcribed and translated the ones conducted in Swedish or Portuguese. In order to analyze the gathered data, we created categories that would lead us to a conclusion of the three research questions. Regarding the first research question: “What are the main challenges and opportunities that managers of nonprofit organizations face in terms of motivating and maintaining employees and volunteers?”, we created categories named ‘challenges and opportunities’. Regarding the second research question: “What kind of motivational efforts do managers of nonprofit organizations rely on?”, we created the category ‘kind of motivation’. Finally, regarding the third research question: “How do these motivational efforts, challenges and opportunities compare between Sweden and Brazil?”, we created the category ‘comparison’. The categories were created before analyzing all the interview answers. The objective was to separate all of the interview questions into categories one and two according to each country (Brazil and Sweden) using color coding. After separating the answers and analyzing them, we compared them, creating the content for the third category, ‘comparison’. This allowed us to identify similarities, differences and patterns within each of the three categories of the interviewees’ responses. The separation of the categories is seen below.

Table 2. Relation between data analysis categories and research questions

Category	Related research question
1. Challenges and opportunities	What are the main challenges and opportunities that managers of nonprofit organizations face in terms of motivating and maintaining employees and volunteers?
2. Kind of motivation	What kind of motivational efforts do managers of nonprofit organizations two rely on?
3. Comparison	How do these motivational efforts, challenges and opportunities compare between Sweden and Brazil?

The separation of the data was done because Sekaran & Bougie (2016) affirm that collected data needs to be synthesized for a better and simplified understanding. Then, according to the authors, this data needed to be presented in an understandable manner, hence table 2. This method is used to simplify the understanding of the gathered data in order to draw a research conclusion.

Within the category of ‘challenges and opportunities’ we identified that the following topics were often mentioned: Finance, Recruitment, Communication, Relationship building, Crisis management. Within the category ‘kind of motivation’, we identified the following recurring topics: autonomy, competence, relatedness, kind of motivation and crowding out process. Lastly, within the category of 'comparison' we used the topics identified from the two above mentioned categories regarding 'challenges and opportunities' and 'kind of motivation', in order to compare the findings based on Sweden and Brazil. Based on this, we separated relevant quotes that addressed these topics and identified patterns regarding the managers' answers accordingly.

3.5 Reliability, Validity and Generalisability

As described by Sekaran and Bougie (2016), in order to secure reliability, this study will present common themes from the material, but also include deviating samples. Although conducting 11 in-depth interviews with managers cannot be representative for two countries, conclusions can be drawn for the study since there were clear similarities, differences and patterns in the answers.

A few of the interviewees were not randomly selected, since three of the managers in Sweden were contacts of one of the researchers' professional networks and another manager was approached through a common contact. In order to minimise the effects of biases all the managers got the same explanations regarding the topic and were approached in the same way, to provide the same conditions for everyone. The interviews were entirely connected to the research topic, and the interviewers assured to not influence any of the answers from the managers, lastly all the interviews were recorded. One result could have been that the managers we did know from before might have felt more comfortable during the interview, resulting in more elaborating answers. To avoid this, all interview questions were sent out about 24 hours before the interview to give the managers a chance to familiarize themselves with the questions and give time for reflection.

All the written answers through Google Docs were performed in English, since the interviewees had more time to reflect and answer. The interviews through Zoom were on the other hand performed depending on the managers mother tongue, in either Swedish or Portuguese. The reason was that the managers explicitly asked for that option, and one can argue that it is easier for the interviewees to communicate and express their thoughts and experiences more in-depth in their native language (Sekaran & Bougie, 2016). When translating from Swedish and Portuguese the translations needs to be in line with what the manager expressed. In order to avoid potential assumptions or misinterpretations all statements and quotes were sent out to all managers prior to publication to ensure validity.

In relation to generalisability, the interviewees share a lot of common characteristics, as seen in table 1 and in descriptions of the organizations, i.e. having similar positions within the organization, similar mission statements and organizational structure. Therefore, the findings should also be considered generasible within contexts with similar characteristics. The study is also based upon previous research addressing motivation in the nonprofit sector, therefore this study could be considered valid for these as well.

3.6 Limitations

The majority of organizations that we contacted are well established in Sweden and Brazil, therefore, we went directly to the organization's websites to find contact information to suitable managers. This way of approaching interviewees may lead to a very uniformed sample, meaning that the interviewees are all in well known and well established organizations with similar resources and opportunities. To secure a broader perspective we used different channels like LinkedIn and through contacts that have different perspectives than us researchers. In the end, on an organizational level there were more similarities in the swedish organizations than in the brazilian ones. However, the managers all have different backgrounds, perspectives and opinions on the matter, leading to more variation and broader perspectives.

We had an aim of interviewing 16 managers, and in case that would not be possible, we set a minimum of 10 interviewees in order to have enough material to analyze and synthesize the differences, similarities and patterns. Two managers declined our request for an interview, stating they did not have the time or resources due to changes within the organization in relation to the Covid-19 crisis. Two other managers replied one week later than our set deadline, due to the same reasons in relation to Covid-19, which did influence the time pressure for collecting and analyzing the collected material.

The initial idea was to interview all of the managers through Zoom, in order to use the exact same tool, to have the opportunity to interpret body language and to ask relevant follow-up questions. However, due to Covid-19, a few of the managers did not have the time or the resources for an interview, therefore, we gave these managers the option of answering through Google Docs. The written answers could be argued as more limited when compared to our initial plan, considering we could have a fluid conversation if relevant topics emerged. However, we did have the opportunity to email follow-up questions, or to ask the managers to elaborate on their answers as a means to enrich the interview and make up for the limitation of written answers.

Lastly, the majority of the organizations only consist and rely on volunteers, which lead to less findings and material regarding the main challenges and opportunities that managers of NPOs face in terms of motivating and maintaining employees. However, either a few of the organizations had employees within their local associations or within their national organizations, therefore, the managers could give insights and thoughts on the topic.

3.6 Ethical considerations

Ethical considerations were made during the research for this thesis. Firstly, when collecting data through the interviews, we assured that we had permission to use the name of the interviewee, the name of the organization and to record the entire interview. The permission questions we made in the same way to all interviewees either in written or verbal forms with the following: "Do we have your permission to use your responses for our research? Do we have your permission to use your name, your role within the organization and the name of your organization on our text?" All interviewees agreed, however some asked that we handed in the thesis to them before the final deadline, and this request was strictly obeyed. Secondly, we also agreed that every interviewee who wished so, could read the final version of our thesis.

4. Nonprofit organizations in context

Global statistics addressing the nonprofit sector, its growth, and behavior, are not available, as there is no single database that provides an equal comparison. Instead, national studies and statistics are used to register the growth of the nonprofit sector according to their definition of the sector. Considering that different countries have different definitions of what the nonprofit sector encompasses, it is especially challenging to draw a comparison between two countries on the subject matter. It is, therefore, of utmost importance to analyze each country's historical background, political, and social establishments in order to define what the nonprofit sector means and what role it plays (Applbaum, 1996).

Although many current studies analyze the nonprofit sector from an international perspective, this chapter aims to define the nonprofit sector in the two studied countries: Sweden and Brazil. Historical dimensions need to be taken into consideration to understand how the sector evolved in these regions and the importance of the role they play in each of the countries. It is important to address the differences in the sector of each country so that the comparison can be made in a fair manner. In addition to the historical background of the nonprofit sector in Sweden and Brazil, this chapter also presents the selected human rights organizations from each country whose managers were interviewed for this research.

4.1 The nonprofit sector in Sweden

Evers and Laville (2004) summarise the European approach to the nonprofit sector in three parameters: "the type of organizations involved, the intermediary nature of the nonprofit sector within a 'welfare pluralism' or a plural economy, and a social-political dimension that is as important as the economic dimension" (p. 11). They further analyze that, based on local perspectives, the general definition of the nonprofit sector underlies the American perspective of the term. For historical reasons, a complex system and unclear division in the vast and solid welfare system in Europe is observed, where the sectors merge for the provision of service to the population. Because public policies, state authorities, and nonprofit sector actors have an intricate relationship, the welfare services are vast, and sectors complement each other for service provision (Evers & Laville, 2004).

“ [This explains] the fundamentally open, mixed and pluralistic nature of a third sector, where it is difficult to demarcate clearly the boundaries with the state sector when third sector organizations operate for the public good and as part of a guaranteed system of welfare services, or when local municipalities are involved in the provision of welfare services that are strongly embedded in local civil society” (Evers & Laville, 2004, p. 14).

