
Nonprofit Organizations: Management Vulnerabilities

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Abstract

This article seeks to investigate the vulnerability of the directors of Social Organizations (SO). Specifically, this work intends to characterize the directions of the SO, to understand how the management of these organizations is carried out and, further, to understand their view on the adoption of strategies. Additionally, the organizational culture is characterized. We opted for qualitative methods and used the methodology associated with content analysis to examine the information collected from a sample of SO directors in Vila Nova de Foz Côa, namely, the Residential Structures for the Elderly (RSE), in order to analyze the weaknesses of the directions in the management of these SOs. The results of the case study partially confirm what was predicted in the theory, that is, the SOs are currently faced with several challenges and it is essential to adopt strategies in order to overcome these same challenges. What can be seen is that, although the directors aspire to an efficient and effective service provision, there are several challenges imposed on the directors, calling for the adequacy / improvement of management in the SO. Corroborating the literature, in the study we found that the directions of the SO consider that the increase in competition, the hiring and professionalization of Human Resources (HR), sustainability, the establishment of partnerships and the diversification of funding sources are presented as their own. greatest vulnerabilities. Thus, the managements should seek solutions to face the complexity that involves the management of all organizational processes, attesting that the challenges and requirements of preparing, planning and organizing all resources are great. What has been seen is the adoption of strategic planning at different levels and levels of conducive effectiveness that seek to address the needs of organizations.

Keywords: Directorate Vulnerabilities; Management; Social Organization; Strategic Management.

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1. Introduction

The crisis of the welfare state, associated with several factors, gave rise to changes in the relations between the subjects and the government, as well as changes in the configuration of civil society, which refers to the appearance of new social institutions and to the emergence of third sector organizations. This emerges as a “new” social actor to balance the actions between the State and the Market, thus valuing the organizations that make up this sector. Consisting of a wide range of Social Organizations, the challenge of organizational sustainability is experienced. These organizations currently play part of the role that was previously exclusive to the State, through the establishment of partnerships that promote social development, starting from projects that meet the needs of society. However, for its functionality and sustainability to take place effectively, it will be necessary to adopt its own management system that addresses its specificities. This fact brings us back to the growing concern of professionals and managers in the area, which result from the multiplicity of social and organizational issues that Social Organizations face. For [14,21] in order to improve the management of SOs, it will be necessary to legitimize social practices, thus reinforcing the need to develop effective management mechanisms that are appropriate to the reality that surrounds them so that they can achieve your goals. The management of these has undergone adaptations, however, the administrative theories have not gone far enough to contemplate all their specificities. In this segment, [16] considers that, in Portugal, the poor performance of the SOs is due to their top management. Considering the challenges previously exposed and the important role that has been attributed to the SO, the present work aimed to answer the following research question: What are the vulnerabilities of the Board in the Management of Social Organizations?

In order to achieve the main objective, the following objectives were defined: (1) Understand the role of management in the SO; (2) Analyze the conceptualization of management; (3) Understand the specificities of the SO; (4) Know the management processes in the SO; and (5) Understand how the Board of the SO, in the study universe, see management. For further clarification of the work we intend to do, we have structured our article in five chapters, with a brief review of the literature in chapter II, an explanation of the methodology used in chapter III, results in chapter IV, final considerations in chapter V.

2. Review of Literature

The so-called third sector includes heterogeneous and diffuse realities, made up of a diverse set of organizations, such as associations, cooperatives and mutual societies, among other institutional forms such as foundations, unions, recreational clubs and religious organizations. They originated in the nineteenth century at the initiative of civil society and developed differently from one country to another and from region to region, observing, since the late 1970s, dynamics of renewing the capacity for initiative and innovation in civil society. The relevance of this sector has been considered in several areas (economic, employment and the fight against unemployment, social exclusion, local development, among others). The social realities of the third sector have been studied through different theoretical perspectives by the social and solidarity economy in the French-speaking perspective, by the sector of non-profit or voluntary organizations in the English-speaking perspective and, more recently by the third system in the perspective of the European Union [24]. The countless denominations it receives are the result of its own diversity, the diversity of organizations that compose the third

