

**MANAGERIAL GUIDELINES FOR PROJECT FUNDED
BY NGOs IN SECURITY PRONE AREAs OF PAKISTAN**



By

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A thesis is submitted in partial fulfillment of
the requirements for the degree of
Master of Science
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**Civil Engineering Wing
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This is to certify that the

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**DEDICATED
TO
MY PARENTS, FAMILY & TEACHERS**

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ABSTRACT

One of the aspects which help project managers to achieve success for project is preparing safe and secure workplace environment for employees. Employee safety and security is the most important for those organizations that is working in an environment that has safety issues. Therefore, the research aim is to understand the important factors that have impacts on management of NGO projects safer and explore the relationship of employee role and project nature with security issues. According to past literatures, safety issues are not limited to Pakistan while other countries such as Afghanistan, Iraq and Syria etc are also struggling with it. People roles, project nature, gender, development of technology, conflicts inside the organization and so on are known as the most important factors in this area. 8 interviews were conducted from the employees who are working in security prone areas. Participants were selected from different roles, project and gender to compare the outcomes and find the link between these variables. Thematic analysis was used to analyze the respondent answers which is one of the proper data analysis method for qualitative data. Based on the research findings security aspects can be divided into three categories which are internal issues, external issues from public side and external issues from extremist's organization side. A direct link exists between project nature and employee role with level of security issues. Indeed, projects that contain more interaction with public have high risk of safety. In conclusion four recommendations are offered to provide NGO's to improve employee security aspects such as: (a) Pay attention to proper distribution of power among employees, (b) Pay attention to female co-workers and their safety in organization, (c) Improve communication with external stakeholders and (d) Improve protection of employees and organization from extremist organizations.

Keywords : NGO projects, project planning, safety and security, internal and external stakeholder, project manager, interviewees, researchers, thematic analysis, NGO organization, extremist's organization

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INTRODUCTION

This chapter introduces a short summary of whole research and contents. The research topic is “Managerial guidelines for project funded by NGOs in security prone areas of Pakistan” To clarify the research purpose, an effort will be made to introduce research questions, aims and objectives and motivation behind selection of this research. In the next step a description of Deewah Development Organization as a model, working in security prone areas of Pakistan will be provided and their problem statement will be explained specifically because at the end of research, recommendations need to be provided for Deewah Development Organization in specific and all NGOs in general. At the end this chapter a short summary of all included chapters in research is attached to give an outline of research to the readers.

Based on the studies of Lee et al. (2013), Ajdari and Asgharpour (2011) and Fair (2009) employees have a right of security and safety in workplaces. In recent years, there are number of organizations (profitable or non-profitable) around the world that are struggling with safety matters such as employee safety, data and information security etc. Maltreating of employees, lack of knowledge and awareness, cultural believes and norms etc cause unsafe and unsecure situations. Lack of employee’s safety and security will affect organization outcomes, delivery time of project, employee performance inside and outside of organization. (Ajdari and Asgharpour, 2011; Siddique and Ahmad, 2009). In this study, to focus on security aspect` will use Ajdari and Asgharpour (2011) definition of security which refers to the feeling of being free of any fear, uncertainty and stress and sure about being safe in different

conditions. Although, there are studies about importance of employee security and safety in organizations, there is no study that suggests a manager how to control the situation in environments that have security issues. For this research the area of study has been narrowed down and the focus will be NGO projects in specific area of Pakistan.

1.1 RESEARCH QUESTIONS

For those countries like Pakistan that have security issues, managers need to know how they can implement project and deliver results successfully. Therefore, this research will investigate to answer following two questions:-

- 1) What are the security related issues of NGO projects to manage project outcomes successfully?
- 2) Is there any relationship between (1) type of project and (2) employee role and responsibility and NGOs' employee security?

1.2 RESEARCH AIMS AND OBJECTIVES

The research contains three objectives to be qualified enough for a master level research such as:

1. To evaluate managerial and social hurdles faced by NGOs during project emulation.
2. To use thematic analysis, code themes, analyze collected results and develop recommendations to improve situation.
3. To devise guidelines for achieving conductive project management practices in the security prone area.

1.3 MOTIVATION FOR THE RESEARCH

As a student of Disaster management I understand that security and employee safety during a project can affect success of projects. Security and safety are not only the problem of Pakistani NGOs but there are different organization around the world that struggling with these issues. Countries such as Afghanistan, Iraq and Syria are also struggling with safety and security issues due to war (Lee et al., 2013; Mose and Hwang, 2010). Due to the fact that it is manager responsibility to manage project and control project implementation in a way to achieve success therefore, I found it can be an important issue for organizations in Pakistan too. Although safety and security problems exist in internal and global project, the main focus of this research will be on Deewah Development Organization because this organization is the research sponsor.

This topic is selected because NGO's face security problems and are threatened by Anti State elements like radical groups. Indeed, this research will increase manager awareness and understanding about available options during their management of project to achieve success and reduce employee stress. It may also help Deewah Development Organization project manager as a person who already in the field are struggling with these problems and researcher as student of Disaster management course to understand how to manage these situations in a better way with low level of negative impacts on outcome.

To reduce stress and pressure on employees it will be worthwhile to investigate the important factors that NGO managers need to consider to increase employees' security, reduce environmental conflict and complete project successfully.

1.4 SPONSOR ORGANIZATION

The Sponsor organization called Deewah Development Organization. This organization located in Peshawar, KPK Pakistan. They are working on variety of NGO projects such as health, house construction, educational sector, food and non-food items distribution, agricultural training and etc. Due to differences in nature of projects that Deewah Development Organization is managing, low level of flexibility and high level of complexity are known as two main characteristics of management for this business. On the other hand, high number of employees with different skills and knowledge are working with this organization which makes human resource management of this organization complicate and demanding.

Considering safe and secure workplace and situation for employees in such a large size organization like Deewah Development Organization is one of the important issues for project manager. Importance of security issue will arise when a company located in an unsecure environment (Brewster and Less, 2006) such as Peshawar. Due to some political issues with some countries like US and existence of some extremist communities such as radical elements which are against the US, employees in NGO projects do not have secure situation and life in public. It is because that these communities believe that NGO projects are supported by US and their aim is to permeate the society, change people ideas and mind and dominate the country. For this they tried to make the situation tense and put pressure on employees of these organizations to give them some critical information about the projects or explain the main project supports (Post and Kagan, 2007; hisath and Rao, 2009).

The main outcome of research will cover different aspects such as (a) To be aware of some techniques and methods to cope with current security related issues to prepare safe workplace environment for employees, (b) To have some suggestions to improve the communication process between the project manager and workforces and (c) To recommend the manager the ways for improve employee safety and security. Therefore the final product will be: **“A report containing recommendations for a project management sector in NGOs to improve their security issues and success in company deliveries”**

1.5 CHAPTER’S SUMMARY

1.5.1 Chapter 2 – Literature Review

The literature review chapter will focus on previous studies in area of security issues in management of NGO projects globally. It helps to explore what are the important factors that has impacts on employee safety and security in workplace and how managers of projects are performing to provide safety. The discussed factors in this chapter will be role and responsibility, impacts of technological development in sharing of information, safety of personal and organizational information and sources of conflict among internal members. Based on the findings, some gaps in previous research might be observed which I intend to explore.

1.5.2 Chapter 3 – Methodology

To understand the current situation of organization, participant’s views about management strategy and organizational safety and security matter, qualitative method was selected for research. With the help of interviews the data will be gathered from employees in Deewah Development Organization. Interview questions will be structured basing on demographical data, organizational

information, participant's role, project, safety risks and suggestions to the manager will be offered in order to improve. The main aim of selecting interview for the research is collecting detailed information from storytelling of interviewees. This will help to share their past experiences in more detail.

1.5.3 Chapter 4 – Data Analysis

To analyze collected data thematic analysis is selected. The important themes based on the interview are gender, project nature, role and responsibility and safety risks. Results of each question presented separately with help of diagrams, tables and figures. Specific codes designed for each theme and link of them with participants answers are provided in front of each statement.

1.5.4 Chapter 5 – Discussion of Findings

Based on the findings of results unsafe and unsecure environments in an NGO could be because of internal members, radical groups and public people. Difficulties such as distribution of power inappropriately, gender differences and female limitations in workplaces, lack of public understanding and knowledge of miscommunication between organization and external groups etc are identified as safety problems.

1.5.5 Chapter 6 - Recommendations

To improve the current situation and problems of Deewah Development Organization, four recommendations are explained in chapter 6. The selected recommendations are:

- Pay attention to proper distribution of power among employees
- Pay attention to female co-workers and their safety in organization
- Improve communication with external stakeholders

- Improve protection of employees and organization from extremist organizations

However, there could be a relation between employee's gender and security issues. Also, there could be a link between people culture and safety issues in workplaces which can be a separate area of research.

1.5.6 Chapter 7 – Objectives Evaluation

In the final chapter, the main focus will be on evaluation of objectives. The core discussion in this chapter will be on three sections, research objectives, client objective and researcher objective. Each objective will be assessed individually along with description of difficulties, main achievements and process of achieving objectives. In summary of achievement, understanding the thematic analysis was the hardest part because it was a new achievement for me but with help of reading different resources and consulting with my supervisor I successfully analyzed my data. I was able to manage my time properly to avoid risk of failure in submitting the work in time. Good level of cooperation with my supervisor, attending meetings and revising the work based on my supervisor idea, support me to submit my master dissertation successfully.