Ever & Laville (2004) define that four aspects have been identified in the European nonprofit sector: firstly, the nonprofit sector was formed in the continent by multiple organizations that go beyond foundations, charities and voluntary organizations, as contributions also come from the social economy, including mutual organizations and cooperatives, for example. Secondly, the European perception of the nonprofit sector makes the sector part of a “plural set of economies”, as the organizations within the nonprofit sector juggle and entangle multiple economic principles. The reformatory economies, as the authors call them, diverge from the market economy, state economy, and moral economy of individual households. Thirdly, research conducted on the European nonprofit sector emphasizes the welfare pluralism of nonprofit sector organizations. Although these organizations are simultaneously influenced by multiple economic spheres (divided by the authors as the market, state and private households), they survive in their individuality in the pluralism of these spheres instead of adapting to only one of them. Lastly, the politics of welfare in many European countries have to be analyzed together with the concept of ‘welfare pluralism’, meaning that the nonprofit sector in Europe must be analyzed according to the welfare history of the continent and the fact that welfare regimes entrench both political and social welfare in political activities. This gives the nonprofit sector a certain status, especially in social-democratic welfare regimes, such as in Sweden (Evers & Laville, 2004).

Studies show that in Scandinavian countries (Sweden, Norway, and Denmark) a high level of civic engagement has been stable over the past three decades. These findings diverge from studies from the 1980s and 1990s on the nonprofit sector which claimed that welfare states resulted in reduced civic engagement. Nowadays we know through comparative studies that it is, in fact, the very welfare system that to a great extent enables civic engagement in Scandinavian countries, Sweden inclusively (Salamon, Sokolowski, & Haddock, 2017).

The nonprofit sector in Scandinavia should be looked at as unique because of the way it historically developed - the political social movements and the fact that the sector was integrated into the welfare system while it was developed. Evers & Laville (2004) affirm that the development of Scandinavian countries, since the 1800s, is associated with the rise of social movements and the various organizations that developed in and around them. The authors point out two specific social movements in history that greatly impacted the Scandinavian countries in political, social, cultural, and economic spheres: the agrarian and labor movements, as they promoted the ascension of two social classes. Today, it is the social movements and voluntary organizations that developed from the very first movements in the 1800s that play the most dynamic role in the Swedish social economy.

It is also important to note that the Scandinavian legal system has a specific tradition that differs from elsewhere in the world. An important aspect of this difference is the freedom of association in legal since the first written democratic constitutions (in Sweden since 1809). The lack of bureaucracy in terms of registration requirements makes the formation of associations something historically simple and easy in Scandinavia (Gjems-Onstad, 1996 cited in Henriksen et al., 2019). Therefore, creating an association that holds credibility is fairly simple and gives Scandinavian countries such as Sweden the opportunity of addressing many social issues through the civil society that, in other countries, may be solved by other institutions. Also, the government is very present both directly and indirectly funding civil society initiatives with mild or no control over them (Henriksen et. al, 2019).

Henriksen et al.'s research (2019) shows that recruitment in Sweden is broad and Swedes look at the field of civic engagement as a complementation to the welfare state system rather than a substitution. Another interesting finding is that in Sweden, the population prefers contributing to organizations with time rather than money. The research adds that due to their historical roots, organizations have operated as connections between the citizens and the state, and therefore have provided their members with the opportunity to do politics and influence the political sphere via the organizations to which they belong. Therefore, one can say that working as a volunteer and being politically engaged are closely related in Sweden. It is highlighted, however, that popular mass movements and the relevant membership tradition they hold have gradually weakened. Finally, it is important to mention that new organizational structures have shown relevance, and examples are social entrepreneurship and organization hybridity (Henriksen et al., 2019).

4.1.1 Selected organizations in Sweden

Individuell människohjälp (IM)

Interviewee 7: Hannah Von Reding, Advisor, Global Operations

IM is a development organization with its global head office in Lund, Sweden as well as one additional office in Sweden, and various regional offices around the world. IMs primary mission is to fight poverty and exclusion and contribute to lasting change for individuals in particularly vulnerable situations. The organization works with changing the structures that discriminate against and exclude individuals and groups from sharing the same resources and having the same capability in society.

Röda korsets ungdomsförbund Lund (RKUF Lund)

Interviewee 8: Hilda Kronberg, Vice President

Röda korsets ungdomsförbund is one of Sweden's largest religious and politically independent youth organizations. The organization focuses on strengthening the voice of the youth. and strengthening national aid through the main activities, which are: breakfast club, homework help, friend group, anonymous chat online, UN convention of the rights of the child taught to athletic groups and then the workshop on the refugee situation.

Rädda barnen

Interviewee 9 & 6: Ola Håkansson, Board member & coordinator and Anna Sandkull, Board member

Rädda barnen (Save the Children) in Lund fights for the rights of all children in social and economic vulnerability located in the municipality to survive, develop and grow up in safety. In Sweden, among other things, Rädda barnen works to fight exclusion, give newly arrived refugee children a good start in the country, protect vulnerable children from violence and offer them psychological support.

Svenska Röda korset

Interviewee 10: Staffan Bolin, President

The Swedish Red Cross is part of an international humanitarian movement that helps vulnerable people in crises, wars and natural disasters. It is Sweden's largest humanitarian organization, present in most municipalities, where local operations through well-functioning local associations are run. The organization distributes basic necessities such as water and food to people in vulnerable conditions and provides psychosocial support. By reuniting divided families, the Red Cross ensures that human rights in times when it is most forgotten, in war and captivity, are respected.

Tamam

Interviewee 11: Louise Burenby, Organizational Developer

Tamam is an NPO that works with children, adolescents and young adults with diversity, anti-racism and youth community involvement. The organization creates venues, organizes meaningful leisure activities, gives all its workers the same opportunities regardless of conditions and encourages young people's social commitment. Tamam has seven local associations in Lund, Malmö, Gothenburg, Stockholm, Uppsala, Tranås and Mariestad, and the head office is located in Lund.

4.2 The Nonprofit Sector in Brazil

In order to understand the development of the nonprofit sector in Brazil, it is necessary to analyze Brazilian history in three specific periods and how they shaped today's nonprofit sector in Brazil. The periods are Brazilian colonization until the 18th century, 19th century until the 1930s and, finally, the implementation of the 1988 constitution until today. Oliveira (2005) explains that the main characteristic from this period is the interweaving of public and private in relation to social actions, and the moral debt that the ones who benefitted from the philanthropic actions had for being helped.

The first associations that were related to what we, today, call the nonprofit sector were associated with the church. Due to colonialism since 1500, when the Portuguese first set foot on Brazilian land, the circumstances did not allow for social movements to be brought up freely by individuals, hence the involvement by the church. The institutions from this period were dominated by the elite in connection to the church, however, the entities had the obligation of returning the support by other means, in fear of losing the help from the church and the elite.

The second period that must be analyzed is the time that goes from the beginning of the 19th century until the 1930s. During these times, the masonry was very important in the history of philanthropy in Brazil. Many individuals linked to the church as well as influential elite members were part of the Brazilian masonry. It is, however, during the nineteenth century that relations between the state and the Church progressively weakened, coming to a complete halt and officialized with the 1891 constitution, following the proclamation of the Brazilian Republic. The religious brotherhoods weakened with this separation consequently reduced in numbers. The church, however, kept its social action as religious norms dictated by the gospel (De Oliveira, 2005). De Oliveira (2005) also points out that this important political period, marked by the separation of Church and state, opened doors for individuals to freely initiate associations that preached social values. It also made possible the freedom of the religious people, who could now exercise their faith and social actions in distinct ways.

The arrival of immigrants of different nationalities, among them Germans, British, and Americans, also shaped philanthropy in Brazil. Landim (1993) explains that the Lutherans who came from Germany, for example, practiced cooperativism with the colonists in rural areas and therefore established a conscience of organization and participation not observed in other areas of the country. The Americans, for instance, from Presbyterian, Baptist, Methodist, and Congregational lines, through social actions via the church influenced parts of Brazil with the liberal North-American ideals. Finally, Landim (1993) also mentions that Afro-Brazilian organizations emerged during these times.

The First Republic Period in Brazil, which was in exercise from 1889 to 1930 was a period in which the state was very absent in social actions. Therefore, charities and religious institutions played a pivotal role and, as de Oliveira (2005) affirms, were protagonists in granting rights to the less privileged. It was only from 1930 that the state became more present in social causes and recognized the population’s needs and established minimum rights to its citizens. The presence of the state in social matters asserted philanthropy in the country as, from then on, there were laws that embodied and regulated social action in Brazilian society (De Oliveira, 2005).

The country that had already been run by a restricted elite group became even more eliticized with the military regime that ruled the country for 21 years and repressed social movements of any kind. The two decades were marked by a conservative period that attributed poverty to the individual's own fault, and social assistance was entitled to a few privileged individuals, or as an exchange of favors. (Rother, 2012)

The 1988 federal constitution implemented post-Brazilian military dictatorship years, and which still applies to this day, developed from the process of political decentralization. Among many things, it allowed society and nonprofit organizations to take part in political decisions and therefore become closer to the state. It was, then, from 1988 that social assistance acquired the status of public policy. (Lopez; Leão; Grangeia, 2014). Lopez et al. further explain that this proximity of NPOs and the state - although tepid - was a positive move in Brazilian history, as it enabled more interaction of NPOs and the state and, thus, a broader field of activity for the organizations. However, the negative aspects of this proximity must not be ignored, as it fostered interest conflicts and subordination of the nonprofit sector to the Brazilian politics, subsequently affecting the legitimacy of the sector as a whole until today (Hulme & Edwards 1997; Tevdt 1998 cited in Lopez; Leão, Grangeia, 2014).

