Money or the Mission? Comparing drivers of employee engagement in commercial and not-for-profit organisations.

<u>Dr Louise Parkes</u>
Voice Project, Macquarie University, Sydney, Australia
Email: louise.parkes@voiceproject.com.au

Dr Peter Langford
Voice Project, Macquarie University, Sydney, Australia
Email: peter.langford@voiceproject.com.au

Money or the Mission? Comparing drivers of employee engagement in commercial and not-for-profit organisations.

It is generally held that the Not-for-Profit sector is a unique HR environment where limited reward opportunities mean organisations have to seek alternative ways to motivate staff. To test this, climate surveys were completed by 1159 employees in 53 NFP and 53 for-profit organisations. Most HR and management practices were rated very similarly across the sectors. However, compared to commercial organisations, employees in NFP organisations reported greater levels of safety compliance and were less results-focussed. Slightly higher levels of engagement in NFPs were attributable to age differences. While rewards were less important in NFPs, Mission and Values were important for engaging employees in both sectors. Purpose, Participation and Progress were the key work systems driving Passion in both sectors.

Investigations of the use and effect of Human Resource (HR) practices in the charitable, or Not-For-Profit (NFP), sector has received less attention than in the Profit sector, and the literature that does exist is less empirical (Stone, Bigelow, & Crittenden, 1999). NFP's subscribe to and deliver upon a philanthropic cause, rather than a capitalist ethos driven by economic gain. Similarly, employees in these organisations have been described as being there "for the mission, not the money". Given their radically different drivers, some argue that generalising Profit management practices across to NFP's is outright malpractice (e.g., Bower, 1983). Others, however, suggest that NFP's can improve effectiveness by adapting select commercial management practices into an amenable organisational context (e.g., Myers & Sacks, 2003). Many organisations have adopted such practices, not only to improve performance, but to survive intensifying competition, reduced funding, and increased stakeholder accountability (e.g., Courtney, 2002; Drucker, 1990; Herman & Renz, 1997; 1998; Letts, Ryan & Grossman 1999; Light, 2000; Pynes, 1997). In this climate, empirical research is critical to determine whether a proven commercial approach can be generalised to the NFP sector, or whether a specialised approach to HR practices is needed.

A Generalised Approach

There are a few instances of research involving both NFP's and Profits (e.g., Egri & Herman, 2000; Huselid, 1995; Sheridan, White, and Fairchild, 1992), aiming to increase the generalisability of findings across multiple sectors. For example, Delaney and Huselid (1996) investigated a range of HR

practices in 590 NFP and Profit organisations. They found practices including training, selectivity in staffing and incentive compensation were positively related to perceived performance, and that this effect was consistent across Profits and NFP's. In a study of 13 Profit and 12 NFP nursing homes, Sheridan et al. (1992) found staff working in homes that successfully met the State Regulatory Agency criteria (both Profit and NFP) reported higher commitment, higher staff cohesion and teamwork, lower job stress, and more positive opinions of the clientele. The organisational climate in successful homes demonstrated an interest in staff well-being, clearly defined staff roles and responsibilities, training and development, and rewards and feedback, and placed little emphasis on differences between levels in the organisational hierarchy. However, the sample of unsuccessful homes was very small (2 out of 25 homes). These practices are similar to high performing work practice dimensions defined by Pfeffer (1998) for success in the commercial environment.

A Specialised Approach

> 'In no area are the differences greater between businesses and non-profit institutions than in managing people and relationships.'

> (Drucker, 1990: 181)

Fottler (1981) suggests that management practices as they exist in Profits cannot be applied in NFP's, and that any generalisation of practices is maladaptive. He posits that Profits and NFP's depend on different sets of internal and external constituencies to define successful performance, so each type of organisation inherits different values, incentives and constraints from their constituents that management must work under. Whereas a business's board of directors, shareholders, and staff perceive success quite similarly (e.g., in terms of strong financial performance), NFP constituents differ in their perceptions depending on their relationship with the organisation (Drucker, 1990; Herman & Associates, 1994; Herman & Renz, 1997). For example, whereas clients may judge performance by the level of service or number of programs offered by the NFP, the board of directors often consider effectiveness in terms of progress towards mission attainment, or efficient use of funding. This notion is supported by Alexander and Weiner (1998), who surveyed 2,038 hospitals and

concluded that the adoption of structures and practices from the Profit sector was neither feasible nor desirable when seeking to improve performance.