sector and the multiplicity of forms and areas of activity. Coming to a concept of the sector is essential for the construction of its own identity, in order to strengthen itself and be able to deal with the problems of the society in which it operates. However, there are unquestionably subsectors with increasing visibility, such as the social, and within this we consider the Private Institutions of Social Solidarity, the Mercies and the Cooperatives like the CERCIS [19]. For [30], third sector organizations arise through world movements that aimed to address deficiencies in the areas of education, health, culture or the environment, due to the Government having difficulty controlling alone for all demand of society. Simultaneously with the emergence of certain organizations in society, characterized by the promotion of private actions for public purposes, different denominations have emerged, such as: voluntary organizations, non-governmental organizations (NGOs), non-profit organizations (NPO), third sector. This latter designation is used mainly by those who consider the State as the first sector (represented by the Public Administration) and the Market as the second sector (represented by profit-making companies, responsible for the production and sale of goods and services). Generally speaking, the third sector is seen as a combination of the purposes of the first sector and the methodology of the second sector, that is, composed of entities that seek collective benefits of a private nature, carry out activities complementary to the public ones. They combine the flexibility and efficiency of the market and the equity and predictability of the State. The space created by the third sector is that created by civil society initiatives, whose actions are typically extensions of the public sphere, not carried out by the State and too expensive to be managed by the markets. Finding a definition for the third sector, which brings together the various organizations that constitute it, based on common characteristics, is essential for determining the limits between this and the market and the State. The perspective of non-profit organizations supports an institutionalist, organizational and functional approach of the third sector, rather than a normative perspective of emphasis on the social purposes of these organizations. The Johns Hopkins Comparative Nonprofit Sector Project was a project that was born from the realization of the growing importance of organizations of an associative and non-profit nature, with special expression in Anglo-Saxon countries, namely in terms of the economic relevance they assume for the world economy and for the employment, as well as for some specific sectors, where responses from the public sector and the profitable private sector are insufficient - education, health, social services, cultural and recreational services. The sector's operational delimitation strategies used by the Johns Hopkins Project establish, on an international scale, the criteria that allow defining the non-profit sector: (1) Formalized (instituted) entities; (2) Private (institutionally separated from the government); (3) Non-profit distributors; (4) Self-governed; (5) Voluntary or involving a high degree of volunteering. The number of non-profit organizations has grown considerably over the past few decades, however, management techniques have not been introduced as often as for profit organizations. The growing competition in this sector has created a growing interest in applying a management model to these organizations, however there is still little empirical research in the area. Today, more than ever, given the growing demand for quality in the provision of services and in the application of funds (many donated), it is essential that organizations be good managers and show that they are. The concept of Management does not have a definition that is universal, that is, there is no agreement in its definition, since, over time, its concretization and conceptualization has evolved. There is, however, some consensus regarding the fact that this definition should include mention of a set of tasks whose main objective is the effective use of all available resources of a given organization, in order to achieve certain objectives, these are generally defined in advance [11]. It will then be the responsibility of the management of a given