4.2.1 Selected organizations in Brazil

Rotaract Club de Indaiatuba Votura

Interviewee 1: Carolina Rocha, President

Rotaract is a program for young people aged 18 to 30, which aims to develop leadership, ethics and professional competence through social projects. The unit Rotaract Club de Indaiatuba Votura is located in the city of Indaiatuba, in Sao Paulo state. The organization's mission is to act as a catalyst for the Rotaract program in Brazil through effective information management assisting other NPOs. The NPO's values are: passion for Rotaract, leadership and professionalism, transparency and respect.

Grupo Fraterno de Assistência "Nossa Casa" (GFA)

Interviewee 2: Oslávia Leonis Ramos, Alternate Director

Based in Sao Paulo, GFA has two main branches: social and religious. On its religious branch, to pass on the values of the Spiritualism doctrine, and on its social branch, to charity as a moral duty and, as stated in the bible, "to love your neighbor as yourself". The organization has 15 paid employees and 11 volunteers, 5 within the board and 6 as heads of program.

Sonhar Acordado NGO

Interviewee 3: Rafael Martinez Martinelli, Director

The nonprofit organization Sonhar Acordado was founded in Mexico and operates in Brazil in thirteen cities. It works with the transformation of young leaders (children and adolescents) and their compromise to Christian values by not only incorporating them but also passing them on. Their mission is to train young leaders so that they live with and pass on the values learned in order to take the entire society into a real transformation. This is done through five different programs and multiple one-off events for which the organization relies entirely on volunteers.

Voluntárias de Apoio no Combate ao Câncer (VOLACC)

Interviewee 4: Silvio Alexandre Soares de Oliveira, President

VOLACC is a nonprofit organization that has the objective of offering social assistance to families of cancer patients in the city of Indaiatuba. The NGO's social actions focus on people with malignant neoplasms and hematological pathologies. The organization offers psychological and practical medical support to patients and their respective families.

The Italo-Brazilian Society of Indaiatuba (IBSI)

Interviewee 5: Vitorio Cesar Soster, Vice-President

IBSI is a society based in Indaiatuba that promotes the culture, customs and traditions of Italian ancestors who emigrated to Brazil decades ago. Aside from its cultural promotion, the society provides advice in obtaining Italian Citizenship to Brazilian descendents of Italy, among other processes at the Consulate General of Italy in São Paulo. Additionally, it offers Italian language classes.

5. Empirical findings and analysis

This section presents our findings from the 11 conducted interviews. All of the findings are presented through common themes. Subheading 5.1 addresses the first research question regarding challenges and opportunities and is divided into five different topics presented in 5.1.1 through 5.1.5. These findings are then analyzed as a comparison between Sweden in Brazil and by addressing the third research question in subheading 5.2.

Subheading 5.3 introduces the second research question addressing motivation and is divided into five different topics presented in 5.3.1 through 5.3.5. Subheading 5.4 finalizes the chapter by comparing the findings on motivational efforts between Sweden and Brazil, also connecting to the third research question.

5.1 Challenges and opportunities

The challenges and opportunities identified in the interviewees' responses will be analyzed. The analysis has been categorized into five topics: finance, recruitment, communication and competence, relationship building and crisis management. Lastly, a comparison in terms of challenges and opportunities between Sweden and Brazil is drawn.

5.1.1 Finance

In terms of finance, 7 interviewees out of 11 mentioned that they receive public grants from either the state or from other authorities or for example, SIDA, a Swedish government agency working on behalf of the Swedish government and parliament to reduce poverty in the world. 7 out of 11 mentioned that donations are a part of their income, and is seen as an opportunity.

Membership fees showed to be an important source of income to NPOs, considering that 6 out of 11 managers mentioned that through membership fees they receive money from either grants or their national level within the organizations depending on how many members they recruit. Although this is a certain amount of money they can count on, all 6 organizations highlighted in their own words that these fixed amounts comprise only part of their entire yearly budget. Although the majority of the managers claimed that part of their revenue of the institution consists of a fixed income, this is still seen as an opportunity within the challenging context that is finance, since variation in overall finance was a fact mentioned by all interviewees as a challenge.

NPOs are primarily dependent on hugely restricted grant support, usually not covering the organization's general operations. Therefore, employees of NPOs are subjected to complex paperwork to both apply and report back regarding the grants and have to spend much time trying to find different sources of income. All of this contributes to a high rate of personnel turnover and executive burnout, and also an inability of the organization to grow over time (Burd, 2009). As previously mentioned in the text, Palmer (2003) also highlights that due to scarce funding, NPOs tend to hire professionals on short-term bases. A point made by Interviewee 11 resonates with Palmer and Burd and highlights the challenges of scarce funding:

> *What creates the most stress on Tamam and also affects motivation is that we are constantly working with a "knife at our throat" regarding financing, it is short-term financing, it is uncertain, it is very difficult not to know and working long-term with a short-term premise is almost impossible. It is also sad to only be able to hire a person who is fantastic and then only be able to offer a one-year contract and not be able to extend it. Employees in the organization cannot plan very far ahead because they do not know if they have a job, it is very tough. We do what we can here, by constantly starting new projects and trying to re-employ the existing people.* (Interviewee 11)

Another manager highlights the difficulties of making long-term strategies in this scenario. It is much related to Burd's (2009) argument that grants that NPOs receive are usually necessary to plow into delivering services straightaway, instead of investing in strategies to strengthen their organization long-term:

> *I do not personally work with project-based funding but I know that my colleagues working with Sweden-based projects find it stressful to constantly secure funding and not being able to think long-term or strategize for the future.* (Interviewee 7)

One interviewee claimed that the biggest challenge she faced as the manager of an NPO was finance-related. From a managerial perspective, Park & Word (2012) claim that the managers' motivation is one of the decisive elements for the success of an organization, since managers set the example when it comes to their workforce motivation.

> *To keep the motivation going even for myself is difficult when we lack resources. Not counting on fixed budgeting amounts is difficult when we have fixed costs. [...] We also lose sponsorships sometimes, so to keep the project running and being motivated by it becomes a challenge sometimes.* [Interviewee 2]

5.1.2 Recruitment

Most managers, precisely 9 from the 11 interviewed, said there were no difficulties in finding employees or volunteers who were compatible with the organization's purpose and vision. Interviewee number 1 highlighted that compatibility is not difficult, but that the compatible volunteers are often afraid to commit:

I believe [finding compatible people] is simpler than it looks, but people are too afraid to commit. Therefore, we go through a process before a visitor becomes a [fixed volunteer] to ensure that the organization's routine fits into their own routine.

Interviewee 7 addressed the same topic on finding compatible volunteers, but had another perspective. The manager also mentions finding compatible employees:

[...] my impression is that there is a large interest in working for a value-based organisation. There are not that many paid jobs in this field so I would assume there are many compatible and competent people applying for positions at IM. My colleague who works with integration activities in Sweden once described volunteer recruitment like this: From 200 conversations at an event, 30 register for an information meeting, 10 of which attend the actual meeting, 8 of them want to start, 4 of them actually start and 2 become long-term. So it is not easy!

Prior research addresses the topic as a challenge faced by many NPOs, as motivations for volunteering vary and commitment fluctuates (Boezeman & Ellemers 2007). Additionally, recruiting qualified employees is shown in research as a difficulty shared by NPOs (Cunningham 2001; Palmer 2003). It is often also difficult for NPOs to initially find compatible volunteer candidates for their positions (Jacko, 2011; Mills 2018). Our findings show that, unlike the research presented, finding compatible employees and volunteers is not seen as a challenge by the interviewed NPO managers. Furthermore, all of the interviewed managers find it easy to find volunteers who can commit with time once they have been recruited:

Once someone has been recruited, they usually go above and beyond, only occasionally hindered by other duties such as school or work. (Interviewee 8)

Two interviewees connected age with volunteer commitment:

Those who are active with us are usually pensioners and they often have quite a lot of time. Then I can see within the board that those who work may not be able to do everything because of natural reasons. (Interviewee 10)

A few volunteers are more stable and continue year after year. Rädda barnen, Lund has a lot of middle-aged and older engaged volunteers. They have more time to spend in volunteer work. The mix of students and older people make Lund local branch very attractive to support. It's a win-win situation with the mix of different experiences. This is typical for a University town. (Interviewee 6)

These two quotes relate to Carstensen's (1992) affirmation that human priorities change as age progresses, so the older someone becomes, the more they tend to commit to purposeful forms of engagement. Younger people, on the other hand, tend to focus on activities that relate to their own objectives and future aspirations. In this case, to have older people as part of the organization's workforce is seen as an opportunity.