Myers and Sacks (2003) however, take a more flexible stance, suggesting that deeper understanding of the NFP culture and context could enhance the application of practices in the NFP sector, adding value to most NFP's. Toward this end, a number of authors have developed theories of high NFP performance based on anecdotal comparisons and case studies (e.g., Drucker 1990; Letts et al., 1999; McLaughlin, 1986; Pynes, 1997; Shin & McClomb, 1998). Findings from these studies, together with interview data from managers of both Profit and NFP organisations (Egri & Herman, 2000; Emersen & Harvey, 1996) converge to suggest two major keys to NFP performance, and several HR practices that support these.

Adaptive Capacity

Letts et al. (1999) explored high performance in both Profits and NFP case studies. While supporting the notion that the sectors apply similar HR practices, they argue that most important to the success of NFP's is organisational and adaptive capacity. In order to achieve their multitude of social and economic goals they must be more experimental and open to change. Pynes (1997) also claims that success for NFP's requires timely and innovative responses to internal and external environmental change.

Letts et al. (1999) argue that several practices are particularly important in the development of this adaptive capacity. 'Quality Processes' such as performance management, evaluation of customer satisfaction and innovativeness, improve service quality, which NFP's commonly believe is central to their strategy and their mission. Egri and Herman (2000) interviewed and surveyed 38 Profit and 33 NFP leaders in a single industry across several broad management practice systems. They found that NFP leaders practiced more change- and service-oriented behaviours. The NFP's also exhibited a more boundary-spanning system of practices (i.e., maintaining interfaces with the external environment so the organisation may adapt to contingencies and constraints). Similarly, of the eight major 'dimensions' of excellent NFP practices distilled from interviews with Canadian and Australian

NFP managers, Emersen and Harvey (1996) identified three consistent with this theme (ability to be flexible and adaptive; emphases on different practices depending on the internal and external environment; striving for excellence through a process of continuous improvement).

Staff / Service Quality

Closely linked to adaptive capacity, service quality has been highlighted as another key area of NFP performance. Pynes (1997) argues that NFP's are part of the service sector economy, and as such they are judged by their stakeholders primarily upon the performance of their staff. Emersen and Harvey (1996) similarly identified an emphasis in NFP's on the ability to meet customer/client needs.

While their service success may depend on high quality, often professional, staff, the NFP sector tends to have limited resources available for rewarding and motivating staff. Ban, Drahnak-Faller & Towers (2003) surveyed 30 NFP's and found that the recruitment of professionals was a pervasive problem. Of the sample, 55% were having difficulty attracting professionals, and over half of the staff perceived the salaries as unattractive.

In an effort to attract and retain staff, NFP organisations need to rely heavily on several HRM practices. Among others, Pynes (1997) highlights the importance of training and development, recruitment and selection, leadership, performance management (to allow employees to see the results of their work, and for staff development), and ethics. According to Emersen and Harvey (1996), excellent NFP's make strong commitments to staff and encourage a reciprocal commitment from staff. Schmid (2002) examined the relationships between various organisational practices and client perceptions/outcomes in three types of NFP's. While different practices were found to be important in each industry, some themes emerged. For example, worker autonomy and empowerment were significant predictors of client outcomes, and were especially important in NFP's with many professional employees. Such practices helped staff to meet needs of challenge and fulfilment, and enabled them to deal adaptively with changing task environments. Letts et al. (1999; also Herman & Associates, 1994), similarly argue that Learning and Development not only builds adaptive capacity

amongst staff, but also brings challenge and development opportunities that are critical attraction and retention tools.