LITERATURE REVIEW

This chapter mainly focuses on discussing about the current literatures in area of managing NGO projects safe and secure to increase level of employee safety and delivering projects successfully. Based on the previous studies several factors will be discussed that might have impacts on this issue. Then research will be focused on impacts of job/role and project type to explore the impacts on these two factors on management of NGO projects more secure. The research hypotheses will be raised to understand the impacts of each factor on Sponsor Organization specifically and test them in other projects elsewhere.

2.1 SAFETY AND SECURITY IN MANAGEMENT OF PROJECT

To start, a need to define the main concept of security from researcher's point of view was felt. As Ajdari and Asgharpour (2011) defined, security refers to the feeling of being free of any fear, uncertainty and stress and sure about being safe in different conditions. On the other hand, Ruighaver et al. (2007) explained security as being assured that a person has enough right that no force can put him/her in dangerous position. Like other topics security has different dimensions such as internal security, social security, and individual security, physical security and so on. This research will cover the issues related to social, individual and internal security aspects in NGO projects in Pakistan to improve management of these projects and achieve success with safe workplace environment. This may help people to develop their social life and workplace condition to enhance project productivity and success.

Due to the importance of security in organizational sector, recent researchers are mainly focused on understanding the most important factors in providing security and discuss about security culture in organizations (Ruighaver et al., 2007).

The main research investigation of Ruighaver et al. (2007) study is to develop relevant policies for organizations to improve their security issues. According to their discussion, organization culture has effects on security issues. In terms of security aspects they focus on information technology security and its impacts on organization aims. They had descriptive research in this area and tried to explain the impacts of some aspects such as employee tasks, level of coordination, load of responsibilities and motivation factors on building up a security culture for organizations.

There are lots of reports that discuss the manager attention to the employee rights in NGO organizations around the world. For example as Lee et al. (2013) mentioned, there is the high level of employee dissatisfaction exist in the report of Adidas Company in China. Most of Chinese employees are complaining about increasing their working hours during the shifts without increase in their salaries. It helped because the high level of population, low level of changes in employee wages per hour and high demand for job. People who are already employed do not want to lose their jobs and sometimes need to accept any policies even if it is against the rules. This case can be observed in NGO projects of countries like Pakistan. People are working in the field for more than 8 hours but their payments are less and no security is guaranteed for them. While as Lindgreen and Swaen (2010) and Lee et al. (2013) discussed, it is one of the major responsibilities of a project manager to treat employees in a proper way that they feel safe and secure in workplace, respect their requirements and treat all fairly.

Moreover as Li and Lee (2012) investigate, paying attention to employee's safety and rights in society is the responsibility of project manager which will not limit to the specific country or organization while people in any location need to have it. It is because any accident, terror attack and kidnapping etc will negatively affect organization reputation, mission and the employee's satisfaction. Especially in organizations that is located in high risk areas of Pakistan. As Mose and Hwang (2010) discussed about security in African NGOs, if any of the above accidents happen, increase in employee absentee, the organization productivity and financial statement are the two aspects that will be affected directly. When the news reaches to the employees inside the organization it will increase the stress and tension among internal members and the fear will prevail (Gardberg and Fombrun, 2006). Moreover, it will affect people who are outside of company who wants to work with company such as job candidates, suppliers or investors (Becchetti et al., 2011). They may feel that no support is guaranteed for their investment or for their contract duration. All these negative impacts raise the importance of employee rights and security adoption inside the organization from project manager side otherwise project will fail or be in risk of failure.

Based on nature of organization role considered of security in organization plan might be different (Ruighaver et al., 2007). But at the same time to provide maximum security to team members to achieve their trust in workplace. Trust in providing security aspects is important because organizations might define different policies and rules for the issues but when the situation become critical and they cannot fulfill their promises. This will raise mistrust between employees and organization manager and might negatively affect project reputation.

2.2 PEOPLE IN NGO PROJECTS OF PAKISTAN

NGO projects started their work in Pakistan by 2005 after the earthquake in small size projects (Siddique and Ahmad, 2010). Their first and main effort of working as NGO is to develop the fieldwork area and improve situation of civil projects in Pakistan. According to study of Siddique and Ahmad (2010) staff in NGO organization of Pakistan can be divided into three groups of project manager/head managers, leaders and field workers. Project manager and head managers are responsible for main managerial activities such as controlling processes and solving problems and field workers are those employees who are working inside the field while middle managers and leaders are working as a bridge between main manager and field workers.

People who are in fieldwork role are playing the important role in NGOs project because without their performance and contribution inside the field achieving project aims are impossible (Siddique and Ahmad, 2010). Although, it might not be safe and secure for people in Pakistan to join into NGO projects and work for them, due to poverty and need of money some people are joining these projects due to poverty issues as Siddique and Ahmad (2010) said, fieldworkers might not be valued too much and most of the times they work overtime for project without being paid overtime dues.

2.3 ROLE AND RESPONSIBILITY AND MANAGING PROJECT SECURITY

People inside a project are holding different roles and responsibilities to fulfill project aims and objectives (Mir and Pinnington, 2014). Based on individual role and responsibility, their tasks, amount of workload, level of bringing benefits to project and importance of their performance are different. For

example, traditionally project manager are known as the responsible during project to monitor and control project plan, employee performances and project processes to ensure that all steps are continuing and based on actual plan and toward gaining objectives and success.

In most of projects, project manager used to be the person who is incharge of all members and know about all the security information and details of them. This person is responsible for all decision making and mostly decide basing on his/her own experience and ideas (Mir and Pinnington, 2014). But nowadays due to development of computer technologies and increase attention of managers in communicating with team members, he keeps on collecting the information from the staff.

In addition to project manager as a responsible person for organization security, employees are responsible for security of their own selves and information too (Ruighaver et al., 2007). This factor is same for all type of project and their locations because all organizations have some secret information which is so important and critical when they are in competition with others. To increase employee awareness about their responsibility in providing security in their own area of performance it is manager responsibility to clearly define all aspects during induction session (Koh et al., 2005). Moreover, as Ruighaver et al. (2007) said, after clear defining security issues in induction, manager need to be in touch with employees, control their performance in their role and in their team. It helps manager to understand level of employee attention to security issues and if they feel weaknesses or lack of awareness in this regard, manager can provide training session for employees to improve their understanding about importance of security and effects of it on their role and social life.

This will make the project managers using other people's ideas inside the group rather than making personal decisions. Moreover, this might causes that employee become aware about more information of the organization and increase risk of insecurity for them. For example, Level of risk might be lower for fieldworkers than people who are in charge of NGO projects in Pakistan because they might not deal with critical information inside the project but as a member of NGO project risk exist in all situations and for all members (Siddique and Ahmad, 2010) . Therefore, manager needs to pay attention to this group of employee too to reduce risk of security for person and for project itself.

2.4 IMPACTS OF TECHNOLOGY DEVELOPMENT ON NGOS SECURITY

Those organizations that need to keep their information in high level of security are called information intensive organizations (hisath and Rao, 2009). The NGOs in Pakistan seems to be in this group due to high level of risks from different group such as radical elements. One of the issues that employees need to have right of data protection is their personal information that are collected by their employers and manager during hiring process (Mitrou and Karyda, 2006). By development of information technology inside the organizations, the method of data collection and storage moved from paper based to electronic files. On the other hand, observation and monitoring process is becoming clearer with help of the technology. Therefore, one of the major issues in data protection of organizations especially NGOs in Pakistan are the method of employee personal data storage to avoid misuse, hacking and affect safety of their personal life.

In this situation project manager with help of IT experts need to provide security policies for use of computer and electronic tools inside the organization for any

purposes (hisath and Rao, 2009). This may contains make everything clear for employees to use Information Technology while they are working in their groups, considering budget for increase the security of computers such as purchasing Anti-Viruses, security cameras etc for organization.

Also, managers may limit the access of members to different types of data (Post and Kagan, 2007; hisath and Rao, 2009) in the way to avoid disturbing their tasks and performance in the team. As Post and Kagan (2007) discussed, restricting employee's access to organization information may be possible by considering the importance of their role and type of data they require to use during their work. The users behavior can be controlled by recording their activities from their computers and track their performances. This may increase the cost of information security for organization but project manager need to consider the importance of it in case of inappropriate change in data or information stolen from organization to be used in terrorist activities (hisath and Rao, 2009).

In addition to security of personal information and accessibility of employees to data via information technology, it is important to work on security of communication process if the organization is using electronic facilities for communication purposes (Mitrou and Karyda, 2006). This matter is not only concern of employee while organization also need to pay attention to this issue because some secure information might transfer between parties that need is supposed to be confidential and for organization use only.

Nowadays one of the highly adapted communication technologies inside organizations is Email (Dabbish et al., 2005). Using emails in workplace offered employees some advantages such as increase the speed of communication and

exchange of information, save workforce time and enable them to send variety of information in different formats in attachment part of email (Belloti et al., 2003, Tyler and Tang, 2003). These benefits help team members to increase their collaboration and participate into their tasks during the day. Moreover, as Emails are in written format they can be a good source for recording data. Indeed, adding group of people in email discussion or some people as witness of discussion can be a good way of controlling communication process inside the organization. Moreover, there is an option of using voice call or video call with emails to have conversation with colleagues which will be visual and people can hear or see each other during conversation.