Research also presents that mobile devices, with access to different social platforms are recognized as a helpful tool when it comes to establishing contact, and for continuous communication between NPOs and volunteers (Jacko, 2011). Most managers, 10 out of 11, find communication to be easy with the organization's volunteers. Six of them highlighted the importance of social media for the practicalities of communication:

It requires quite a lot of planning and structure, but I would not say that it is difficult, because we are very flexible where we use the platforms that suit the volunteers, so we communicate, for example, via email, but also via whatsapp, facebook and what suits them really, so we're flexible there. (Interviewee 11)

In terms of employee and volunteer rotation, 4 out of 11 managers said there is no major rotation of employees or volunteers and staff loyalty was mentioned. One of these four also mentioned that the majority has been working or volunteering for over five years. Additionally, 5 out of 11 mentioned that the majority of rotation happens because of natural dropouts, such as moving to another city and exchange semesters, and not because the organization is an unattractive workplace. Related to volunteers, interviewee 3 said:

> *Around 50 volunteers quit every semester in Jundiaí, and the majority is due to a change of routine or moving. A small number of people leave because they feel like they do not fit within the NGO's profile.* (Interviewee 3)

One manager claims that the organization is an attractive working place, and that is why employee rotation is so mild:

> *IM is an attractive working place. There are flexible working hours and there are very little hierarchies. I believe that employees experience leadership at IM as trust-based rather than micro-managing.* (Interviewee 7)

Another 4 of the 11 interviewed managers said there is a big and constant rotation of volunteers at the organization, and 2 managers specifically said that up to 50% of their volunteers leave every 6-12 months. Interviewee 6 mentions a measure taken at the NPO to try to avoid this rotation:

> *When possible, we encourage students to stay longer by giving them more responsibility and promote initiatives. It is important to support each person, so they feel they are needed. We encourage them and give possibilities to participate in seminars and evening classes for competence development.* (Interviewee 6)

As seen above, employee and volunteer rotation is a reflex of either a challenge faced by the organization, an opportunity that the organization offers, or a natural phenomenon.

5.1.3 Communication and competence

Communication is often mentioned by the interviewees in terms of challenges and opportunities faced by NPOs. For instance, it can have an impact on employees' and volunteers' sense of competence. According to Ryan & Deci (2000), feedback results can relate to the need for competence of employees and volunteers. As mentioned in the theoretical framework, the authors refer to positive feedback as an indication of satisfaction for competence, hence increasing employee and volunteer motivation. However, negative feedback can convey ineffectance, and tends to hinder the desire for competence and hence weaken employee and volunteer motivation (Ryan & Deci, 2000, 2017).

When asked about the use of feedback, 6 out of 11 managers said they make use of scheduled feedback sessions, the other 5 interviewees said some sort of aligning discussion is used, but no specific sessions are devoted to feedback. 2 out of 11 managers addressed the subject in relation to volunteers and expressed that giving feedback can be difficult. Research shows that different challenges exist in human resources practices in NPOs in comparison to the for-profit sectors (Haley-Lock and Kruzich, 2008). One challenge lies in giving feedback to volunteers. Many managers of nonprofit organizations either do not have the time to give feedback, or feel uncomfortable doing so. Others feel like it is difficult to criticize volunteers because they are committing freely of their own time (Steinhorn, 2018). Difficulties in terms of giving feedback are highlighted by two interviewees:

> *The trainee director we currently have has experience in HR and she knows how to give feedback. There are people who react well and there are people who do not react so well, but the person in charge of it now is good. When I was in that position, I found it difficult to give feedback.* (Interviewee 3)

Everyone does their best, so when giving feedback it has to be in a way that the volunteers do not lose their will, so the big problem is of course those who do not do their best, and we have also been aware of that. (Interviewee 10)

Even though giving feedback in the nonprofit sector can be seen as challenging, one manager mentioned the development of a strategy:

Well, we work a lot with feedback now, a lot has happened in recent years where we have worked out a lot of routines and structures to get feedback in a more recurring and more organized way. For example, we have a meeting every month where we discuss and talk regarding guidelines for the feedback we receive. Then we have a constant dialogue with both interns and employees and the board and constantly try to get their feedback to develop further. (Interviewee 11)

One manager specifically mentioned positive feedback as an opportunity for an incentive mechanism:

[We] give them positive feedback and let them know they are a very important [...] part of the organization. (Interviewee 6)

6 interviewees highlighted education as important. Ryan and Deci (2000) argue that the feeling of competence can be affected by a sense of personal growth over time or the capability to confront everyday challenges. Education, therefore, leads to competence, and subsequently motivates the individual. Interviewee 4 states that education can be something externally achieved, through courses and congresses, for example; or internally, through exchange among employees and volunteers. This adds to the competence of the worker by making him or her more knowledgeable. Furthermore, showing appreciation of the good work done by employees is also used as an incentive mechanism used by interviewee 4. The manager states the following:

On the education matter, when there is a congress, a course, something of the sort, I support the employees to attend by either financing the course or the commute in the name of the organization. In pecuniary terms, I try to give some prizes, so that the motivation coming from me really does exist. Our staff is very committed, but whenever I can, I pay extra hours worked as an incentive. In terms of volunteers, we have already tried to do motivational training with a coach, but adherence was low. We also have a lot of internal exchange. This adds to the team as a whole and increases the competence of each one within the circuit that is VOLACC.

5.1.4 Relationship building

When asked about the biggest challenge faced by them as managers of NPOs, 5 out of the 11 interviewed managers addressed their start as a manager of a nonprofit organization.

The first thing I have learned, if you are new to an organization and directly go in as chairman, [is that] it is important to try to find out what the business is about, that is to say, be out as much as possible and listen, and to not have a lot of definite opinions on things. The challenge was to find a good start without preconceived notions. (Interviewee 10)

When I became president of the association without ever having worked at it. I wanted to make many changes that turned out to be very positive, including purchasing a building of our own, so that we had a "headquarter". This, however, is difficult when people do not know you, you need to gain their trust and believe that the work you are doing is going to turn out fine. (Interviewee 5)

One interviewee sees challenges as constant encounters as an NPO manager, and relates it to motivation. He argues that if encouragement and motivation are lacking in one member of the organization, it can have a contagious effect and undermine the rest of the team. This links to Boezeman & Ellemers (2007) point that managing and maintaining volunteers is in fact a challenge faced in many NPOs, since motivation among employees and volunteers varies and commitment fluctuates.

Another challenge mentioned by one manager was the specificity of working at a human rights organization. One interviewee mentioned the challenge of properly handling her role as a manager of an NPO whilst dealing with vulnerable groups:

> *[...] but the hard thing is when people come and feel bad, because you have to think about how to balance it and handle it properly, what role you can take in the situation. But also because we work so close to such a vulnerable group, many young refugees and you get to know their heavy stories and it is tough because there is not much you can do, more than listen and try to support.* (Interviewee 11)

The same manager mentioned sustainable commitment as an additional challenge:

> *To try to retain people, we try to show when [they] are doing something good, so it's important. But people are very motivated and sometimes we have to try to slow down the pace for it to be a sustainable commitment.* (Interviewee 11)

One manager addressed reaching out to new members as the biggest challenge:

> *The biggest challenge for me as responsible for events is to reach new members to attend our projects. We are specifically eager to reach members with a multicultural background.* (Interviewee 6)

Three interviewees did not address the question.

5.1.5 Crisis management

The interviewees were asked about the prognosis for the future considering the ongoing Covid-19 pandemic. This question addresses crisis management and the challenges and opportunities found in the middle of such a crisis. Mitroff et al. (1987) address crises as potential for opportunities if organizations are willing to adapt. This is due to revaluation and validation of organizational structures and behaviors. Therefore, for-profit and nonprofit organizations that are prepared for crises are the ones that show a high level of adaptability to the changing circumstances and, hence, avoid failures due to external changes (Mitroff et al., 1987).