High performing NFP's are also defined as having a clear, accomplished purpose, with strategic alignment of practices towards the NFP mission (Emersen & Harvey, 1996). This serves as a strong motivator for staff, with Ban et al. (2003) reporting 77% of NFP staff being drawn by their identification with the organisation's mission. Letts et al. (1999) also stress that NFP staff must be able to experience the results of their work. In support of these ideas, Egri and Herman (2000) found that NFP leaders had a stronger adherence to the values their firms espoused, and management practices helped staff members to perceive alignment between personal values and the values of the organisation, promote cooperation, teamwork, commitment, job satisfaction, ethics, and transformational leadership.

The Present Study

Based on the descriptive differences reported in previous literature, the present study empirically examined three hypotheses:

1. NFP and Profit organisations differ in their use of various HRM practices. In particular, NFPs are better at change, innovation and customer service.

2. The level of employee engagement is generally higher in NFPs than Profit organisations

3. HRM practices that are important for engaging employees in NFP organisations are unique to that sector. In particular, mission and values, ethics, learning and development, performance appraisal, and involvement are more important in NFPs than Profits, and rewards are less important in NFPs than in Profits.

METHOD

Participants

This study was part of a larger project investigating organisational climate in Australian organisations conducted by the Voice Project at Macquarie University. Samples of approximately 10 employees from 53 NFP and 53 for-profit organisational units completed anonymous surveys (total of 1159 respondents), The for-profit samples were randomly selected from the larger project to provide an equivalent comparison group. Feedback on results was given to each participating organisation.

There were three waves of data collection over 2004, 2005, and 2006. Organisations from both sectors came from a broad range of industries (17 different categories represented in each). The three most common industries represented in the profit sample were Retail (10 organisations), Information and Communication Technology (10) and Finance and Insurance (5); and in the NFP sample were Accommodation, Hospitality, Tourism, Cafes & Restaurants (12), Health (6), and Cultural and Recreational Services (5). Approximately 85% of each sample were Australian-based, while 15% had employees based primarily overseas.

Across the NFP samples 62% of respondents were female, and 38% male. This compares to the more even distribution of 54% female and 46% male, in the profit sample. Data on employee age was collected in 2006, revealing an older workforce in NFPs, see Figure 1 (mean age bracket of 3.3 in NFPs, compared to 2.4 in the profit sample, N=276, t=6.5. p<.001).
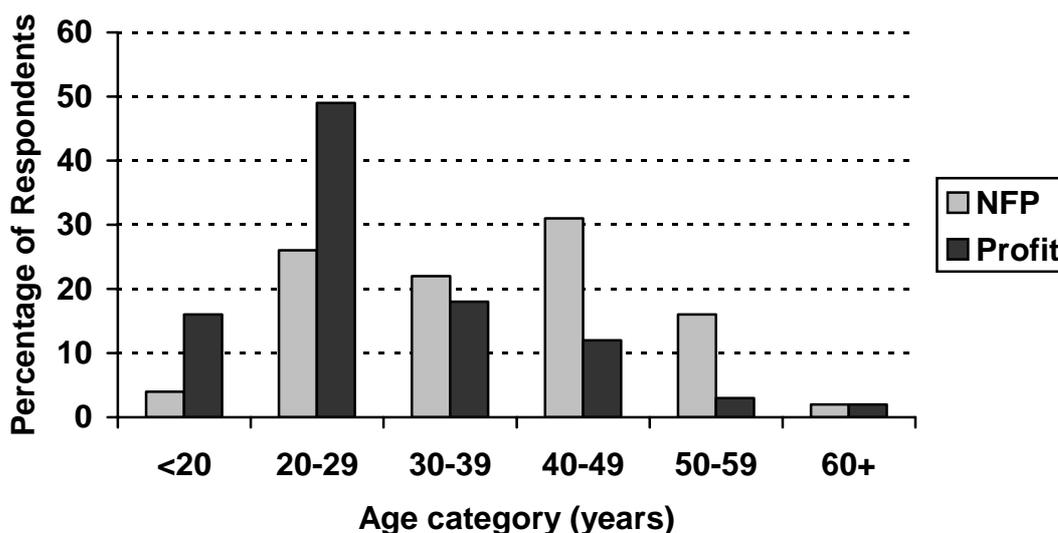
Figure 1. Distribution of respondents by age in NFP and Profit organisations

Measures

The Voice Climate Survey measures 31 lower-order work practices that group together into seven higher-order factors representing work systems: Purpose, Property, Participation, People, Peace, Progress and Passion, see Table 1 (Langford, Parkes & Metcalf, 2006). Passion represents the construct of employee engagement, and is a composite of job satisfaction, organisational commitment and intention to stay. Construct validity for this measure of employee engagement has been demonstrated by significant correlations with organisational reports of annual turnover and absenteeism. A total of 102 items are rated on Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree), with an additional option of "don't know/not applicable". For a copy of the survey and details of psychometric properties contact the authors.