On the other hand, there are some problems linked with use of email inside the organization such as issues with security of emails such as hackers, overload of messages and lack of time for responding to all of them and receiving spam emails (Jakson et al., 2001, Dabbish et al., 2005). Due to the fact that to have an email people can easily register to one of email providers, this may raise the risk of hackers and spam emails from outside of company to hack the employees email and have access to their computer data. Internet users may be in risk of receiving viruses from spam emails and make their computers and data faulty. This required managers to invest on providing security aspects for computers and specify amount of budget for it.

Besides use of emails people are normally using phone calls to be in touch with their colleagues. Phone call is somewhat faster than emails (Duane and Finnegan, 2004). It is because phone call is a voice based communication method and both people will communicate at the same time while for emails there might be a time gap between sender and receiver of message. The security and privacy issues exists with phone call same as emails. In information

intensive organizations managers need to find a solution to avoid risk of distributing organizational information to the outside while using these communication methods.

In this section a need to explore that how people inside the Sponsor Company are communicating with each other. Like what method they are using and how frequent. Then need to focus on the provided security aspects for used communication tools inside the organization to understand the level of manager's control on information exchange and employee satisfaction about this control level. On the other hand need to focus on the level of provided security from organization side to control employee personal information. This is important because although use of IT is useful in some cases, lack of attention to control it can be harmful for organization and put people at risks.

2.5 CONFLICT OF INTERNAL MEMBERS OF PROJECT

Another challenge that NGO projects in countries like Pakistan have is attracting people for joining the organization and employment process (O'Sullivan, 2010). It can be complicated to advertise for available vacancies and attract people to join because they may not have willingness to join into organizations which they may feel are at high level of security risks. In this situation people need to make decision about putting their life into risk or start a job which may be in area of expert or even receive high salary for it. In this position manager need to think about providing security issues for employee and attract people trust into the organization (Brewster and Less, 2006). This trust will improve by communicating applicants the organization policy and rules to make project goals clear so that the applicant can avoid putting themselves in risks and trouble.

Another part, that a manager needs to be concerned about is employment process. During recruitment activity applicant's background and information need to be checked carefully (Brewster and Less, 2006). There might be a risk that the applicant is send from the terrorist groups to get inside the organization and have access to the information or plan for destroying the system. For this, it is important that applicants go through several checks and interviews especially if they are applying for highest positions such as leaders, planners etc that have to deal with specific information of organization. Besides interviewing applicants asking for some people as reference like their previous manager or organization they had been working with can be a good source of information to collect information about applicant background.

Although all these processes may take time until manager make the final decision, the concern is spending more time on this process may discourage people interest and motivation. On the other hand, there might be some opportunities for some applicants that they prefer to accept them. Therefore, managing time and having a proper plan during recruitment process are most important aspects (Brewster and Less, 2006; O’Sullivan, 2010). For this, it is useful that applicants are categorized basing on their skills, education and main requirements of position and try to reject those who do not have any match or qualify.

There is lack of research exist in the area of managing NGOs project recruitment especially in countries that have security issues. In this research a focus on this aspect will also be paid to find out how the Sponsor organization is currently managing it and what areas they are mainly focusing. This will help to get idea about the impacts of this process on management of whole project and keep the on project and employees safe and secure inside workplace and outside as well.

2.6 SUMMARY OF LITERATURE REVIEW

During each project, project manager is playing the main role to control project processes and achieve success. On the other hand, project success will not be achievable without employee performance inside the team. As a result of several studies to increase employee engagement in project one of the aspects is to provide required security to them during their contract. It is also important especially in locations and countries with poor human right policies and those countries that are struggling with wars and revolutions. Since Pakistan is also one of the countries that is affected by internal conflict between different groups who are extremists and inflexible and created an environment of in-secure at their workplaces in NGO projects. Therefore, taking care of employees inside

the organization and reduce risk of security is one of the important role of project manager during management of project to increase success of project. To do so, it is important to focus on employee role and responsibility, methods of communication inside the team, control information exchange inside and outside the group, role of technology development such as communication methods and network, manage security risk in the process of recruiting new members inside the team and so on.

METHODOLOGY OF THE RESEARCH

The focus of this chapter is on introducing thematic analysis as selected method for this research. This method based on analyzing qualitative data with help of coding the results of interview with participants. Based on the research questions which are:

- 1) What are the security related issues during NGO projects to manage project outcomes successfully?
- 2) Is there any relationship between (1) type of project and (2) employee role and responsibility and NGOs' employee security?

And aim of:

“A report contains recommendations for project management sector in NGOs to improve their security issues and success in company deliveries”

Thematic analysis has been selected to analyze the collected data from interview and then answer research questions. In start the thematic model will be introduce and then the process of designing questions for interview questionnaire and method of data collection will be explained.

3.1 THEMATIC ANALYSIS

Qualitative methodology is based on extracting data from people thoughts, mind and telling story about specific issue which helps to collect various themes in more detail. In qualitative methodology thematic analysis from conversation between researcher and participant, it is important for interviewee to manage

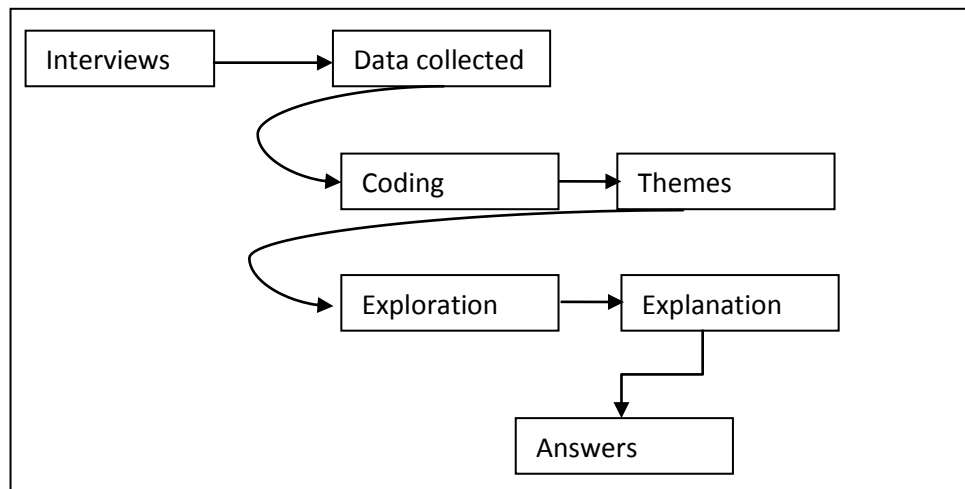
this process and avoid getting out of discussion subject and aims (Ruggunan, 2013). To make this process more sensible it is important for researcher to structure questions and organize the discussion.

One of the qualitative research methodologies called Thematic Analysis which can be used for collecting primary data (systematically) and secondary data (interview) for a research (Thomas and Harden, 2008). This method helps researcher to collect data based on interview discussion and lead the research to better decision making process. On the other hand, Braun and Clarke (2006) said, thematic analysis is a method for theme's identification, analyzing and discussion in a research. They also identified six steps for conduction of this methodology during a research. Based on Braun and Clarke (2006) discussion the first stage is to become familiar with collected data and then try to define codes for them. In the third stage researcher need to search themes and then review them to ensure about proper selection of themes. In the two last stages researcher need to select name for themes and write up the report for them.

To analyze the results, find code and define themes researcher need to pay attention to the transcriptions and prevent use anecdotal phrases (Braun and Clarke, 2006; Ruggunan, 2013). Also, selected themes need to be consistent and coherent instead of being descriptive and always must be a balance among analytic narrative and extract information from interview. Moreover, there must be a good fit between the main claim of research and the achieved outcome of the research which increases the quality and accuracy of result with findings.

To define codes for data need to categories them into relevant groups (Gibson, 2006). Therefore in general codes can be divided into two groups of "open and relational" coding. In the start of data analysis mostly codes will define openly based on the respondents' ideas and in the next stage to pen down the results of

research it can use relational coding. This helps to understand the relation of various categories on each other. This relation can be “causes”, “property”, “aspect”, “associated”, “results” and “contrasts”. This means Code A can be a cause of Code B or Code A associated with Code B or Code A is an aspect of Code B and etc. As Gibson (2006) and Ruggan (2013) mentioned, due to variety of existence code that can be introduced by researcher it is important for researcher to clearly define codes for readers. It will give reader clear idea about discussion and help researcher to avoid introducing very general codes which may confuse others. After understanding the basics of thematic analysis, we need to move forward to the research question designs for interview.