organization to ensure its smooth operation and optimization, using decisions based on data collected and processed and other relevant information, contributing to the development and satisfaction of the interests of all its employees. and also the population that serves and supports, which can be society in general or a particular social niche [11]. The management of an entity is done by a multidisciplinary team, but its main figure is the manager. According to [15], the manager is defined by his functions within the organization: he is the person who has the responsibility to interpret the objectives proposed by the entity and to develop, through planning, organization, leadership or direction and the control, the necessary strategies to achieve the proposed objectives. It follows that the manager is someone who develops the strategic and operational plans that he thinks are the most effective to achieve the defined objectives, generates the structures and establishes the rules, policies and procedures most appropriate to the plans developed and, finally, implements and coordinates the execution of plans through a specific type of command (or leadership) and control. It has been verified that the SO have gained prominence in the last years in terms of research, both in the field of Management and in the field of Economics, due to the increase of projects developed in the area of education and health [7] and, therefore, these organizations have achieved great expressiveness in today's society. However, we are facing organizations with management and internal functioning problems, which reduces their efficiency, effectiveness and sustainability. Situation that, in the present, in the face of the economic crisis that is going on, and in the future, in scenarios of greater competitiveness, may jeopardize the survival of many of these organizations and their sustainability in the medium and long term. Some of the comparative advantages of organizations cannot be taken for granted [13]. The management that takes place in the daily life of an organization, it is intended that with planning it is defined what to do through the design of goals and objectives, and resources and means to achieve them. Then, it becomes necessary to organize the work to be carried out in order to achieve the organizational objectives, establishing roles and responsibilities of those who perform the work, as well as the resources used and how they are used. The organization's management is also a fundamental element, aiming to guarantee the effectiveness and efficiency of the work to be carried out. It is the responsibility of the management of any organization to make decisions, guide and encourage employees who are part of it in order to achieve the objectives and goals defined by the organization [29]. It can be seen that one of the biggest problems associated with the Third Sector is its deficient management, and, in recent years, one of the main objectives of the organizations that integrate this sector is related to the acquisition of the “competence to act efficiently and effective in providing services” [14]. Concomitantly, and as described by several authors, SOs have deficits in management and leadership. Thus, according to [6] and [20], due to the challenges imposed on the Third Sector, it will be necessary to improve and adapt the level of SO management. Before the authors, the main challenges of today that call for improvement and adequacy in the management of SO are: increased competition; the urgency of innovation; professionalization of the diverse functional areas of management, namely, human resources, accounting and finance, marketing, among others; attracting young talents; mobilization of volunteers with high professional skills and qualification; economic sustainability; increase in the field of action; implementation of partnerships; transparency in operation; and the diversification of funding sources. The field of management is considered one of the key areas for the advancement of these organizations, pointing several authors to the need of these organizations acquire management skills [1,2,10,12]. In Portugal, SOs have gained prominence at the economic and social level. Consequently, the management of these entities has also become an issue of recognized importance. In the follow-up, management models and top management become essential

for the efficiency and effectiveness of any organization. The top management or management of organizations has been the subject of few studies, which are considered fundamental since this has a great impact on organizational development. The Directions may be a decisive advantage in the competitiveness that characterizes the current economy [4]. However, for [2], in the Third Sector organizations there continues to be “a deficit in terms of management and leadership capacity”. In this context, the problem of the investigation in question is based on the analysis of the vulnerability of the Board in the management of the SO, through the evaluation and understanding of the particularities of the management of these organizations. As organizations are complex systems, the work that is intended to be done can prove to be an important tool in order to favor the organizational unit.

3. Methodology

In the development of any investigation, the methodology acquires a fundamental role, being its central nerve, since the final result is conditioned by the smooth functioning of this process, where the final work is a reflection of the methods used and the way in which the results were obtained. In this work, the research model adopted is situated, as previously mentioned, in the qualitative methodology. According to [27], “the method is the path that is chosen to obtain an end”, verifying, in this way, that at this point in the framework all activities that lead to carry out the development of descriptive and exploratory research work, requiring the description of the procedures that are the means to achieve the proposed objectives. When using a qualitative methodology in a study, it is expected that an in-depth analysis will be made regarding the meanings, knowledge and quality attributes of the phenomena under study. As [18] refers, the data are “framed and interpreted in holistic contexts of situations, life events or lived experiences, particularly significant for people involved”. There are several research approaches and strategies based on the qualitative paradigm. For this work, the chosen approach was the case study. In a case study, the researcher explores an event or activity with a greater concern for details. The cases are related by time and activity and researchers collect detailed information using various data collection instruments over a period of time, usually prolonged [9]. This work will be a case study, intending to proceed to the perception of the vulnerability of the Directions in the Management of Social Organizations in the municipality of Vila Nova de Foz Côa. The selection process for our sample was based on the following criteria: Organizations in the municipality of Vila Nova de Foz Côa; SO; Organizations that have similarities in their functioning - RSE. In this segment, we can consider that the sampling procedure is non-probabilistic since the selection process of the organizations followed the aforementioned criteria. Thus, our sample consists of four SO. In the research presented, several sources of data were used to ensure that different perspectives on the studied phenomenon were obtained. In this segment, we wanted to know the Management and Technical Directors' approaches with regard to the management of SO in the municipality of Vila Nova de Foz Côa. As a data collection technique, document analysis and interviews were chosen in the first phase. In this study, we opted for a semi-structured interview, also called semi-directive [25], so that the interviewees have great freedom in approaching the subject in question. In fact, the use of open-ended questions allows the interviewee's speech to run freely, to be creative, to reformulate his answers and, at the same time, to guide the interviewee towards responding to the objectives and the research question. In other words, it allows the interviewee to have some freedom to develop the answers according to the direction he deems appropriate and can explore, allows him to address the aspects he considers most relevant, in a flexible and in-depth way. Another reason that