Table 1. Voice Climate Survey: Systems and Practices

Systems	Practices		Systems	Practices
Purpose	Mission & Values		*Property*	Resources
	Organisation Direction			Technology
	Ethics			Safety
	Results Focus			Processes
	Role Clarity			Facilities
	Diversity			

Systems	Practices		Systems	Practices
			People	Motivation & Initiative
Participation	Rewards & Recognition			Talent
	Involvement			Teamwork
	Performance Appraisal			
	Learning & Development		*Progress*	Organisation Objectives
	Career Opportunities			Change & Innovation
	Supervision			Customer Satisfaction
	Leadership			
	Recruitment & Selection		*Passion*	Job Satisfaction
	Cross-Unit Cooperation			Organisation Commitment
				Intent to Stay
Peace	Wellness			
	Work/Life Balance			

RESULTS

To conserve space, complete tables of results are available upon request from the first author. All analyses were conducted using individual-level data (not organisational units).

Comparison of System and Practice Scores

First, mean scores were compared between Profit and NFP samples on each of the work systems and employee engagement. Although there were no significant differences (restricted to p<.007, to control error rate for multiple t-tests), the NFP sample tended to be higher on Passion as predicted (m = 3.69 vs m = 3.58, t = 2.1, p = .019). Since there was a significant correlation between age and Passion (r = .40, p<.001), we tested this difference controlling for age in the 2006 data. The difference between sectors on Passion was completely mediated by age.

Differences between the sectors were statistically significant for 2 of the 28 work practices (restricted to *p*<.0016, as above). NFP organisations were rated significantly higher than Profits organisations on Safety (m = 3.91 vs 3.74) and lower on Results Focus (m = 3.95 vs 4.13). It is interesting to note that other differences approaching significance (p<.01) included NFPs being lower on Change and Innovation (m = 3.38 vs 3.52) and Cross-Unit Cooperation (m = 3.22 vs 3.38) and higher on job satisfaction (m = 3.92 vs 3.78). Also, NFPs tended to be higher on Organisational Commitment and

Mission and Values, and lower on Leadership, Recruitment, Involvement, Performance Appraisal and Work-Life Balance (all p<.05).

Systems and Practices Important for Employee Engagement in NFP organisations

Correlations between the systems, practices and Passion are presented in Table 2.

Table 2. Correlations between systems, practices and Passion for NFP and Profit samples (for all correlations p<.001)

	Correlation with Passion			Correlation with Passion	
	NFP	**Profit**		**NFP**	**Profit**
Purpose	.66	.66	Career Opportunities	.51	.57
Participation	.68	.73	Supervision	.50	.50
Property	.52	.57	Leadership	.56	.60
People	.40	.52	Recruitment & Selection	.47	.56
Peace	.39	.46	Resources	.45	.53
Progress	.63	.70	Technology	.38	.41
			Safety	.40	.37
Mission & Values	.58	.60	Processes	.40	.42
Organisation Direction	.53	.49	Facilities	.33	.38
Ethics	.48	.52	Motivation & Initiative	.39	.44
Results Focus	.45	.45	Talent	.31	.44
Role Clarity	.41	.47	Teamwork	.36	.46
Diversity	.47	.44	Wellness	.45	.50
Rewards & Recognition	.48	.60	Work/Life Balance	.24	.33
Involvement	.57	.59	Organisation Objectives	.55	.61
Performance Appraisal	.48	.46	Change & Innovation	.59	.66
Learning & Development	.48	.49	Customer Satisfaction	.53	.58
Cross-Unit Cooperation	.47	.46			

Systems correlating most highly with Passion across both sectors were Purpose, Participation and Progress. The greatest difference was for People, which was more highly correlated with Passion in the profit sample. Those practices correlating mostly highly with Passion in the NFP sample were

Change & Innovation, Mission & Values, Involvement, Leadership, and Organisation Objectives. Correlations were very similar in the Profit sample, with the exception of Rewards & Recognition, Talent and Teamwork, which were more highly correlated with Engagement in the Profit sample.