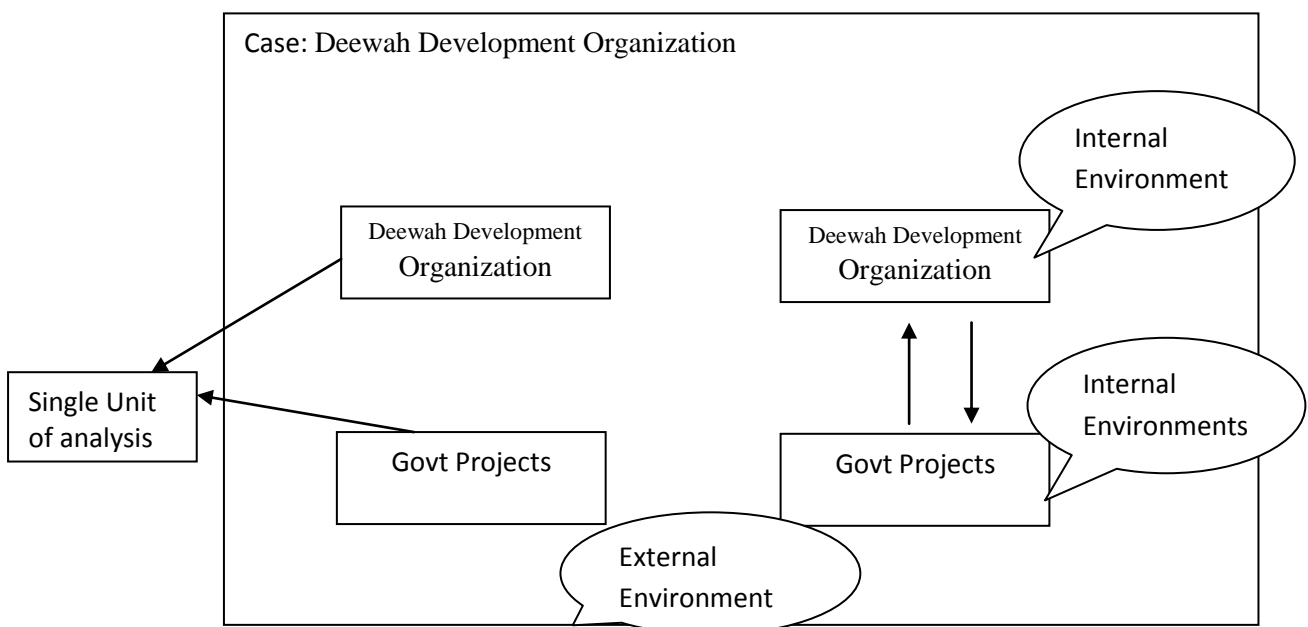
3.2 STUDY DESIGN

The core aspects of the research questions need to focus on participant’s organizational information such as role and responsibility, years of cooperation with the organization and level of role sensibility and then move to more practical questions such as employee understanding about existence risk and security issues around them and their suggestions to improve project process. Therefore, interview questions are mainly divided into three categories.

3.2.1 INTERVIEW STRUCTURE:

3.2.1.1 Demographical and Organizational Questions.

This part will focus on aspects such as participant's gender which may affect level of security such as females may feel more unsecure in their positions rather than males. The next two questions will focus on current role and responsibility and years of working at this position. This is important because different roles may have different level of risk and security issues also based on level of people experience in a position may have different thoughts. For example a project manager with more than 10 years of experience in this role may have broad and different idea than a person who starts his/her career in project manager role less than a year. The last question in this part focused on years of cooperation with Deewah Development Organization which help to compare the idea of old and new employees. This may be effective to compare the ideas in this way because a person who previously worked in another company may answer to question base on comparing previous situation with Deewah Development Organization situation and give better ideas than a person who is working around 10 years consistently for same company.



3.2.1.2 Organizational Information

This stage of the research will focus on understanding the nature of projects that participants worked in and size of project. Based on the discussion in literature review project nature may have impact on level of security because of the importance of information in the project. On the other hand size of project may affect outcomes since in large size project the manager need to provide security to large number of people rather than small size projects.

3.2.1.3 Role, Projects and Risks

Third category is about the idea of participants about impacts of different variables such as their role, their project etc and on the risks they faced with in or they may face in future. This helps to understand what type of risks, people currently struggled with, how people in workplace are thinking about risks, what are their suggestion to their manager to reduce security risk and what are the causes of security risks based on people believe and idea. It is important because they are currently working in an organization and their ideas are based on the real life experience which increases the appropriateness of future recommendation for NGOs in general and Deewah Development Organization Managers in specific.

3.3 Data Collection

We decide to invite people from various role and responsibilities and genders. In total 8 people were interviewed from 22nd of August until 31st of August. The interview conversations recorded with my personal mobile phone voice recorder and participants were informed in advance about it. For this research 8 participants is a good sample size because participants distributed among different role and responsibilities and workplace locations. Moreover, I

interviewed people in different genders but only one female agreed to participate in the research.

Among 11 participants who agreed to take part in interview 2 of them decided to withdraw their interview because they felt insecure and thought they may face risk later on. Although I made them assured that their interview record will not be distributed anywhere else and their information will be kept secret but they decided not attend in interview.

3.4 STUDY ANALYSIS AND DEFINED CODES

Five main variables exist in this research such as (a) gender, (b) project nature, (c) role and responsibility, (d) Communication of participant and (e) Safety issues. Initial stage of code definition will focus on these variables as open code definition. In the second stage to understand the relation of these codes on security aspects will try to find the cause of risks and impacts during interview process.

3.5 SUMMARY OF METHODOLOGY

Thematic analysis was selected for the research methodology to analyze results of interview. Questions provided for interview are covering three aspects of demographical data, organizational information and security issues in an organization. Interview purpose was to explore details of security issues in Deewah Development Organization based on employee ideas and experience to find out the weaknesses and problems. In total 8 interviews were done for the research in Urdu/Pashto language with employees in different role and responsibilities. The average duration of interviews were 50 minutes and in total 8 people were interviewed. Codes of thematic model defined based on open variables and relational variables to define the relation (e.g. contrasts, association and etc.).

DATA ANALYSIS

This chapter focuses on understanding the ideas of eight participants in current research about different questions and research themes. For this reason, this chapter will analyze each question separately and then implement open and relational thematic analysis for results. In some sections provided codes will split into sub-codes due to the importance of details. After grouping themes and coding them will discuss about the inter-links they may have on each other based on participants' ideas.

4.1 ANALYSIS OF QUESTIONS

Q1. What is your gender?

Table 1- Research Participants' Gender

Gender	Male (A1)	Female (A2)
Number of participants	7	1

Figure 1 - Participant's gender chart

One of the themes in this research is gender for which code A is considered. Gender need to be split into two groups of male and female in this study, code A1 for male and code A2 for female. In this study I was able to interview one participant from A2 group and 7 participants from A1. Later this research will analyze the impacts that gender difference may have on others variables such as safety in role and responsibility and safety in different environments.

Q2. Since how many years you are cooperating with this NGO?

The aim of this question is to understand the level of participants experience with Sponsor organization to compare their level of awareness about organization and level of safety risks they faced. Based on their answers:

Table 2 - Years of Experience in Deewah Development Organization

Duration	Less than 1 year	1 to 3 years	4 years and above
No. of participants	2	5	1

Figure 2- Years of experience and percentage of employees

The outcome of table above shows that 2 participants have less than 1 year experience of working with this organization, 5 participants are working between one to three years and 1 participants has more than 4 years' experience.

Q3. What is your current role and responsibility in this organization?

Role and responsibility is another theme of this research which assigned by code of (C). This factor has been splits into different categories so the codes need to divide into groups.

Table 3- Participants' role and responsibility

Role	Project Manager	Human Resource Manager	Health counselor	Civil Engineer	In the field labour	Food distributor
Code and No. of participants	C1 = 2 participants	C2 = 1 participant	C3 = 1 participant	C4 = 1 participant	C5 = 2 participants	C6 = 1 participant

Based on the results people role and responsibilities are divided into 6 groups. 2 project managers (C1), 1 human resource manager (C2), 1 Health counselor

(C3), 1 civil engineer (C4), 2 labours (C5) who are working in the field for purpose of construction and 1 as food distributor (C6). Based on the gender classification the participant in C3 section is in A2 gender category and the rest are in A1 category.

Q4. Since how long you have been working in this role for this Organization?

Table 4 - Years of experience in current role

	Less than 1 year	1 to 3 years	4 years and above
C11 (PM No. 1)		•	
C12 (PM No. 2)			•
C2		•	
C3	•		
C4		•	
C51 (Labour No. 1)		•	
C52 (Labour No. 2)	•		
C6		•	

The results show that both project managers have high level of experience with current organization. The only two participants who had less than 1 year experience are code C3 (Health counselor) and C52 (Labour). Rests of participants have between 1 to 3 years experiences.

Q5. What is the nature of project you are currently involved in?

Table 5 - Nature of project employees involved now

Project/Role	C11	C12	C2	C3	C4	C51	C52	C6
Health & Education			•	•				

(B1)								
Construction and Civil (B2)	•		•		•	•	•	
Charity and Aid (B3)		•	•					•

Project nature defined with code (B) and divided into three categories such as (a) Health and Education (B1), (b) Construction and Civil (B2) and (c) Charity and Aid (B3). In this section an effort is made to make a contrast between participant's role and nature of project they are involved in. According to findings there is one human resource manager (C2) for all types of projects which may affect level of workload for this participants and access to employee's information inside the organization. Based on the accessibility to the information safety risk might be high for this person which will be discussed later.

The person who is in role of health counselor (C3) is the only participant who is working in B1 type of project who is mainly responsible to help female patients about their health matters. It is because of religion and cultural restriction in Pakistan, females need to go to female doctor, nurse or consultant. In charity and aid projects (B3) in addition to human resource manager there are two other participants with code C12 (project manager) and C6 (food distributors). The rest of roles are cooperating with construction projects in an area of Pakistan, where people became victim of natural disaster (flood) in 2010.

Q6. How many employees are working in your project?

Based on the collected answers only project managers and human resource manager would be able to answer this question and other participants had no idea about number of employees in the project. C11 (project Manager) in B2

(construction and civil) project`'t stated that he is already managing 34 people in his project and C12 (project manager) in B3 (charity and Aid) project mentioned that he is managing 12 people in his project. Also C2 (Human resource manager) in all three projects mentioned that the project in total consists of 78 employees.

Due to the fact that 5 participants out of 8 do not know how many employees are working in their project, can be a reason that this information was confidential in project or lack of employee awareness about project information due to low level of communication or manager attention to make people aware that whether the project is big or small.