supported the choice of this type of interview, lies in the fact that it allows the interviewer, indirectly, to help the interviewee to provide information in a more clear and objective way, taking into account that “when using a script, qualitative interviews they offer the interviewer a considerable range of topics, which allows him to raise a series of topics and offer the subject the opportunity to shape his content ” [5]. Concerning the study population presented, we have identified Governing Bodies, Technical Director of a Social Organization in the municipality of Vila Nova de Foz Côa - RSE, as they are essential for obtaining knowledge and detailed information about the management processes they adopt in organizations they belong to. However, a Social Security Technician is also part of the population that monitors the municipality's IPSS, in order to complement the information given to characterize the directions in the management of organizations. In order to respect anonymity for the collection of data obtained, respondents are identified as follows: Social Organizations in the municipality of Vila Nova de Foz Côa - E1, E2, E3, E4; Technical Director - E6; Social Security technician who monitors the Municipal Private Social Solidarity Institutions - E5. Taking into account the qualitative paradigm in which the present investigation is located and, also, the information collection technique used, it was found that Bardin's content analysis [3] is the information analysis technique that best suits , as it allows the analysis of the interviewees' discourse. In fact, this was the technique we considered most appropriate to analyze the content of the interviews of the participants in the study (members of the Board of Social Organizations in the municipality of Vila Nova de Foz Côa). After reading and brief analysis of the interviews, it was necessary to codify (highlight, classify, aggregate and categorize) the data collected in them, which corresponds, according to [8], to a transformation before the definition of precise rules. This fact allows to acquire a representation of the content, which allows the researcher to recognize the main components of the interview.

Table I: Categories and Subcategories resulting from content analysis

Categories	Subcategories
Characterization of the Social Organization	<ul style="list-style-type: none"> - Organizational culture - Identity - Perceived the role of management
Management characterization in the management of the SO	<ul style="list-style-type: none"> - Challenges imposed on management - Division of Management Tasks - Leadership and Communication Capacity between Management and HR - Organization management - Strong points - Weaknesses
Perception about Management	<ul style="list-style-type: none"> - Needs and Priorities - Potential - Limitations - Transformations considered necessary - Management Trend - Importance of Quality Certification - Survey of user needs - Articulation between users' needs and the HRM
Directions view on Strategies to implement	<ul style="list-style-type: none"> - Concern in HRM - Importance of Professional Capital Training Human - HR - investment or cost? - Investment in People Management - Management Strategies

Source: Own elaboration based on data collected

Thus, we organized the content of the interviews by categories, in order to obtain a more detailed and concrete categorization of the information acquired in which the content analysis, itself, is carried out through a coding table of the interviews. This table is divided into categories, subcategories, registration units and context unit. We consider it pertinent, at this stage, to present the categories and subcategories that resulted in our content analysis.

Observing Table I and as mentioned above, we verified that the organization of the content of the interviews gave rise to 4 categories and 22 subcategories, which will be the basis of the results obtained presented below.

4. Results

In this section we intend to present, analyze and discuss the results obtained in our study, meeting the defined objectives. After transcribing the interviews that make up the corpus of the present study, the responses collected were organized for later analysis, systematization, and discussion by content. Thus, the starting point for carrying out this analysis was the themes of the interview guide, with the development of the themes of the applied interviews giving rise, as mentioned above, to categories, subcategories, registration units and context units. In the scope of the study that is presented and in order to know the vulnerabilities of the Board in the management of SO, we considered it pertinent to understand, from the perspective of top management, how the organizations where they operate are characterized. The table II represents the calculated synthesis.