Simultaneous regression analyses were conducted on the NFP data, to draw out which systems and practices best predicted engagement (this analysis estimates the independent variance attributable to each practice). Table 3 shows a summary of results for work systems. The predictors reflect the correlations above, with Purpose, Participation and Progress being significant predictors, and to a lesser extent, Peace. In comparison, only Purpose, Participation and Progress were significant predictors in the Profit sample (not shown here).

Table 3. Summary of Regression Analysis for work systems predicting Passion

System	β	St. Error	Beta
Purpose	0.36	0.08	0.25**
Participation	0.40	0.07	0.32**
Progress	0.25	0.06	0.21**
Property	-0.14	0.06	-0.10
People	0.08	0.04	0.06
Peace	0.12	0.04	0.10*

Note: $R^2 = .53$
*p<.01
** p<.001

To test whether the importance of each work system to engagement was unique to the NFP sector, each of the identified predictors was tested for significant interactions with sector in separate regressions using the whole sample (in these hierarchical regressions, the interaction term is entered in step 2, after the predictor variables are entered separately in step 1). Reflecting differences in the correlational data, while Progress was a significant predictor in both samples, it significantly interacted with sector, such that Progress more strongly predicted Passion in the profit sample (change in R^2 = .006, p<.01). In contrast, while Peace emerged as significant in only the NFP sample, in the separate regression using the whole sample (and not including the other systems), the interaction between sector and peace was not significant.

Again, simultaneous regression analyses were conducted on the NFP data, to draw out which practices best predicted engagement (see Table 4). A simultaneous regression entered the variables in a stepwise manner, with a conservative restriction of $p<.01$ to enter, and $p>.05$ to remove. Results reflect the previous correlations, although Leadership and Organisation Objectives drop out as a result of shared variance with the other practices (especially Change & Innovation), and Career Opportunities, Wellness and Motivation emerge as key practices accounting for additional independent variance in Passion.

Table 4. Summary of Regression Analysis for work practices predicting Passion

Practice	β	St. Error	Beta
Mission & Values	0.28	0.04	0.28**
Involvement	0.12	0.04	0.15*
Career Opportunities	0.13	0.03	0.15**
Change & Innovation	0.19	0.04	0.18**
Motivation	0.10	0.04	0.09*
Wellness	0.20	0.03	0.18**

Note: $R^2 = .55$
* $p<.01$
** p<.001

To test whether the importance of each work practice to engagement was unique to the NFP sector, each of the identified predictors was tested for significant interactions with sector in separate regressions using the whole sample. Of the predictors, only Change and Innovation demonstrated a significant interaction with sector, and it more strongly predicted Passion in the Profit, rather than NFP sample (change in $R^2 = .004$, p<.01). In comparison, Leadership and Rewards & Recognition emerged as significant predictors in the Profit sample (in addition to Change & Innovation, Mission & Values, Involvement and Career Opportunities), and interacted significantly with sector in separate regressions using the whole sample. Both Leadership (change in $R^2 = .005$, p<.01) and Rewards (change in $R^2 = .004$, p<.01) were stronger predictors of Passion in the Profit sample.

DISCUSSION

The present study empirically investigated the claim that the NFP sector is a unique environment requiring a specialised HR approach. However, results suggest that this is not the case. The same key systems of Purpose, Participation and Progress were identified as important for engaging employees in both NFP and Profit organisations, and performance on 26 of the 28 management and HR practices were not significantly different between the sectors.