Q7. Have you ever felt insecure during your projects? If yes please explain why?

Among 8 participants, 6 of them answered yes to this question and 2 answered no. Safety issues coded as (E) and based on participants' answers I divided them into three groups of: (E1) public, (E2) specific group inside the country and (E3) inside the workplace.

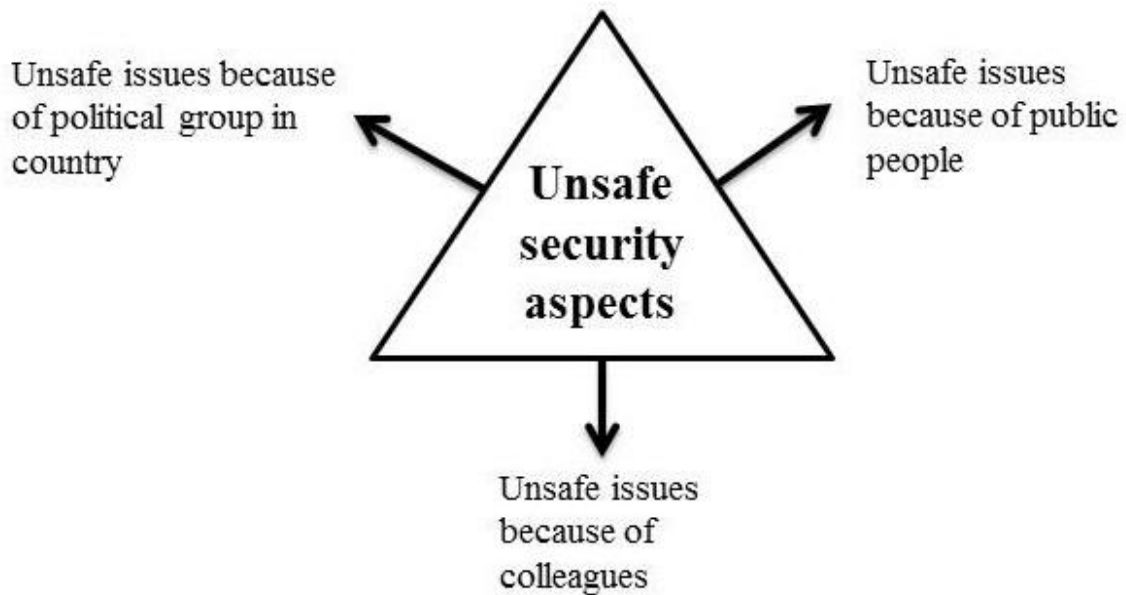


Figure 3 - Unsafe security aspects

Safety issues related to E1 (public) are mainly caused by the conflicts between people and employees inside the office and outside. Based on participants answers there might be several reasons behind this conflict and safety issues such as:

- Lack of public patient to receive their right. (C11 & C6)
- Lack of public education and knowledge to deal with issues (e.g. due to lack of knowledge they cannot accept the policies about food distribution or construction official processes to repair their destroyed houses). (C11, C12, C2, C3 & C6)
- High levels of demand for food and health treatment which cause that people stay in queues to receive services. (C12, C2, C3 & C6)
- Selection of inappropriate methodology to inform people about time and process of distributing foods and other services. (C6)

- People in public may be under lots of pressures such as losing their close family members and all properties they had so they are worried about receiving their rights and support for the rest of family members who are still alive after flood disaster (emotional pressure). (C12, C2 and C3)
- Lack of public awareness about the whole project aim and outcome which may make them clear about what will go on later and how project managers want to improve current situation. (C11, C12 and C4)
- Wrong viewpoint of public about female career in the society. (C3)
- Lack of public trust to the female experience and ability in workplaces. (C3)
- Investigate budget on use of army during project to improve safety aspects (C11, C3 and C6).
- Keep information related to project plan secret and private. (C11 and C12)
- Use of army to protect employees and to control public (people are respecting army due to their past experience). (C12, C3, C52 and C6)

Safety issues related to E2 category which is related to some groups inside the country such as radical elements is because they do not have trust on organization process and afraid of cooperation of other country (USA/UK) which may affect people culture and behaviour with the assistance of current government. The reasons that employee thought radical elements will make situation unsafe for them were:

- Lack of knowledge (C11, C2, C3 and C4)
- No respect to the people (e.g. normal, poor or professionals) (C12, C2, C3, C51 and C52)
- High level of control about political issues (C4, C51 and C6)
- These radical groups want to have everything under control (C11, C12 and C2)

- Make the environment tense to force people to respect them (C11, C12, C3, C52 and C6)
- They want to empower themselves in the country (C12 and C52)
- Lack of government attention towards the problem (C6)
- Political conflict between USA and Pakistan (C11 and C6)
- Lack of believe and trust on projects (C4)
- Wrong believes about other religions than Islam (C4)
- Lack of clear information about project aims and approaches (C2 and C4)
- Put pressure on female to stay at home instead of working outside. (C3)
- No respect to the females in any situation (C3)

The third group of people is inside the workplace (E3) who may cause unsafe and security issues. Following points emerged:-

- Lack of staff awareness about level of information confidentially (C2)
- Men want to be in charge of female and have the power in organization. (C3, C4, C51 and C6)
- Lack of colleagues believe on female ability in workplaces (C3)
- Not considering female ideas in discussions and making own decision (C3)
- Entry of the radical minded person into the organization and sharing of the confidential information with anti-state elements like radical elements (C4, C51 and C6)
- Financial matters that may make people under pressure (C51)
- Environmental security due to lack of attention towards protective clothing/equipment while they are inside the field (C4 and C2)

In order to discuss about provided issues from viewpoint of different role and responsibilities and genders can say that, there is not safety for females in workplace because of their gender. Based on the participant believe men in workplace want to be empowered and control ladies. Even there is not good

view of public on this issue to support females which will make the situation tougher. According to study of Hallet (2009) about management of power in projects inside Afghanistan, lack of attention to female in workplaces, low level of salary in comparison to a male in the same role, high volume of workload and lack of trust caused most of female employees leaving their workplaces due to high level of pressure. To reduce this pressure and change people mind and believe in workplaces manager need to change some strategies and rules in organizations. Also, in case of any conflict managers should not go to the male side just because of power, they need to follow the justice and try to find out the main source of problem instead of blaming females in advance and without any discussion.

Another important point is about lack of clear definition of project aims and objectives for all three groups (public, radical groups and employees). This needs to be the main point that a project manager consider during management of project. As Ayad (2011) said, to increase chance of project success, stakeholders (internal and external) need to clearly define project aims. It increases people support and engagement within project, team work and public support. When people have enough and correct information about project their general viewpoint will change positively. It will increase trust among stakeholders which will make their relationship stronger and motivate people to support the project properly.

Q8. How do you think your manager would be able to help you in increasing your security?

The aim of this section is to complete the answers of previous question. It would be better to ask for solution as well after finding out problems. In this section I

will divide answers based on people role and responsibilities because the questions specifically related to each person at his own position. The answers presented into three different groups. Role are divided into three groups, management (Include C11, C12 and C2), on the site (Include C3, C4 and C6) and in the field (C51 and C52).

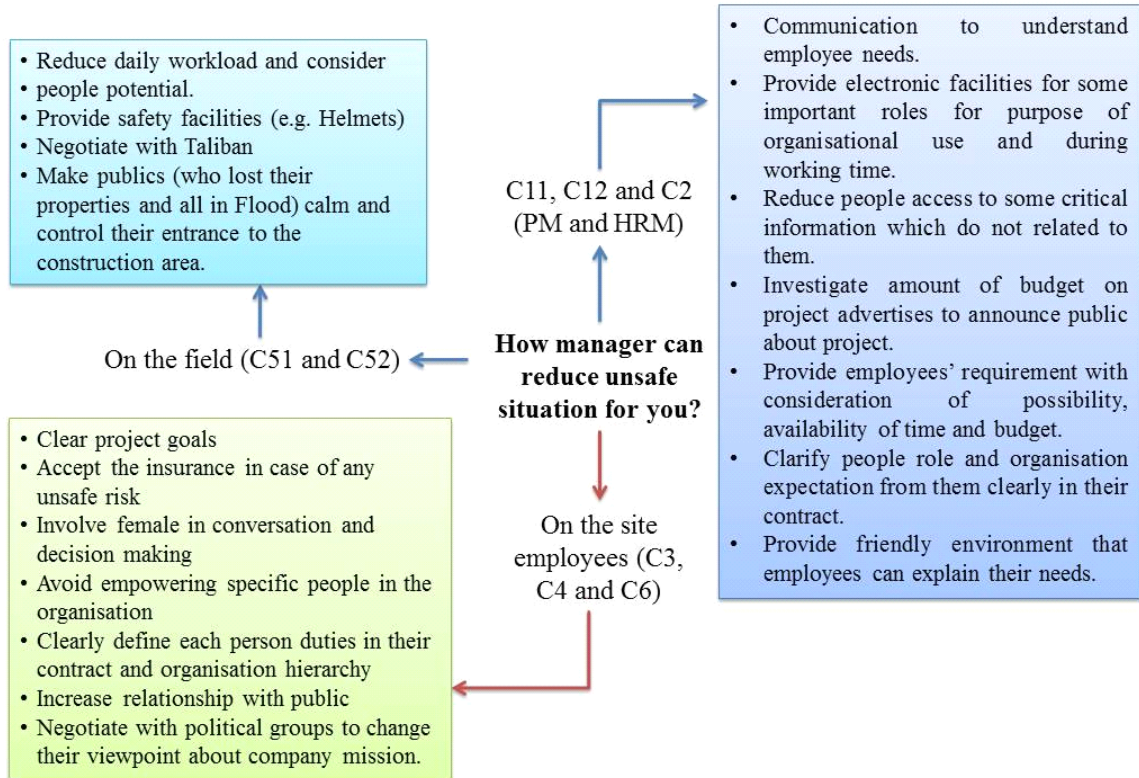


Figure 4 - Suggestion of Improving Security Aspects to Managers

Q9. Do you think all members in an NGO project are equally at risk of security? Why?