Table II: Registration units of the Social Organization Characterization category

Organizational culture	Identity
E1 Values, beliefs and norms	Quality of service provided.
E2 Ethics, responsibility social; skills HR	Infrastructure and equipment; monetization HR; diversity of activities
E3 Organization identity	Diversity of activities; equipment
E4 Model created within the Organization	Didn't answered
E5 Nonexistent	Knowledge of reality; HR
E6 Didn't answered	Quality of services provided

Source: Own elaboration based on data collected

The interviewees describe the internal culture of the organization as being the result of the values, norms, traditions, beliefs, ways of thinking and orientations shared by all the individuals who are part of the organization, in line with what is recommended by [26], who conceives the organizational culture as the set of basic assumptions that a group invented, discovered or developed by learning to deal with problems of external adaptation and internal integration that worked well enough to be considered valid and taught to new members

as the correct way to perceive, think and feel, in relation to these problems. From the organizational culture comes the identity of an organization, which means that this process is associated with the sharing of the vision, mission and values among the employees who are part of the organization, which means that the identity is defined by the members of the organization. On the other hand, we can also mention that the identity is, in the study that is presented, perceived as what distinguishes an organization from others that offer the same services, as well as a continuous trait that links the past to the present, taking into account that obtained data reveal that the organizations aim at the quality of the service provided, as well as the development of activities that distinguish them from other RSE in the municipality. Thus, the organizations under study seek to affirm their good reputation and guarantee the loyalty of employees and customers. It should be noted that although there are few differences in the results obtained, these differences can come from organizational cultures with specific characteristics and peculiarities.

Table III: Registration units of the category Characterization of Management in the management of the SO

Perception of the role of management	Challenges imposed on management	Management tasks division	Leadership and communication capacity between management and HR
E1 Task delegation	Financial instability	Defined in the organization's statutes	Ineffective
E2 Decision-making	People management; quality of service provided	Non-compliance with the statutes	Didn't answered
E3 Implementation of internal culture; task delegation	Customer contact	Assignment of tasks according to capacities	Ineffective
E4 Task delegation	Customer contact	Assignment of tasks according to capacities	Ineffective
E5 Implementation of internal culture	Awareness of difficulties	Nonexistent	Not very effective
E6 Decision- making	Legislation and finance	Division and supervision of tasks	Too far

Source: Own elaboration based on data collected

We can see that the administration of the organizations have a key role in defining criteria on the management of the organization and its employees, while the direction of organizations planning, organization, routing and evaluation/control. Through of the data obtained in this study, that Management assumes a major role in decision making and implementation of the organization 's culture, and this idea supported by [28], which states that the anatomy of a SO relates with the distribution and location of decision-making functions and that, on the other hand, the organization's physiology concerns the “processes by which the organization influences the

decisions of each of its members, providing premises for those decisions. Table III shows that the challenges faced by management in the management of SO are diverse, making it essential to adapt top management to the reality of organizations. However, we can attest, with the present study, that the division of tasks constitutes a vulnerability of the Board under study, since it does not always materialize satisfactorily, causing harm to organizations. The absence of structure in the organizations' Board can cause instability, deficiencies in control and communication, as well as slowness in the decision-making process. Communication is considered one of the essential tools for the success of an organization because it is the process through which leadership takes shape. In this segment, and with a view to assessing the vulnerabilities of the directions in the management of SO, we consider it fundamental to understand how they characterize the processes of leadership and communication within the organizations under study. The interviewees' opinion regarding leadership and management's communication skills is similar since everyone considers it ineffective. Table IV aim to meet the management of the organizations, their strengths, weaknesses and their needs and priorities. Management is responsible for carrying out the global planning of the entire organization. We can attest, through the data obtained, that all interviewees take into account, in the characterization of management, essential aspects for effective management, namely: leadership, which is one of the fundamental aspects to determine and influence the behaviour of the subjects [17]; the shared management and delegation of tasks, which translates into the construction of a dynamic for the organization, since formal relationships are established between people to pursue the objectives; the quality of services, which refers to the capacity that the organization acquires to efficiently mobilize its resources [22]; the valorization of human resources, in order to add value to the product [23]. In our view, it is fundamental to mention that there is a central problem in the scope of management, namely, the need for all organizations to incorporate HRM practices, in order to reinforce the knowledge of employees, so that, in this way, they can contribute to maintain internal motivation and to satisfy the objectives of organizations. By analyzing the internal environment, that is, the strengths and weaknesses of organizations, it becomes possible to weigh the existing resources. The analysis of the strengths and weaknesses is essential for the planning of the SO.