Performance on HR Practices

In discussions of NFP organisations, the impression is often given that these organisations somehow lag behind other industry sectors, which are driven by competition and profit to implement effective HRM practices. In contrast, the present results suggest that NFP organisations are on a par with commercial organisations, and perhaps only marginally less effective at implementing traditional HR practices (such as selection and recruitment of employees, involvement of employees in decision-making, and performance appraisal). Actually, employees in NFP organisations were significantly better at treating safety as a priority, providing safety equipment and training, and ensuring staff and managers engage in safe workplace practices. This is consistent with previous findings in other NFP samples (Parkes & Langford, 2006). This may reflect the industries that NFPs predominantly work in, for example, health. It also may be due to the stringent requirements and compliance audits that NFPs must meet in order to win government funding.

NFP organisations performed less well on results focus and perhaps cross-unit cooperation. In working with clients, we have found that NFP organisations are able to build a stronger focus on positive results, high standards and continuous improvement, especially as it relates to client outcomes. However, it has been much harder to develop communication, cooperation and sharing of knowledge and information across different sections of the organisation. This is often hampered by the disparate and devolved structure of NFP organisations, but has yet to be sufficiently explained.

In contrast to Ban et al. (2003), employees in NFP organisations were no less satisfied with the rewards, income and benefits they received, than employees in profit organisations. While they undoubtedly earn less, there is a comparable feeling amongst employees that the rewards and recognition they receive are fair and meet obligations.

Adaptive Capacity and Service Quality

Previous theory and research suggested that the adaptive capacity and openness to change of NFP organisations was of prime importance (Letts, 1999, Pynes 1997), as was service quality. However, in the present sample, there was no difference between the sectors on ratings of change and innovation or the quality of customer service. If anything, employees tended to rate NFP organisations lower on the way change was being handled, organisational learning, innovation and continuous improvement. In addition, change and innovation were less important in driving engagement in NFPs (although in the present paper we did not test importance for organisational performance). If timely and responsive change are more critical to the success of NFPs, it is possible that employees in NFPs have higher expectations and harsher judgements on change management. Further research that thoroughly and specifically investigates change and innovation between sectors is clearly needed.

Level of Engagement in NFPs

NFP employees demonstrated slightly higher levels of engagement than employees in profit organisations (reflecting a tendency toward higher job satisfaction). However, this could be attributed to the older workforce in a subset of the present NFP sample. Older workers were more satisfied, committed and had a stronger intention to stay with their organisations. Although this difference in age (and also in gender balance, with females outweighing males) is consistent with the demographic breakdown of other samples of NFP organisations (Parkes & Langford, 2006), in such larger samples with greater statistical power, the difference on engagement is only partly attributable to age.

Drivers of Engagement in NFPs

What was clearly different across the sectors was that NFP employees are NOT "there for the money". Rewards did not emerge as a significant predictor of employee engagement ('Passion') in NFP organisations, as it did for commercial organisations. Nevertheless, belief in the organisation's mission and values was equally important for engaging employees in both the NFP **and** profit sectors.

These results are consistent with research from the Voice Project with a large sample of over 10,000 employees across 876 business units from over 700 different organisations – including commercial, government and NFP organisations (Langford, Parkes & Metcalf, 2006). This larger study used structural equation modeling to develop a model and theory of employee engagement, in which Purpose, Participation and Progress were strong predictors of Passion. That is, employees' level of passion is a direct result of their sense of purpose, the degree to which they feel they are participating in the organisation, and the degree to which they see the organisation making progress towards important outcomes. In the current study, Mission and Values (from the Purpose system), Involvement and Career Opportunities (from the Participation system) and Change and Innovation (from the Progress system) all emerged as significant predictors of employee engagement in separate analyses of both sectors.

While NFP organisations in this sample were only slightly better at building belief in the purpose of the organisation, in our experience this is an area in which NFPs have a natural advantage over for-profit organisations, and have seen NFP organisations successfully leverage the purpose, values and work done by the organisation to build a highly engaged workforce (Parkes & Langford, 2006). This is one area in which NFP organisations can lead the way, and these results suggest that commercial organisations could similarly use this strategy in order to engage and retain their employees.

REFERENCES

Alexander, J. A., & Weiner, B. J. (1998). The Adoption of the Corporate Governance Model by Nonprofit Organisations. *Nonprofit Management & Leadership*, 8(3), 223 – 242.