Among 8 participants, 2 said they are not sure about this issue because they do not have enough knowledge and information to prove that or reject it. Based on the participants' idea, risk of security is not same for all members because:

- People have different role and responsibilities
- People have different level of power inside the organization
- Differences in gender can be a cause for different safety and security level
- People have different level of experience to deal with risks
- People have different level of experience in working with these organizations
- People have different knowledge and education level
- The locations that people are working are not same and can be a source for unsafely
- The location that employees are living in (e.g, city or village) can be another reason for insecurity.

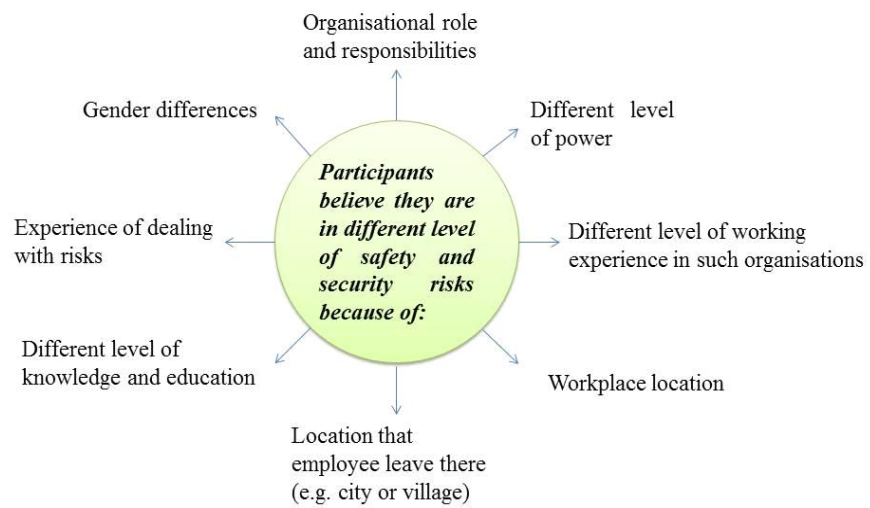


Figure 5 - Reasons Behind Different Security Levels

Q10. How do you think your project nature might be involved in people security level in organization?

Based on the participant’s idea, project nature and people who are involved in the project are having high level of impacts on safety and security issues. As participants in this research are distributed among three main projects of (a) health and education, (b) construction and civil and (c) charity and aid then answers are categorized according to them.

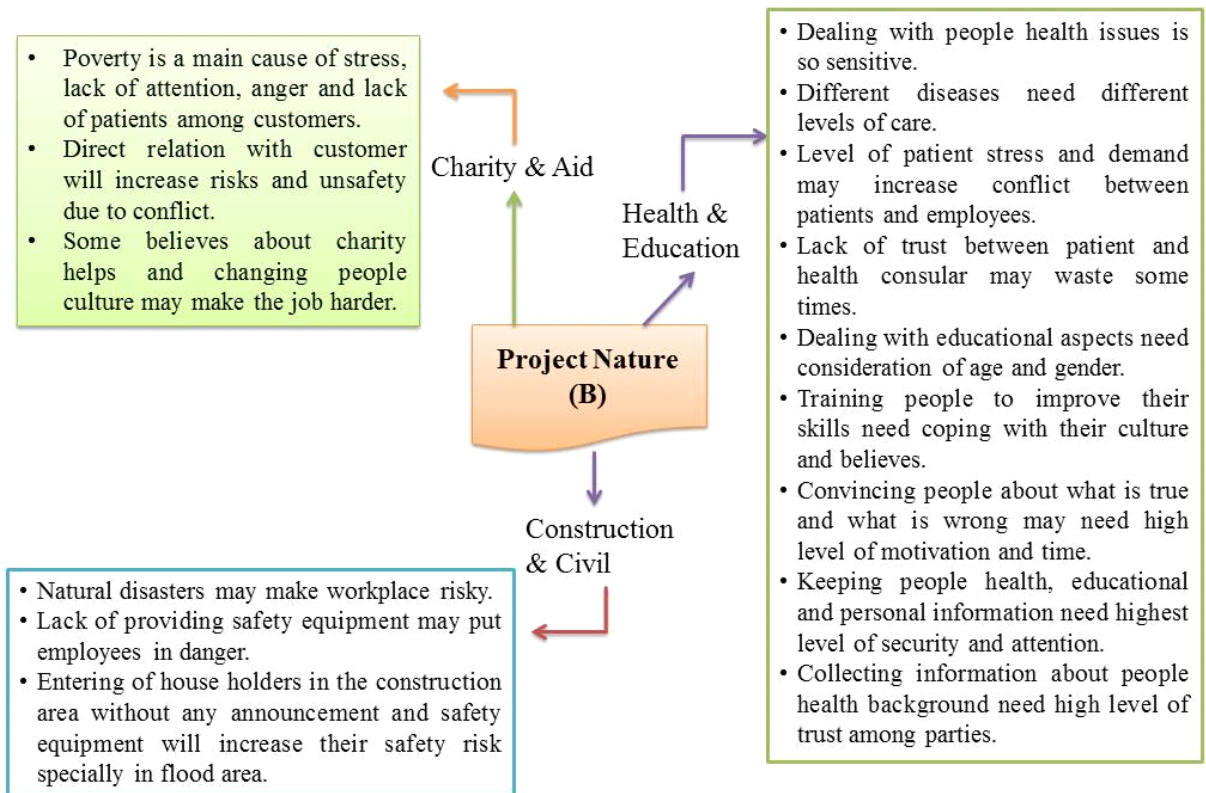


Figure 6 - Project Nature and Security Issues

Q11. Do you think different role and responsibilities might affect level of people security during a project?

The responses in this question are based on yes, no and not sure options.

According to the survey 6 participants out of 8 said that there is a link between people role and responsibility and security level. 1 respondent answered no and another one was not sure about this question and impacts of role and responsibilities on employee safety and security.

Q12. What suggestions you recommend to increase your team member safety during projects?

As participants said to improve employee safety in the organization, the managers need to do following:-

- Support and motivate employees while they are struggling with people problems
- Make project aims and objectives clear
- Try to find a way for negotiating with radical and other radical groups to explain the projects aims clearly and change their view point on NGO activities
- Continue using army to control publics and keep employees safe
- Avoid empowering some specific people inside the organization
- Work on reducing gender differences in workplace
- Keep the confidential information secure from internal and external members

4.2 SUMMARY OF DATA ANALYSIS

Results of data analysis show that participants are from different genders, years of experience, role and responsibility and distributed in 3 different projects. Based on participants ideas all members in organization are not suffering from same level of safety and security risks. As they mentioned people in different role and responsibilities, workplace location, education level, gender, level of power and place of living of employees are in different levels of risks.

To categorize sources of risks, collected data could be categorized in 3 groups such as public, radical groups and internal team members. Based on respondent answers there are different reasons that each group may increase the risk of safety and security, in which the most frequent reasons will be presented in this summary. Based on participants answers public group can increase the safety and security risk because of lack of education and knowledge to understand organization plan and their high level of demand. This will cause that they may do anything they feel like to receive their claims without paying attention to disturb their workplaces. On the other hand radical groups which want to govern people and have the high level of power and respect. They are trying to pressurize people in public and inside the organizations to respect them while they do not want to respect people rights. The third group is internal members that males want to have supremacy of power in organization over female which may cause conflict among two genders.

As respondents suggested that there could be several ways and methods for project managers to reduce safety risks. Project managers can increase public understanding about projects, negotiate with government to continue receiving

army support, make project aims and goals clear for public and radical groups to avoid confusion and misunderstanding, improve workplace culture and distribute power among employees properly to increase their satisfaction in workplace.

DISCUSSION OF FINDINGS

The main focus of this chapter is discussing the main findings derived from collected data in previous chapter. The outcome of this chapter will be identification of weaknesses of management behaviour in order to provide safety and security in organization for internal and external members. Or find the area that may be good but need improvement.

5.1 FINDINGS OF COLLECTED DATA FROM RESEARCH

Based on the findings of questionnaire, there is a link between safety issues and some factors such as (a) gender, (b) role and responsibility, (c) nature of project, (d) culture issues and (e) location. According to findings gender differences is one of the aspects that divide people into two groups with different levels of respect, power and work demands. Some countries such as Pakistan, Afghanistan and Nigeria and so on are the developing countries. To improve their management style and strategy some major changes and decisions need to be implemented (Ayad, 2011 and Hallet, 2009). For example in terms of workplace environment managers need to work out on providing flexible and friendly environment so that all members be able to engage in team work and discuss about their ideas in workplace.