Table IV: Registration units of the Perception about Management category

	Management	Strong points	Weaknesses	Needs and priorities
E1	Leadership	Diversity of services; qualified HR	Infrastructures; equipment; HRM	Sustainability
E2	Shared management	Relationship with partners; quality of services provided; diversity of services.	HRM; technological resources; families bit participatory; infrastructure	Refurbishment of infrastructure
E3	Complex.	Quality of services provided.	HRM; partnerships.	Sustainability
E4	Valuation RH.	Antiquity and HRM	HRM; disclosure of services; financial management	HR
E5	Little and steady	Image.	Limit access	HR
E6	Task delegation	Implementation of the required legal requirements	Non-existent management bodies	Lack of impartiality; task delegation

Source: Own elaboration based on data collected

After analyzing the data in table IV, we can conclude that the ways in which the organization's management is characterized are different. Following the above questions and given the diversity of the responses, it is essential to analyze what respondents consider to be the strengths in the management of organizations, that is, what distinguishes the organization providing you with competitive advantages. It is essential that the organizations being studied take full advantage of their strengths to make the most of opportunities. Some respondents indicate the provision of services as the strength of the organization, considering the indispensable diversity. The diversity of services should not be an obstacle to quality, but a link for the success of organizations. The diversity of services, qualified HR, external relations, quality of services provided, infrastructures with good accessibility, seniority of the organization, image and implementation of the required legal requirements are aspects pointed out by the interviewees that allow the differentiation of organization and give you a competitive advantage. On the other hand, negative aspects of the organizations under study are presented, the age of the infrastructures, the available equipment, the lack of performance evaluation, the little training and scarcity of HR, the resistance to change, the technological resources, the partnerships, the dissemination of services, financial management, the absence of a management body and limited access. We can see, throughout the study carried out and after bibliographic research, that the aspects mentioned above are frequently addressed when we analyze the management of SO. Finally, we found that most organizations have as priorities and needs their sustainability and remodeling of infrastructures (sometimes due to legal imperatives). Then in Table V we continue to analyze the management's perception of management, namely the potential, its limitations, transformations considered necessary and management trends.

Table V: Registration units of the Perception about Management category

Potentialities	Limitations	Transformations considered necessary	Management trend
E1 Product diversity	Financial resources	Changing culture	organizational People management
E2 Didn't answered	Financial resources	Changing culture	organizational People management
E3 Financial balance	There are no limitations	Changing culture	organizational Differentiation
E4 Financial balance	Inspections	Recruitment	Sustainability
E5 Quality of services	Make unfavourable decisions	Awareness of functions	Efficiency and quality
E6 HR motivation and board attitude	Didn't answered	Adequacy of the stations work	Sustainability

Source: Own elaboration based on data collected

In addition to the strengths stated above in the analysis of table IV, it is important, in the context of the perception of the vulnerabilities of the directions in the management of the SO, to identify their potential. Thus, the qualities that result from the management of SO can stimulate the expression of their potential.