One manager described the difficulties in the middle of a pandemic of working at an organization that deals with health-related issues, arguing that while revenue went down due to cancellation of events and job losses from donors, expenses went up because health treatments and exams are needed. However, he specifically mentioned that these challenging times also create opportunities for innovative ideas:

> *We are reinventing ourselves and we will have to continue reinventing ourselves to generate the necessary revenue to maintain the organization running until things return to normal.* (Interviewee 4)

6 interviewees mentioned that digitalization permeates their everyday work during the pandemic. According to Jacko (2011), one helpful tool when establishing contact between NPOs and volunteers is through mobile devices with access to different social platforms. Among the six answers, 3 out of 11 managers refer to adapting to digitalization as an opportunity, since many activities were only made possible because technology exists. On the other hand, another 3 out of 11 refer to digitalization as a challenge. One manager referred digitalization as both an opportunity and a challenge:

I have also seen a lot of great things that come out of this, we have many digital platforms instead, it opens up very much, it makes our activities available in a completely different way. What's tough is not knowing how long this will last, we don't know how much time and money we should spend on digitizing everything, but we have all meetings and a few activities digitally at the moment and we do what we can. This is however demanding and it takes time to change and adapt (Interviewee 11)

5.2 Comparison of challenges and opportunities

All of the organizations have a similarly structured board on a local level made up of volunteers. 10 out of 11 organizations both in Sweden and Brazil have described themselves as flat or democratic, meaning that although they have a structure and a board, members have an equal say. A difference noted was that the Swedish organizations have both passive and active members. The members who are active are called volunteers, and the passive ones are only referred to as members. Members, among other benefits, help the organization have a voice and spread awareness. Also, depending on the amount of members and volunteers, Swedish organizations may seek different funding grants from both the state or private donors. This means that the greater the number of members and volunteers, the greater the opportunities the organization has in terms of getting funding approval and granted amount. The Brazilian organizations whose managers were interviewed, on the other hand, only have active members who are volunteers. Reasons for this differentiation of the membership system could be that the population in Sweden prefers to contribute with time rather than money. Due to NPOs historical roots as the connection between the citizens and the state, members of NPOs can influence the political sphere via the NPOs to which they belong (Henriksen et al. 2019). In Brazil, on the other hand, the proximity of NPOs and the state is recent and still tepid in comparison to that of Sweden's, and contribution derives primarily from private pockets, following the eliticized roots of the Brazilian nonprofit sector (Rother, 2012; Leão, Grangeia, 2014)

On the same note, another difference found in terms of finance is that 1 out of the 5 Brazilian organizations whose managers were interviewed gets sporadic financial support from the state depending on the project, whereas all interviewed Swedish organizations have the opportunity to seek state funding and have been approved. This relates to the research stating that welfare services are strongly embedded in local civil society in Sweden (Evers & Laville, 2004). However, a similarity is that the majority of NPOs, both Swedish and Brazilian, touched upon the subject of finance as a struggle. Examples given by the interviewees on financial struggles include not being able to think long-term without secure funding, providing incentive mechanisms such as educational courses and practical training with a limited budget and only being able to hire people on a short-term basis. This is in line with prior research, which states that NPOs are very dependent on restricted grant support, resulting in high personnel turnover and inability to grow over time (Burd, 2009).

A Swedish manager mentions the insecurity of being dependent on grant-based funding:

> *We have no income but everything is grant-based and we have no fixed budget in that sense either, but we have to constantly apply for new grants every year and it is divided into two different parts you can say, partly we seek organizational grants from MUCF every year, and besides that we can also apply for money for projects, but this is always a work that is ongoing so there is nothing that comes in automatically or is fixed and how big that budget is is also depends on how many members we have managed to recruit and it also depends on how many organizations are applying, so there is no security in it really.* (Interviewee 11)

A Brazilian manager highlights the struggle of not being able to count on any kind of fixed grant in a time of crisis:

> *My biggest concern [regarding the Covid-19 crisis] is financial. The big events are part of our financial maintenance, and now I don't know how I'm going to keep the*

institution's accounts without this volume of revenue, which is great in the months of March and April. [...] while revenue fell, spending went up. So, with job losses and reduced wages, we had a 20% increase in the number of basic food packages requests [by our beneficiaries]. In terms of medication, we also had an increase. (Interviewee 4)

In terms of recruitment of employees and volunteers, there are a lot of similarities between Sweden and Brazil. 9 out of 11 managers said that there were no difficulties in finding compatible employees and volunteers with the organization's objectives, and 1 manager from each country said there were difficulties. All 11 managers said it is easy to find volunteers who can commit with time once they have been recruited. Additionally, 10 out of 11 managers find communication to be easy within the NPO. This shows that, according to our research, the context of the country does not play a role in terms of recruitment. Lastly, 4 out of 6 Swedish managers mentioned that the majority of rotation happens because of natural dropouts, such as moving to another city and exchange semesters. Only 1 out of 5 Brazilian managers mentioned natural dropout. It is important to highlight that most Swedish organizations whose managers were interviewed count on student volunteer participation, hence the rotation.

In terms of communication, 4 out of 6 Swedish managers said they use scheduled feedback sessions within the organization, while 3 out of 5 Brazilian managers would affirm the same. From the responses, the use of feedback is not dependent on the context of the country, but rather on the organization and the manager in charge. 3 out of 11 interviewees, all Brazilian, say that digitalization has shown to be an opportunity during the current Covid-19 pandemic. 3 out of 11 interviewees, all Swedish, say that digitalization is a challenge during the Covid-19 pandemic.

5.3 Motivation

The kind of motivational effort identified in the interviewees' responses will be analyzed. The first part is carried in order to know whether motivation is present in the NPOs' workforce. This is done through a comparison of the interviewees' responses to Ryan & Deci's self-determination theory, with emphasis on the three psychological needs; autonomy, competence, and relatedness*,* since when all these needs have been fulfilled, motivation will thrive (Ryan & Deci, 2000). Later in the chapter, we determine the kind of motivational efforts the interviewed managers rely on: intrinsic or extrinsic. The crowding-out process is also used in our analysis, addressing the employees and volunteers that go from being intrinsically motivated to being extrinsically motivated. Lastly, a comparison in terms of motivational efforts between Sweden and Brazil is drawn.

5.3.1 Autonomy

According to the SDT, Ryan & Deci (2000) explain that autonomy is essential for motivation and is related to an individual's perception of having a choice and being able to make decisions that are based on their own free will. According to the same authors (2017), the sense of autonomy can be undermined by extrinsic rewards, which do not relate to the task itself. Although autonomy was said to be exercised at different levels, 10 out of 11 managers said that their employees and volunteers had some sort of autonomy in their projects.

One way of allowing employees and volunteers to feel autonomy in work is through enabling them to plan their times and schedules. When asked if employees and volunteers had a pre-established schedule or if they were able to choose their work times and places, only 2 managers claimed that employees and volunteers have freedom to choose their schedules. Meanwhile, 8 managers said that some sort of pre-established schedule exists. One manager did not know. Among the managers that said that a pre-established schedule exists, some said that they provided their employees and volunteers with flexibility within that pre-established schedule. Interviewee 4 took it even further and said that within their pre-established structure, he ensured that employees and volunteers had the conditions for autonomy and were trusted in because when he worked for for-profit organizations, he had that freedom and saw it as positive:

Due to labor laws in Brazil, employees have daily time schedules to comply with, but within that time they are completely free to choose lunch times and what they need to work on. For example, if our social worker has to solve something outside the office, she does it at the time she prefers without having to get my approval, she knows that I have this trust in her. [...] I, in my training and my work in profit-making companies, have always had a lot of freedom and it worked well for me. This is how I try to work with VOLACC employees and volunteers. (Interviewee 4)

Although 8 managers said that there is a pre-established schedule present at the organization, the existence of autonomy among employees and volunteers was predominant in 6 out of 10 responses. 1 interviewee did not know how to answer the question.

An argument stood out in interviewees' answers when directly asked about how much work autonomy the managers would say their employees and volunteers have. 5 of them said that employees and volunteers had autonomy specifically as long as the objective of the project was reached. An example is seen the following response:

Each program has its own value-based objective (according to the training); E.g.: transmitting a certain value from the NGO to the child. Always taking this final objective into account, the volunteers of each program are completely free to develop the path towards that final objective. (Interviewee 3)

According to 2 managers who claimed that employees and volunteers did not have much independence, one reason was that a consensus had to be reached by the entire group of volunteers, and that limited the individuals autonomy. The other manager said that their clear hierarchical structure did not allow for much autonomy, and that structure worked well for the organization.

5.3.2 Competence

The second need based on the SDT is competence, and it is connected to an individual's sense of responsibility regarding their own performance outcome. The feeling of competence can be affected by a sense of personal growth over time or the capability to confront everyday challenges, according to Ryan & Deci (2000). Ryan & Deci (2000) argue that the feeling of competence increases intrinsic motivation, causing effectance (a causal effect on events and objects in the environment). However, ineffectance tends to hinder the desire for competence and hence weaken intrinsic motivation (Ryan & Deci, 2000, 2017).