On the other hand, in these countries, people culture and believe still controlling their behaviour in society and organizations (DeJoy, 2005). Believe on male empowerment in most of places such as home and workplaces caused some limitations for females. Limitations in areas such as participating in decision making, managing and controlling projects, participating in problem solving,

improving education level, career, society etc. All of these limitations can be source of unsafely and insecurity for females (Grünenfelder, 2013). Especially those females, who want to participate in educational institutions, find a job and be independent in terms of finance, engagement in public work and deal with different genders etc.

Based on the findings, in Deewah Development Organization employees are feeling unsafe about three main sections such as public, radical groups and internal employees. One of the similar issues in dealing with public and radical groups lack of their knowledge and education about nature, aims and importance of projects for country and people. It is not possible for a project manager to improve a large number of population knowledge and education. But a manager can work on internal employee behaviour with people. It is manager role to make employees understand and aware about the situation of external parties and support employees and keep employees motivated during working on project and to be patient enough with external stakeholders. As (Lee et al. (2013) and Lee and Li, (2012) said, making employees aware about project aims and plan for completion will give them a better overview about how to perform during project to achieve success. As participants mentioned above the level of safety requirement and security risks is based on nature of project too. Therefore, managers need to avoid talking generally for all employees together. It may increase their confusion about their individual role and responsibility in the project. Also, each project has different aims and approaches which need to be clear for employees. On the other hand, it is not necessary for all employees to be aware about others projects' information which maybe confidential in some cases. Therefore, it is manager responsibility to clarify project aims for the people who belong to the project. It will increase

specification of conversation and people can discuss about it because they have enough awareness about their own project.

Another reason that can be linked with lack of external stakeholder awareness about project and raise the level of conflict amongst employees is lack of communication. Negotiating with external members and explaining the main processes of projects from start till end, it will make them understand. Due to the fact that beneficiaries want to know at the end of each step or project what they will achieve it is important for manager to define project outcomes clearly (Ajdari and Asgharpour, 2011). One of the sections that organization and its manager can clearly discuss about their security preparation and plan is in organization policies and rules (Ruighaver et al., 2007). To improve outcomes and increase public engagement into project, manager can work on communicating with beneficiaries, understand their needs and sometimes engage them into some voluntary works to increase the speed of project. Therefore, this section can point out that proper communication between project manager, internal stakeholders and external stakeholders is one of the essential issues for Deewah Development Organization. This will solve the distributor employees' problem. Because communication will raise people understanding of food distribution plans.

Another significant problem in Deewah Development Organization that caused safety and security problems is lack of manager attention to equality of both genders in work distribution, right of engagement in decision making process, respect, their salary etc. Managers need to provide safety issues for female same as male. Splitting people into groups by gender will raise the conflict among groups and in workplace. Power inside the organization should not be limited to a specific gender because of cultural issues and people believe (DeJoy, 2005). Management strategy need to be controlled in a way that both genders feel

satisfy and safe in workplace. They need to work with each other as a team to increase success of project.

One of the ways that employees feel satisfied and safe during project is use of army. Based on their idea army in Pakistan has the power and people are respecting them very well. In previous projects, manager increased safety in organization attempted to use army to protect employees. Also, as people are scared of army as compared to Police and have high level of respect for them will behave and will be able to control. This helped to reduce conflict and damages during working time. But in another perspective managers need to be aware that role of army will only be controlling the situation. To increase success of project, manager needs to communicate with head of army team and clearly define for what purpose army is required during project. Importance of team work and engagement of army should be clearly defined to reduce beneficiary stress instead of putting pressure on them.

5.2 SUMMARY OF FINDINGS

Based on the findings of this research there are some security and safety suggestions for Deewah Development Organization such as use of army to control people and keep employees safe. But there are some points which were mentioned by the participants to improve the safety situation which will be used as study recommendation in future chapter. The weaknesses observed during this research are lack of management control on distribution of power among employees and different genders which may raise pressure on females in workplace. Lack of negotiation with beneficiary and radical groups during the project is another aspect that needs improvement to make them understand about the project aims and plan to achieve those aims. And then consider project

nature and employee role and responsibility during safety planning and consideration. It is because safety aspects need cost and money so it is better to focus on roles and projects ensure safety among people. This will increase employee satisfaction during project and will raise project success.

RECOMMENDATION AND CONCLUSION REPORT FOR THE SPONSOR

The focus of this chapter is to explain some recommendations for NGOs in general and Deewah Development organization in specific in order to improve their workplace security situation and management strategy. Based on the findings of two previous chapters, this chapter will present four selected issues which need to be focused on to increase success probability. The four presented recommendations are divided into two groups, internal safety and external safety.

Internal safety

- Pay attention to proper distribution of power among employees
- Pay attention to female co-workers and their safety in organization

External safety

- Improve communication with external stakeholders
- Improve protection of employees and organization from extremist organizations

Next sections of this chapter will explain recommendations and their importance for management of safety inside and outside of organizations.

6.1 PAY ATTENTION TO PROPER DISTRIBUTION OF POWER AMONG EMPLOYEES

As Tessem (2014) discussed, empowering employees in workplace positively motivate and encourage them to perform better. While according to Nauman et al. (2010) study, to motivate employees in workplace with empowering them with aim of increase productivity and positive performance it is essential for

managers to distribute power correctly. Inappropriate distribution of power among individuals may increase conflict and decrease workplace safety for those employees who are under pressure (Tessem, 2014). Although, some employees in workplace might have senior position and level of responsibilities, these should not be the reasons for them to govern others (Nauman et al., 2010). To avoid risk of conflict among team members and decrease tension in workplace among team members project manager need to think about workload and power distribution carefully. Especially for those cultures that is still power oriented and people with different genders, job role, education level etc are not equal.

As Ugboro and Obeng (2000) and Nauman et al. (2010) studies suggest, empowering employees in an organization can be based on those main reasons such as make employee confident in their job to achieve goals and give employee opportunities to participate in decision making process and express personal ideas about specific subject. To clarify the aims of empowerment in an organization, project manager need to clearly discuss about organization hierarchy and employee duties. This enable employee to understand with whom they need to contact, present their work and communicate to share idea and explain their needs. Also, project manager need to control employee behaviour in organization to avoid use of power in order to pressurize employees in lower level and give full authority to each one person in a team (Zou and Sunindijo, 2013). It is because some people think that if they can take decision for project means they can govern team members and behave with lowest level of respect while they may not be aware that risk of conflict might put project in danger and negatively affect outcomes.

Therefore, the suggestion for Deewah Development Organization is to control power among employees in workplace. Clarify role and responsibility, region of duty and organization policy helps employee to understand how to use their power in a proper way to provide friendly environment with low level of conflict. This will also keep employees satisfy about equality, respect and consideration in workplace instead of making situation so complicate by producing gap among employees in terms of their role, race, culture, religion etc. This will also help employees to respect beneficiaries more than using their individual power to govern them. Respecting beneficiary and hearing their voice will keep them calm and satisfy about organization performance in order to provide their needs.

6.2 PAY ATTENTION TO FEMALE CO-WORKERS AND THEIR SAFETY IN ORGANIZATION

One of the important issues in workplaces where male and female are working together is existence of aggression and violence in workplace (Piquero et al., 2013). Based on study of Barling et al. (2009) workplace aggression relates to the individual behaviour in workplace or outside of workplace which cause physical or psychological damage to co-worker in relation to their work issues. While based on study of Schat and Kelloway (2005) workplace violence means “a distinct form of workplace aggression that comprises behaviours that are intended to cause physical harm”. A large number of employees in workplaces exist who considered themselves as victim of workplace aggression and violence which affect security and safety of them in these environments. This issue occurred most frequently in societies which are males dominated (Piquero et al., 2013).

Although to avoid the aforementioned situation in workplaces and to reduce level of aggression is costly affair, those accidents that cause aggression and violence are costly too for organizations (Piquero et al., 2013; Barling et al., 2009). Expenses such as insurance payment, medical treatments, losing an employee for a day, reduce productivity etc are the results of high level of aggression and violence in workplaces. Deewah Development Organization manager needs to consider these expenses to avoid risk of financial matters. It is because they are already in need budget to feed beneficiaries and rebuild their destroy properties and poor management in cost analysis will put the project in failure.

Based on provided systematic literature review study by (Peterson, 2004), there were several violence behaviour in workplaces against female in workplaces such as lack of respect for them related to their gender and skill, damaged their organization facilities such as computers and files by distribution of viruses, attack their personal belongings such as cars, baggage etc to force them to stay at their houses and not to go outside. These situations will increase employee stress in workplace and raise conflict to show each other power, skills and knowledge. On the other hand, it will negatively affect their safety and security because all the time they need to be concern about what will happen to them next.

People and society culture is a main factor that have impact on believes (Fishis and Gunnison, 2001; Peterson, 2004; Rao, 2012 and Piquero et al., 2013) such as female need to stay at home and work for family members which make the situation harder for those female who wants to utilize their skill and knowledge and be independent. As Rao (2012) study discussed to make change in people believe and culture it is manager role to provide a safe and reliable environment

for female in workplace so that families can have trust and allow their educated female in their family to join the workplaces. This reliability need to involve respect to the female especially in societies that is religion dominated and has some barriers for male and female relationships (Rao, 2012), consider fair amount of salary for female who has same level of skill and education as a male (Peterson, 2004), reduce stress and conflict among employees by making the environment friendly for all employees (Fishis and Gunnison, 2001), have trust on female workers performance (Rao, 2012) and engage them in organizational decision making (Peterson, 2004) because as an expert person in the field of his performance they can explain their ideas and share it with others. By paying attention to above factor people believe and experienced that the situation might improve and females would be comfortable in their workplaces and ultimately help organization to achieve success.