Financial balance is a constant for all SO that aim for its sustainability. Intending a point of economic equilibrium in order to match revenues to costs and expenses. Knowing that in the Portuguese reality, social facilities still lack many skills that allow them to optimize the management of their resources, whether financial or human, we observe that most organizations indicate financial and legal resources as limitations (due to mandatory changes in infrastructure and equipment). Change and adapt the organizational culture is, in the view the majority of respondents as important as having it. The culture of the SO is composed of habits and beliefs established through the convictions, norms and expectations of the strategic people of the organization, shared by all members of the organization, however, change is also essential for the survival and development of organizations. The organizational culture and the respective governing boards. Finally, since the success of SOs is closely linked to the performance, actions and decisions of human resources, which means that the management of human capital acquires, from the perspective of the interviewees, great importance in achieving the objectives and mission of organizations. The tendency for management in these organizations is to manage and evaluate strategically, in a planned and rigorous way, the area of human resources. Finally, in order to meet the objectives outlined for the study presented, it is, in our opinion, essential to understand how the Directions perceive the implementation of certain strategies with a view to the excellence of the service provided to their customers.

Table VI: Units of registration of the Vision of the Directions on Strategies to Implement

	Importance of quality certification	Survey of user needs	Articulation between users' needs and HRM	Concern in the HRM
E1	Quality management	Exist	Recruitment	Employee performance
E2	Quality management	Exist	Recruitment; formation; control	motivation; Employee performance
E3	Quality management	Exist	Control	Didn't answered
E4	Quality management	Didn't answered	Costs	Employee performance
E5	Quality management	Without knowledge	Costs	Employee performance
E6	Differentiation	Exist	Recruitment	Several concerns

Source: Own elaboration based on data collected

Quality is directly related to the ability that an organization acquires to efficiently mobilize its human and financial resources, aiming to meet the needs of all stakeholders. There are several requirements requested of SOs in the scope of quality certification, and the appropriation of management tools is crucial in this context. With regard to quality certification, the directions of the organizations under study are consensual, alluding to their importance for the development of social services, reinforcing the commitment to quality and continuous improvement. Corroborating the literature data, the interviewees affirm that quality is important for the management of these organizations. Bearing in mind that the interviewees are members of the elderly support

SO board, we considered it pertinent to understand if any survey of the client's needs is implemented. The execution of a survey of customers' needs will allow the organization to adapt the services provided, which will give rise to specialized and quality care. Thus, most respondents admit that they survey the needs of users. The concern with the HRM must be a constant in the management of the SO, considering that the key to the success of an organization is the qualification of employees and flexibility in adjusting to change and adapting to new realities. There is no agreement in the literature on the best practices to be adopted in HRM, since there is not a single assessment that can be applied to all situations. An effective HRM contributes significantly to the achievement of the organizations' objectives. In this context, the majority of respondents refer that the hiring of employees with new skills and knowledge and the qualification of the existing ones will follow the changes in competitive markets. The recruitment and selection process is initiated in order to meet the needs of human resources due to the need to acquire new skills, to reinforce existing skills, to replace a former employee or, still, to create a new position. job.

Table VII: Units of registration of the Vision of the Directions on Strategies to Implement

	Importance of the HR professional capacity of human capital	of investment or cost?	- Investment in people management	in Management strategies
E1	Exist	Cost	Motivation; quality of services provided	Sustainability; proximity to the community.
E2	Exist	Cost	Motivation	HR training
E3	Exist	Cost	Better results	Influence of top management
E4	Exist	Cost	Didn't answered	HR motivation; quality of services provided; improvement of the strategy of communication and marketing.
E5	Non existent	Cost	Motivation; quality of services provided	HRM
E6	Non existent	Cost	Motivation	Didn't answered

Source: Own elaboration based on data collected

In this sense, we intend to evaluate the importance attributed by the directions to the professional training of human capital. Thus, we conclude that the organizations' management recognize the fundamental role that human capital acquires in the pursuit of its strategic objectives, considering that being constituted by knowledge, skills, and talents, it allows acting in different circumstances. We can see that there was consonance in the answers obtained, since most of the interviewees say that it is essential to improve the performance of employees. It was observed, through the data collected, that the Board of Social Organizations under study, although emphasizing the professional training of human capital in order to improve the performance of employees, do not apply measures in this sense, and should invest in human capital to provide advantages at the level development and generate more efficiency in their processes. Human capital is valued by the SOs under study, take into consideration the perception of the Board that employees are the link between the organization