When the interviewees were asked about how they, as managers, create conditions for their employees and volunteers to feel competent, promoting internal communication of the team was mentioned by 3 managers, as was and having trust in their employees and volunteers. Interviewee 4, who presides a healthcare-related organization, highlighted the following specifically about the organization's employees:

> *Sometimes one [employee] has a certain view of a particular case or patient, but another brings a different view. For example, if the social worker, while doing her job, realizes that a patient or family needs a psychologist, it is at this meeting that she interacts. This adds to the team as a whole and increases the competence of each one within the circuit that is our NGO.* (Interviewee 4)

In the field of knowledge, promotion of educational training was mentioned by 6 managers. 2 managers highlighted, however, that although education is an important factor, finance is a limitation in this case. One example is seen below:

> *There are opportunities to improve, the dream would be that you really educate all volunteers properly on what to do. [...] But of course, it is a dream to always be able to*

educate people in the area in which they operate. But that time and space does not really exist. (Interviewee 9)

Additionally, 2 managers mentioned communication as necessary for competence. The act of encouraging employees and volunteers was also mentioned as important by 2 managers in order to create conditions for competence. Providing support to employees and volunteers was mentioned by 1 manager as a means of creating competence. Lastly, 1 manager mentioned that conditions for competence do not need to be created because the type of volunteers he manages already feel competent. They are older and have a professional experience that allows for that feeling.

All of the managers used some form of tool to create conditions for the employees and volunteers to feel competent. 9 of 11 said that they actively do something for their employees and volunteers to feel competent, and the other 2 managers believed that their employees and volunteers already felt competent, therefore there was not much need for the issue to be addressed.

5.3.3 Relatedness

The last psychological need, relatedness, refers to an individual's need to feel connected to others and to contribute to their surroundings (Deci & Ryan, 2000, 2017). When asked if they would say whether there is a team spirit within the organization which they manage, all 11 managers said yes. When asked about any specific factor that influences the presence of team spirit, 1 manager said:

The project manager has a key role in the context, a very driven and competent project manager can arrange extra meetings and then you try to bond in the way that you try to be seen in more informal contexts. You get a kind of enthusiasm in a different way, then *there is a difference between the projects. For example, the Bravo project that is based on all the volunteers going to an education together and then going out to the schools helps to create a group feeling, while the homework help group actually most often only meet when they are out in class in this context.* (Interviewee 9)

Studies comparing the public sector and the nonprofit sector show that NPOs have a higher level of member attachment to teamwork. NPOs also display a higher level of member satisfaction for their teamwork (Benz, 2005). The majority of managers mentioned a high level of relatedness and connected it to having a common cause and goal and that they all work on their free time, something very specific to NPOs:

Being with people who want the same thing as you is amazing. I met my closest friends today at the NGO. (Interviewee 3)

Among the volunteers we have teamspirit , which is very important when you work in your free time. (Interviewee 6)

Yes. I feel that we are all connected through a common cause and goal. (Interviewee 8)

5.3.4 Kind of motivation

When asked if the employees and volunteers are more extrinsically or intrinsically motivated and their main reasons for working at the organization, the managers answered differently and gave nuanced perspectives. 4 out of 11 managers believed their volunteers to be intrinsically motivated. 1 manager claimed that the intrinsically motivated are the ones who stay the longest:

> *Many people enter the NGO for intrinsic motivation and remain. But, many people come having the status of voluntary work in mind, an extrinsic motivation. My observation is that these people only remain for intrinsic motivation. People who do not develop this intrinsic motivation, stay one or two semesters and usually leave the organization.* (Interviewee 3)

Bright (2016) explains that several studies show that NPO employees are significantly attracted to job positions that offer "meaningful work, autonomy, discretion, flexibility, and family-friendly policies". 1 manager specifically addressed the employees of the organization, the opinion was in line with prior research regarding finding meaningful work within the NPO:

> *I believe that my colleagues are intrinsically motivated. They genuinely like their tasks and believe it is important. But, for instance, colleagues working at the finance department could probably find equally interesting work tasks in other places but they stay with IM because they believe in the organization's mission and values.* (Interviewee 7)

6 of 11 managers explained that their employees and volunteers are both intrinsically and extrinsically motivated. All of them stated that the workforce is mostly intrinsically motivated, but that they cannot disregard that external factors do play a part of their workforce motivation. Of the 6 managers nobody responded that they observed differences between their employees and volunteers. Lastly, 1 manager expressed that the organization's volunteers are mostly extrinsically motivated and connects this to the fact that most volunteers are older:

> *I think it's a mixture, maybe even a certain emphasis and that it leans towards the latter [extrinsic], that volunteers feel "now I want to do something, now I have something to contribute". [...] you need a social life, which is why it is extra difficult during corona times. Within the organization there are many people who have been active in their*

working life, had many social contacts and who miss it sometimes, or often, when leaving work. Now I'm talking about the "regular volunteer" for us. (Interviewee 10)

The main reasons the managers presented for working at the organization in relation to intrinsic motivation were that the employees and volunteers felt passionate about the cause and also saw the value of the task itself. Regarding extrinsic motivation, the managers mention the opportunity to broaden their resume, for the chance to be creative and personal growth and also in order to have a richer social life. 7 managers addressed the fact that since their organization is value-driven it is a reason for why many individuals seem to be attracted to work there. This goes hand in hand with Kim and Lee's (2007) statement that individuals search for a match that they feel with the organization's values and missions. It also connects to prior research that claims job applicants tend to choose an NPO when its mission coincides with their own values and goals, not for the performance-based compensation (Speckbacher, 2013; Park & Word, 2012).

Many studies present workforces of NPOs characterized as reliant on intrinsic rewards over extrinsic rewards (Speckbacher, 2013; Park & Word, 2012). 2 of 11 managers stated that receiving an external reward did affect the source of motivation of their employees. Among the interviewees that said that both intrinsic and extrinsic motivation are present among employees and volunteers, intrinsic motivation stood out in the responses as the leading kind of motivation. Extrinsic motivation was mentioned as playing a minor role in the overall motivation of employees and volunteers. This could be seen as connected to research that claims that NPOs in many ways are more successful in attracting intrinsically motivated workers (Speckbacher, 2013; Park & Word, 2012).

5.3.5 Crowding-out process

The CET is a sub-theory of SDT and is not concerned with the question of why intrinsic motivation exists and what causes it, but instead the circumstances that promote versus those that decrease or undermine it. The crowding out process can be explained as an individual that goes from being intrinsically motivated to being extrinsically motivated (Jegen & Frey, 2001).

In order to address potential crowding out processes, managers were asked about the measures they take when encountering a decrease in motivation among their employees and volunteers. Findings based on this question varied, however, one response addressed the topic. Crowding-out was identified in 1 out of 11 responses, in which the manager addressed activities unrelated to the actual work as a way of increasing motivation, therefore making use of extrinsic rewards. The response was:

> *Right now there is quite low motivation in the team as many activities due to corona have stalled. HR has taken some measures to motivate us. For instance, we got 30 min extra for wellness and there is a digital afterwork and more digital fikas.* (Interviewee 7)

4 Managers highlighted the necessity of firstly understanding the reason for the decrease in motivation to later approach the problem and solve it as a team. Although this argument stood out as the most mentioned, it does not comply with the crowding-out process definition. This is because the managers do not resort to extrinsic motivation as a means to solve the problem if a decrease in motivation is seen among employees and volunteers. An example is seen below:

> *We always carry out group dynamics, which makes meetings more interesting. We have excellent work from the district team as well, which brings the team together to try to solve a group problem, which can be motivation as a problem, for example. These*

activities make the group itself understand the reason that is causing the lack of motivation and what actions the group must take to solve it. (Interviewee 1)

The crowding-out process was only evident in one of the responses in our findings. This can however be connected to the kind of motivation that is most evident for the employees and volunteers, as well as to their main reasons for working at the organization. Intrinsic motivation stood out in the responses as the leading kind of motivation, while extrinsic motivation was mentioned as playing a minor role. It is clear that the managers would therefore not make use of the crowding-out process given that most of their employees and volunteers are already intrinsically motivated. The managers did not explicitly see any patterns of the crowding out process, instead they recognized that external rewards, such as salaries, could result in the combination of both

5.4 Comparison of motivational efforts

No distinction was made between countries in terms of the main reasons why the employees and volunteers work for the organization, however, all of the responses relate the reasons to the organization's mission and values. When asked about whether their employees and volunteers were intrinsically or extrinsically motivated, the majority of the Swedish managers, 4 out of 6, said that they are both intrinsically and extrinsically motivated. The majority of the Brazilian managers, however, said employees and volunteers are intrinsically motivated, comprising 3 out of 5 interviewees. Responses in both nationalities related to this topic varied and clear differences in responses are not evident. This topic will be further addressed again later in the discussion chapter.

When asked about the measures taken in case there is a decrease in motivation among employees and volunteers, the Swedish managers showed a pattern in their responses: all 6 interviewees mentioned communication, 4 talked about the possibility of internal rotation in case employees and volunteers are not happy with the current roles they have, and 4 mentioned improvement in the work environment and team spirit. The Brazilian interviewees' answers do not show a pattern, since 2 out of the 5 managers did not highlight any specific measures in case of demotivation, and the other 3 have different ways of dealing with the matter: 1 resorts to group dynamics and communication, 1 has a specific program for demotivated volunteers and allows internal rotation, and 1 invests in education as a means of motivating the demotivated employees.