Ban, C., Drahnak-Faller, A., & Towers, M. (2003). Human Resource Challenges in Human Service and Community Development Organisations: Recruitment and Retention of Professional Staff. *Review of Public Personnel Administration,* 23, 154 – 168.

Bower, J. L. (1983). *The two faces of management.* Boston: Houghton Mifflin, 1983.

Courtney, R. (2002). *Strategic Management for Voluntary Nonprofit Organisations.* London: Routledge.

Delaney, J. T. & Huselid, M. A. (1996). The impact of human resource practices on perceptions of organisational performance. *Academy of Management Journal*, 39, 949–969.

Drucker, P. F., (1990). *Managing the Nonprofit Organisation.* New York: HarperCollins.

Egri, C. P., & Herman, S. (2000). Leadership in the North American Environmental Sector: Values, Leadership Styles, and Contexts of Environmental Leaders and Their Organisations. *Academy of Management Journal,* 43(4), 571 – 604.

Emersen, R., & Harvey, C. (1996). Visions of Excellence in Australian and Canadian Human Services Organisations. *International Journal of Public Sector Management,* 9(5/6), 109 – 124.

Fottler, M. D., (1981). Is Management Really Generic? *Academy of Management Review,* 6(1), 1 – 12.

Herman, R. D., & Associates (1994). *The Jossey-Bass Handbook of Nonprofit Leadership and Management.* San Francisco: Jossey-Bass Publishers.

Herman, R. D., & Renz, D. O. (1997). Multiple constituencies and the social construction of non-profit organisational effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 26, 185 – 206.

Herman, R. D., & Renz, D. O. (1998). Nonprofit Organisational Effectiveness: Contrasts Between Especially Effective and Less Effective Organisations. *Nonprofit Management & Leadership,* 9(1), 23 – 38.

Huselid, M. A. (1995). The impact of human resource management practices on Turnover, productivity, and corporate financial performance. *Academy of Management Journal,* 38(3), 635-672.

Langford, P. H., Parkes, L. P., & Metcalf, L. (2006). Developing a structural equation model of organisational performance and employee engagement. *Proceedings of the Joint Conference of the Australian Psychological Society and the New Zealand Psychological Society*, Auckland.

Letts, C., Ryan, W., & Grossman, A. (1999). *High Performance Nonprofit Organisations: Managing Upstream for Greater Impact.* New York: John Wiley

Light, P. (2000). *Making Nonprofits Work: A Report on the Tides of Nonprofit Management Reform.* New York: Brookings Institution Press.

McLaughlin, C. P. (1986). *The Management of Nonprofit Organisations.* New York: John Wiley & Sons.

Myers, J., & Sacks, R. (2003). Tools, Techniques and Tightropes: The Art of Walking and Talking Private Sector Management in Non-Profit Organisations, is it just a Question of Balance? *Financial Accountability & Management,* 19(3), 287 – 305.

Parkes, L. P., & Langford, P. H. (2006). Engaging employees. *Association Management*, 7, 12.

Pfeffer, J. (1998). *The Human Equation: Building Profits by Putting People First.* Boston: Harvard Business School Press.

Pynes, J. E. (1997). *Human Resources Management for Public and Nonprofit Organisations*. San Francisco: Jossey-Bass.

Schmid, H. (2002). Relationships Between Organisational Properties and Organisational Effectiveness in Three Types of Nonprofit Human Services Organisations. *Public Personnel Management,* 31(3), 377 – 395.

Sheridan, J. E., White, J., & Fairchild, T. J. (1992). Ineffective Staff, Ineffective Supervision, or Ineffective Administration? Why Some Nursing Homes Fail to Provide Adequate Care. *The Gerontologist,* 32(3), 334 – 341.

Shin, J. & McClomb, G. (1998). Top Executive Leadership and Organisational Innovation: An Empirical Investigation of Nonprofit Human Service Organisations (HSOs). *Administration in Social Work,* 22(3), 1 – 21.

Stone, M. M., Bigelow, B., & Crittenden W. (1999). Research on Strategic Management in Nonprofit Organisations. *Administration & Society,* 31(3), 378 – 423.