and the market, namely with the customer. Bearing in mind that the Third Sector is heavily dependent on HR, adequate and rational management of resources is essential, depending on the needs of customers. In this context, it is essential to check whether there is an articulation between the needs of customers and the management of human resources in organizations. Through the analysis of the data obtained, we can see that, according to the answers obtained by most of the interviewees, there is an adaptation of the staff to the specific needs of each user. In interviews with Top Managers, we can see consensus when asked whether they consider the strategic management of HR to be an investment or a cost for the organization, since everyone considers HR to be a cost for the organization. Therefore, the directions of the SO under study maintain a traditionalist view of people in their work context, which means that they are considered a passive resource, a factor of production or an expense necessary for the pursuit of the organization's objectives, being managed as any other economic factor. When asked about their perspective on investing in people management, respondents recognize the importance of motivating employees to pursue the organization's goals with a view to providing excellent services. Motivation stimulates behaviours for a purpose, and, in this context, managers assume that the quality of services is related to investment in people management, and unmotivated employees can jeopardize the sustainability of institutions. As for management strategies, the interviewees mention the sustainability of their organizations, human resources, and the quality of services. The SO intend to seek solutions to social problems with the aim of guaranteeing man a life with full citizenship. For [29], managing corresponds to the ability to guide the organization's dynamics. In this sense, in order to ensure an effective management, an efficient use of the available resources is essential, as well as the directing of these same resources for the pursuit of the organization's objectives. Therefore, the present study aimed to know the vulnerabilities of the Board in the management of SO through the characterization of the SO, the characterization of the Directorate in management, the perception of management and, also, the Directorate's view on strategies to be implemented.

5. Conclusion

The objective of this paper was to understand the vulnerabilities of the Board in the management of SO, considering it essential to understand the specificities of the SO, to later analyze the conceptualization of management and understand the management of Third Sector organizations. In this context, interviews were carried out in order to learn about the organizational culture of the organizations under study, and then to understand the role of the Board in the management of the organization, thus facilitating the perception of management and the strategies they develop or consider essential for promote the efficiency and effectiveness of management in the organization. The sustainability and success of any SO depends on the way the Board operates, and the management processes adopted. The Management assumes a fundamental role in the decision-making, guidance and motivation of the employees who are part of the organization, thus, they must be trained to generate resources, value and satisfaction for their stakeholders, in order to achieve the objectives. and the goals defined by the organization. These can only become competitive if they have the capacity to properly manage their resources and their relationships with the various existing actors. It is therefore essential to modernize and professionalize so that they can continue to innovate. What can be seen, through this study and the literature, is that the vulnerabilities of SO go beyond financial resources, making themselves felt in the scarcity of human and material resources and translating into the shortage of professionals in strategic and strategic areas. in the difficulty of responding to the legal requirements that are imposed on this sector. Thus, the

main vulnerabilities of the organizations' under study are: the delegation of tasks; the transmission of organizational culture; the implementation of the organizational culture; the change; internal and external communication; the definition of a strategic plan; people management (recruitment, motivation); and sustainability. With this study we can conclude that there are many changes that must happen for the Social Organizations' Offices to develop an efficient and effective management. What is found is that, although they aim to adopt strategic planning at different levels and levels of effectiveness, they are still based on a traditionalist form of management. We can also conclude that the deficiency of administrative structures must be replaced by the adoption of a properly prepared leadership. This leadership must have knowledge of Administration, Communication and Marketing, with a view to pursuing the objectives proposed by the organization. The directions of Social Organizations must, therefore, seek solutions to the vulnerabilities they present with regard to management, not only to ensure their sustainability, but also their development and growth, and must be able to meet the needs of their customers, the Management is required to acquire knowledge on diverse subjects, combined with the ability to implement what was intended by the organization. The literature on the management of Social Organizations is scarce, so it was found, on the one hand, a limitation, but, on the other, it aroused interest in expanding knowledge in this area. The availability and motivation of the leaders of the Social Organizations to participate in the present study proved to be a very big limitation for its development, either because of the fear of revealing the weaknesses of the Organizations' Board, or the fear of recognizing the weaknesses of the different elements that make up organizations. It was also noteworthy the little receptivity of the Board for participation in the study due to existing frictions between the Board and the technicians.

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