In terms of work autonomy, all Swedish managers said that both employees and volunteers have a great deal of autonomy:

> *I believe that employees at IM have quite high autonomy. The concept of self-leadership is valued highly at IM and the executive management team organises workshops and courses on the topic. My boss encourages me to make my own decisions and rather sees his role as a discussion partner and support.* (Interviewee 7)

A few mentioned that budgeting and the organization's values and guidelines must be considered when making use of their autonomy:

> *We encourage initiative and Tamam towards many other organizations is based on initiative. Then, of course, it takes place under controlling forms and clear guidelines. We also have a constant dialogue for employees, but you get a good start in dealing with more and more and a lot of leeway and you have a lot of opportunities for influence and you have a chance to be creative and develop. All employees and even trainees right now think it is so fun and feel that they are developing. I think that is very motivating as well.* (Interviewee 11)

Among the Brazilian managers' answers, 3 out of 5 said that their employees and volunteers have autonomy in their work, while 2 said they do not. One reason is seen below:

> *Not much independence. We have a very clear hierarchy and well-established rules that must be followed, and it works well that way for us.* (Interviewee 2)

A variety of different ways of creating the feeling of competence among employees and volunteers of Swedish and Brazilian NPOs were mentioned. The pattern identified in the way Swedish NPO managers make their employees and volunteers feel competent was the use of education, which was mentioned by 5 of the 6 interviewees. Examples of the use of education include introductory courses and continuous development through the provision of training within the project or activity the employees and volunteers decided to be a part of. On the other hand, the pattern found among the Brazilian managers was that 3 of the 5 interviewees said that internal exchange of knowledge within the NPO's employees and volunteers resulted in a feeling of competence.

Lastly, addressing the topic of relatedness, all interviewees said that team spirit is present at the NPO. Therefore, there is a clear similarity in terms of relatedness in NPOs between the two countries.

6. Conclusion

This chapter will discuss the main findings of the analyzed research, highlight its contribution to the academy, its limitations, and suggest topics of future research.

The purposes of this comparative case study was to investigate managerial challenges and opportunities in terms of maintaining and motivating employees and volunteers in nonprofit organizations in Sweden and Brazil. The study also explored what kind of motivational efforts managers in the selected organizations rely on and lastly drew a comparison to identify similarities, differences and patterns between Sweden and Brazil on the topic of motivation in nonprofit organizations. In order to fulfill the purposes, the following questions were the basis for the study:

What are the main challenges and opportunities that managers of nonprofit organizations face in terms of motivating and maintaining employees and volunteers?

What kind of motivational efforts do managers of nonprofit organizations rely on?

How do these motivational efforts, challenges and opportunities compare between Sweden and Brazil?

Relating to the first research question, which addresses the challenges and opportunities faced by NPOs, finance is seen as a challenge by all NPOs whose managers were interviewed due to the variation faced by the organizations. This impacts maintenance and motivation of employees because NPOs oftentimes cannot offer them long-term contracts or a permanent role at the organization due to uncertain budgets. Also, since identification with the cause is a reason that attracts employees and volunteers, dealing with bureaucracies and paperwork related to fundraising and seeking grants was said to be demotivating. Finance also restricts the amplitude of NPO projects, therefore not always fulfilling the entire mission of the organization. It was found that this factor also affects employee and volunteer motivation.

Finding compatible employees and volunteers is seen as an opportunity according to our research. All interviewees agreed that the mission and values of their organizations are the main reason why people want to be involved with NPOs. According to Jacko (2011) and Mills (2018), recruitment in NPOs can be a challenge, however, our findings show the opposite. On the other hand, our findings are in line with the theoretical research in terms of NPOs attracting employees and volunteers due to their institutional values (Haley-Lock and Kruzich, 2008). Managers viewed maintaining employees and volunteers in different ways, as either a challenge or an opportunity, depending on different factors which will be further discussed.

Regarding the topic of communication and competence, feedback was discussed by the interviewees as an opportunity when clear guidelines and structure existed within the organization for the purpose of feedback. Furthermore, feedback was seen in a positive way when used often. It was, however, highlighted as a challenge if no clear guidelines and structure existed, also when the manager felt like they did not have the skill for doing so. The challenge of giving feedback in NPOs is also evident in prior research, connecting it to the difficulties of criticizing volunteers, since they are committing freely of their own time (Steinhorn, 2018). Education was also mentioned as an opportunity to make employees and volunteers feel competent and therefore motivated to stay. According to the responses, education is gained either through internal exchange of knowledge or professional training.

Regarding relationship building, multiple challenges were addressed. Not letting demotivation and lack of encouragement happen was referred to as a challenge since people work closely together and in teams. This can lead to a contagious effect and demotivate others within the organization. Another challenge mentioned was the relationship between the people who work at the NPOs and the ones who benefit from it in society. Dealing with difficult issues and heavy stories can also be a challenge since it is hard to balance the role employees and volunteers can take in terms of being professional and also supportive. Sustainable commitment was also highlighted primarily in relation to volunteers, since volunteers usually commit to an NPO during their free time. Also, because volunteers can be very passionate about the organization's cause, they may take on too much responsibility.

Finally, times of crisis can also represent opportunities to NPOs in terms of innovation if the organizations are willing to adapt; an example is the use of technology for activities that did not require it before. Interviewees referred to the current Covid-19 pandemic as such an example, although times are difficult.

In relation to the second research question, 10 of 11 managers said that all employees and volunteers have different forms of autonomy. All the swedish managers emphasized that their workforce has a great deal of autonomy. 3 of 5 brazilian managers explicitly said they have autonomy, while 1 said autonomy was present to a certain extent and 1 said not much autonomy was present. All the 11 managers acknowledged the importance of employees and volunteers feeling competent when performing tasks at the organization. Also, all 11 managers said that relatedness was present at the NPO for which they worked, addressing team spirit, family and friendship feelings, and being united by common causes and values. According to the theoretical framework, when the psychological needs: autonomy, competence and relatedness have been fulfilled, motivation will thrive (Ryan & Deci, 2000). Therefore, since the three psychological needs of autonomy, competence and relatedness are present in 10 out of 11 NPOs of Sweden and Brazil, motivation thrives in both countries.

In regards to what kind of motivational effort the managers rely on, all managers said that their employees and volunteers are intrinsically motivated. In all 11 responses intrinsic motivation was either mentioned as the main or part of the source of motivation. The same was not said in relation to extrinsic motivation. 7 out of 11 managers mentioned extrinsic motivation as present among employees and volunteers to some extent. These findings align with prior research which stresses that many employees are attracted to working in NPOs due to a match they feel with the organization's values and missions (Kim & Lee, 2007). Also, that NPOs in many ways can be more successful in attracting intrinsically motivated workers (Speckbacher, 2013; Park & Word, 2012). Although managers said that intrinsic motivation can be affected by external rewards, as previously mentioned, no crowding-out process pattern could be observed from the interviewees' responses.

To conclude the findings in terms of country comparison, the biggest differences, similarities and patterns are: finance, membership system, recruitment and the motivational efforts the managers rely on. With reference to finance, the biggest difference is the source of income and state support. While in Sweden the state has a good and historical connection to the nonprofit sector, in Brazil the relationship of the state and the NPOs is recent and mild in comparison. Depending on country context, the source of income also differed. Membership systems in Sweden can be used as a way of securing funding, while in Brazil such a parameter was not evident from the interviewees' responses. On the same topic, struggle with finance showed to be a similarity in both countries. Another similarity was identified with regard to recruitment, since most interviewees from both countries said it is easy to find employees and volunteers compatible with the organization's objectives. A pattern found was that all 11 agreed that employees and volunteers are attracted to the value-driven aspect to the nonprofit sector, therefore aligning our findings with research that states that intrinsically motivated people are attracted to the nonprofit sector (Speckbacher, 2013; Park & Word, 2012).

6.1 Discussion of main findings and suggestions for future research

The first challenge observed with respect to maintaining and motivating employees and volunteers in NPOs was finance. One finding was that even though Sweden and Brazil show differences in source of income and state support, the struggles, worries and stress were similar. This leads to the discussion that civil society's needs are constantly present, and therefore, the more resources are available to NPOs, the more responsibility they can and will take on. In our case, since the Swedish nonprofit sector has a greater access to resources than that of Brazil's, they have the opportunity to do more within their field. This similarity is especially interesting considering that Sweden and Brazil's nonprofit sectors had very different historical development, and therefore today benefit from different opportunities, but still face similar problems in terms of finance. Struggles in this area reflect similar stemming problems, such as difficulties in long-term strategizing, not being able to provide security to employees in terms of agreements and contracts, and dealing with uncertain budgeting.

Another difference we could observe was that the two countries had different membership systems. This was connected to the historical development of each country, since depending on the country's context, the organizations need to structure, plan and organize differently. The membership system in Sweden allows for either solely political and financial influence or also active participation at the organization. The Brazilian NPOs do not have the same membership system, and one reason could be that the Brazilian state does not support the NPOs at the same level, therefore the need for private donation is higher, which creates a different system. An interesting suggestion for further studies would be to look at these differences by researching the relationship between the state and nonprofit sector in other countries of different income and development levels. Such an investigation could lead to new findings about the effect of state support in the nonprofit sector, its impact on the structure of NPOs and how they reflect challenges and opportunities within the sector based on the country's context. While our research is focused on gaining in-depth knowledge about the nonprofit sectors of Sweden and Brazil specifically, the suggested investigation would contribute with a broader perspective of the topic by including more countries.

Most managers, precisely 9 from the 11 interviewed, said there were no difficulties in finding employees or volunteers who were compatible with the organization's purpose and vision. This result goes against prior research, which considers recruitment as a challenge. There could be different reasons why these managers say it differently. There could be attractive factors of these 9 NPOs that makes it easy to find compatible employees and volunteers. The interviewed managers highlighted two opposites: the fact that their NPOs are well-established in society and well-known by the population, while other managers highlighted that being a small and unpretentious organization draws the attention of potential employees and volunteers. Transparency was also mentioned as an important attractive factor. Strategic location may also play a part in recruitment. One Brazilian organization that deals with the Italian culture is located in a city of big Italian heritaged population, another organization that deals with people in poor conditions is located in a precarious neighborhood of Sao Paulo. In Sweden, 5 out of 6 organizations are dependent on students as a workforce, and these managers highlighted that students are enthusiastic and willing to work.

When asked about whether their employees and volunteers were intrinsically or extrinsically motivated, the majority of the Swedish managers, 4 out of 6, said that they are both intrinsically and extrinsically motivated. The majority of the Brazilian managers, however, said employees and volunteers are intrinsically motivated, comprising 3 out of 5 responses. This difference in responses could be discussed in terms of finance possibilities and incentive mechanisms. For example, the possibilities of education offerings by the organizations to its employees and volunteers as an incentive mechanism depends largely on finance. One response from a Brazilian manager relates to the struggle of providing education to its employees due to financial restrictions. It is, then, possible that more intrinsically motivated employees and volunteers remain at the organization since external rewards are less present. This factor could also have an impact on competence of employees and volunteers and, in the long term, also affect their motivation and their willingness to stay at the organization.

It is important to mention that the discussed topics are very much connected. Lack of financial security is a major challenge that impacts the possibility of recruitment and maintenance of employees and limits scope of action of NPOs. These challenges can affect the autonomy, competence, and feeling of relatedness of employees and volunteers, subsequently playing a role in their motivation and permanence at the NPO.

When comparing Sweden and Brazil as regards to the countries context, there are many specific differences. However, when studying the selected organizations individually, there are more similarities than differences. This leads us to the observation that the challenges and opportunities might differ on a macro scale, for example in terms of support and relationship with the state. However, the everyday operations in relation to challenges and opportunities in NPOs are very similar no matter the country context.

Lastly, the Covid-19 pandemic was addressed in the interview questions in order to gain insights about crisis management in relation to challenges and opportunities in the nonprofit sector. All managers said that their respective organization was affected by the current crisis and in many cases, adaptations had to be made. This requires future research regarding crisis management in NPOs so that organizations are better prepared for such times. Another important subject area of research to be addressed could be the effects and impact of the Covid-19 crisis on the nonprofit sector.

6.2 Limitations

Although the intention of the research was explained to interviewees, a potential limitation could be that the managers viewed important concepts in different manners. For example autonomy, competence and relatedness may have been interpreted differently, depending on the managers experiences and opinions. Such a limitation is inevitable, since people perceive things differently, however it can be remedied by clearly explaining the objectives of the question and being open to discussion. An example of such an occurrence was related to an interview question that dealt with autonomy, in which more discussions on the term was needed in order to have a uniform interpretation by the interviewees. Even though the term was discussed with the interviewees, we could observe more than one interpretation of the term by analyzing their answers.

One specific question was designed in order to identify if there were any patterns of the crowding out process. It was the following:

If you see a decrease in motivation among your employees/volunteers, what measures do you take? Why would you say you take such measures?

The managers did not see any patterns of the crowding out process, however they recognized that external rewards, such as salaries, could result in the combination of both, which could be interpreted as crowding out. From our data analysis, we realized that this question may have been vague and therefore did not result in answers that were clear enough to identity crowding out process patterns in a few responses. This was remedied by the fact that semi-structured interviews allow for follow-up questions that were not part of the script, and there direct the question to the interest of the interviewer.

6.3 Contributions

This thesis should be read as a contribution to management of NPOs. NPOs play an important role in society, and good management is vital for their survival and success. This study is both for people wanting to get a broader perspective and understanding regarding how NPOs function, and also for people working in everyday operations at NPOs. Our hope is that the findings can contribute with insights regarding maintenance and motivation of employees and volunteers, since the volunteers and employees are the pillars that sustain NPOs. Without people committing their free time to the nonprofit sector, these organizations would not have the strength to continue their work and meet their objectives.

Our findings show that there are specific challenges and opportunities that belong to the nonprofit sector. This can contribute to managers of NPOs rethinking the way they manage and therefore potentially improve the way they work. Some interviewed managers address that management between the for profit and nonprofit sectors should not be underestimated. They highlighted the fact that existing theories and models they learned in regards to management originated from observations of for profit organizations. Therefore, they argued that managers in the nonprofit sector should evaluate whether those theories and models were applicable for their roles in management. In relation to these insights, our hope is that this study also contributes to other organizations in the nonprofit sector. By highlighting the challenges and opportunities in the nonprofit sector, managers can benefit from opportunities that may be unknown to them, and strategize ways of avoiding challenges they may encounter.

Since this is a comparative study of the nonprofit sector, it also contributes to an exchange of knowledge between Sweden and Brazil in their respective nonprofit sectors. We observed that, in the field of management, NPOs do not occupy the same space as research about for-profit organizations. Therefore, this study also contributes to a balance in the academy.

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Appendix

Interview questions

Before we start this interview, we need to go through a few formalities. This interview will be recorded, it will last around 30 minutes. If any questions are unclear, you can either contact us for clarification or answer based on your best ability.

Do we have your permission to use your responses for our research?

Do we have your permission to use your name, your role within the organization and the name of your organization on our text?

General questions

These questions are related to general information about the organization, its structure, objectives, and about the manager being interviewed. Some of the questions also have follow-up questions linked to the main question to gain even more insight into the question.

What is your role within the organization? Can you explain your main responsibilities?

What are the main objectives of the organization?

How many employees and volunteers do you count with at the organization?

How does the organizational structure look like at (the organization)?

How do you financially maintain yourself as an institution?

- (Address potential extrinsic motivation)
- Can you count on fixed budgeting amounts?

- Does finance variation change your everyday work?

Motivating and maintaining employees and volunteers

These questions are related to the topic of motivating and maintaining employees and volunteers who work at your organization.

According to the organization's purpose/vision (...), would you say it is easy or difficult to find compatible employees and volunteers to reach your objectives?

- Easy/difficult to find people (volunteers) who can commit with time once they have been recruited?
- Is communication easy/difficult with your volunteers?

Would you say there is a big rotation of employees/volunteers within the organization?

- If no: what is it that you do that is successfully keeping them?
- If yes: what measures do you take to try to avoid this rotation?

What would you say are the main reasons why your employees and volunteers work for the organization?

- Does it differ from employees and volunteers?

Regarding work motivation among your employees and volunteers, would you say they are more extrinsically or intrinsically motivated? Do you see a difference between the two?

- What would you say is the source of motivation of your highly motivated workers?

Do you make use of feedback sessions within the organization? If so, for what reason?

- Make a comparison with for-profit organizations if they have worked in any before

What incentive mechanisms (tools) do you use to maintain and motivate your employees and volunteers once they are recruited?

If you see a decrease in motivation among your employees/volunteers, what measures do you take?

- Why would you say you take such measures? How do you know that this is effective?

How much work autonomy (independence) would you say your employees have in their projects?

- How much decision can they make on their own?
- What about your volunteers?

Do volunteers choose when they come in to work or do they follow a pre-established schedule?

- How is the volunteers' commitment?
- The employees' commitment?
- Do you see a difference between the two?

How do you, as a manager, create the conditions for your employees and volunteers to feel competent within the organization?

Would you say that there is a team spirit within the organization or any other kind of atmosphere that allows for relatedness among the employees?

What would you say is the biggest challenge you have faced as a manager for this organization in terms of maintaining and motivating employees and volunteers?

What is the prognosis for the future? Especially considering the current pandemic we are facing.

Would you like to say anything else regarding motivating and maintaining employees and volunteers that would help us with our research?

Do you know anyone within your network who may be interested in participating in our study? If so, we would appreciate their contact details!