6.3 IMPROVE COMMUNICATION WITH EXTERNAL STAKEHOLDERS

Being in touch with external stakeholders of NGO projects such as government, public sector etc are factors that can lead NGO projects to success (Rosenberg et al., 2008). As Missonier and Loufrani-Fedida (2014) highlighted in their research, stakeholders are playing an extraordinary role on success of project. As these researchers mentioned it is not always correct that projects are failing because of inappropriate management strategy while sometimes poor social and organizational interaction between managers and stakeholders is also a cause of failure. To increase stakeholder engagement within the project, managers need to communicate with them and develop relationship to make decision making of organization better (Yang et al., 2009). From view point of stakeholders, a successful project manager is a person who can communicate with stakeholders

(e.g. owners, suppliers and etc.) in a way that can clarify project aims, current process and proposed works to complete project (Missonier and Loufrani-Fedida, 2014). This helps project stakeholders to be aware of current project status and increase trust between them may result into positive support for project.

One of the NGO stakeholders can be government especially for Deewah Development Organization. As Missonier and Loufrani-Fedida (2014) said, based on the level of stakeholder influence project manager can define the level of relationship and closeness with them such as the most important stakeholder can be positioned in center of relationship. Communicating with government will positively affect relationship of both parties. It will enable organization to discuss about their project aims clearly with the government (Rosenberg et al., 2008). Also, they can present a brief plan of project to the government officials so that they should know the intentions of the organization and support them to improve security. Moreover, project manager have opportunity to increase trust between themselves and government which may lead to increase of financial loan or government support in projects. For example in a company such as Deewah Development Organization that is basically supporting people who are victim of natural disasters, the employees need to be supported while dealing with people on daily matters. As employees stated organization is using army to provide the security. In any country in order to use army, organizations need to invest huge amount of money. While as Deewah Development Organization is working closely with government then using army is funded by government and based on employees' suggestions manager need to keep a continuous liaison with government for a better co-existence.

Other external stakeholders are consumers. Based on study of Alajoutsijarvi et al. (2012) each project based on its specific nature and field has specific group of beneficiaries. Receiving feedbacks from consumer side will help project manager and designers to improve their services or project in order to achieve consumer requirements and increase benefits (Alajoutsijarvi et al., 2012; Ngo and O'cass, 2013). For Deewah Development Organization one of the important stakeholders is public/people as beneficiaries. Especially in construction and food distribution projects in area of Distt Nowshera. According to research participants' claim that one of the safety and security risk aspects is from public side, so communicating with public in this area is important. Communication will help manager to explain about project aims and simple plan to people. This communication method can be done via media, advertises, banners around the area or spread the words with the help of volunteers.

To improve this situation and communicate with public in better way, manager can use some people from public to do some volunteer jobs. Due to the fact that using people from same culture and same region can highly effect on public behaviour and accepting their words, so manager can train volunteers for project. They can be used to make people aware about project plan and some processes such as how to apply for their food vouchers? When is the right time for them to claim their vouchers (e.g. if is based on region, family member etc.)? How to behave if something goes wrong during distribution? Or also they can inform people that it is not safe and secure to go to construction filed without any safety equipment just to see and watch. Explaining these issues to people by presenting a brief plan of project can be positively affecting their behaviour. The presented plan is not essential to be in detail and professional way. While it is important that people can transfer information is simple way that people with different level of knowledge can understand it and accept it.

This will also reduce people stress and anger about their rights and properties that is destroyed in the flood.

6.4 IMPROVE PROTECTION OF EMPLOYEES AND ORGANIZATION FROM EXTREMIST GROUPS

One of the external resources of unsafe and unsecure environment is extremist groups. Extremist groups are seeking to find some confidential information of organization and may create a security situation so security of employees is important. To avoid this risk as previously research participants mentioned, manager do not need to share important information with those employees who are not concerned with it directly. It means, managers need to know who exactly need what kind of information and then share it with them or share the information on need to know basis.

On the other hand media and advertises can also be utilized. As media and newspapers are the main sources of news all around the world (Banks, 2005) managers need to keep control on the information they are sharing with media. Indeed, manager can use power of media to attract people in a good manner to the project instead of give them chance to create problems for the organization. They can explain about the benefits their project can give to poor people to stay alive and have their lost property back on the right time. With help of clear explanation about project goals and aims they can make people understand that, the working area of NGO in Pakistan does not have any impact on people culture or religion and people need to trust on them.

On the other hand, to keep the employees secure from external unsafe environment manager need to pay attention that using organization vehicle

which has name and logo of organization may increase safety risks. It is because people can identify the employees of company and may follow them until their destination. This will be more sensitive if employees want to use the vehicles to reach their homes. Because if radical groups and strangers want to follow them, they can understand where they should live and may treat their family members. Indeed, on business cards employees need to avoid writing their sensitive data such as their address or personal mobile numbers. Moreover, offices need to be located in safe environments. There are some specific and targeted areas with high level of security risk and manager need to prevent opening office there or if there is any office they need to find a way to change the location. It will make employees safe during working time.

Moreover, in terms of visiting other stakeholders in their places manager need to be careful and should not distribute the meeting time and place information. Any telephonic conversation in the organization needs to be recorded for purpose of checking. If anything happen, manager can get back to the calls and conversations to find the source of risk. On the other hand, project manager and employees need to pass training sessions in order to identify the risk situation and be able to recognize how to behave during risk situations. Project manager need to be confident enough in order to deal with unsafe and unsecure situations.

If they want to go to people and use company vehicles, they can use army or police as security guard especially for female gender. They need to be protected from public who are mostly male and may attack them. It is because army and police will keep people calm and under control and reduce negative risks. Organization needs to make it clear to the donors the importance of safety and protection and the required budget to invest on it. On the other hand,

organization can use volunteers from public which can deal with people in a better way.

6.5 CONCLUSION OF THE RESEARCH

This research topic was about “*managerial guidelines for project funded by NGOs in security prone areas of Pakistan*” It aimed to understand the important factors that may have effect on safety and security of projects in Deewah Development Organization and then recognize the relationship of project nature and employee role and responsibility on provided safety issues. According to previous literatures the safety and security issue is a challenge of NGO projects all around the world such as Pakistan, Afghanistan, Iraq, Syria, Africa etc it can be because of political constraints, conflicts, development process and poverty etc in these countries.

Previous literatures discussed about impacts of technology on information exchange, conflict among employees and people responsibility on safety and success of NGOs. This research in addition to the factors mentioned above, will add impacts of project nature too. These factors are important for employee safety and project success because sending confidential information of project outside of organization and to the wrong people may increase security of project itself and employees too. Competitors or other groups that are working against the organization may use the information in an unfitting way to disturb the project. Some members from different role and responsibilities may be in the risk basing on the information they know or level of their interaction with people outside the project such as public. For example services distributors may be in high level of safety risk because they are dealing with people who are stressed, angry or tensed due to loosing their lives in flood. On the other hand, internal conflict among employees may increase safety risks. People behaviour in different roles and use of power inside the organization against some co-

workers may raise the conflict and be harmful for the project, budget and environment.

For this research 8 employees were interviewed from different role and responsibilities, different projects and gender in Deewah Development Organization. Thematic method was used to analyze the data with selection of gender, role, project nature, and technology and safety issues as main themes of the research. Based on the results I found that, safety risks can be related to three sectors of public, internal members and radical groups. The unsafe situation behind each group has different reasons and need manager to decide for a best solution to solve it completely or improve it.

According to findings, in addition to project nature and role there is another factor that affect the employee security and it is gender differences. Due to restrict culture and society in Pakistan workplaces are not safe and secure for females. In some cases females are working in organizations that are under pressure and lacks respect for co-workers. The interviewee also said that managers and co-workers who are male are not willing to communicate with females, respect their ideas and engage them in organization decision making. Low level of considered salary for females in workplaces is another factor for female dissatisfaction about their career. Moreover, wrong distribution of power among male and female in organization and unjust use of power against female have resulted into quitting of jobs by most of the females and searching for another job or staying at home.

On the other hand, finding revealed that employees are dealing with public who lacks education and understanding; they are under pressure of losing their properties and family members and struggling with poverties. These factors

cause the employees risk of threat and wrong behaviour. The cause of these problems can be lack of communication between project manager and consumers to make them clear about project aims and lack of safety for employees. Although Deewah Development Organization is using army to control public and keep employees safe, therefore it is not facing such problems. Also, if manager tend to use public for voluntary work and communicate with public, the behaviour need to be under more control and attract people into project and gain some support from them in process. Therefore, improvement of communication with stakeholders such as public and government will be useful to improve employee safety and security.

In the last section of the project, which was based on recognized weaknesses, four recommendations are provided for organizations to raise internal and external security. Although the points may need time and more details to be implemented inside the organization, discussing about them will be beneficial for manager to think about them and consider broader issues based on their real time situation, budget and time availability. The considered recommendations are (a) Pay attention to the proper distribution of power among employees, (b) Pay attention to female co-workers and their safety in organization and (c) Improve communication with external stakeholders and (d) Improve protection of employees and organization from extremist organizations.

One of the significant limitations of this research is lack of time to interview more number of people inside the project and also it would be good if in future research, the researchers focus on the idea of general public/the affected public about performance of NGO (Deewah Development Organization). This would give project manager better idea about the beneficiary view point and requirements to reduce safety risks by delivering them. Moreover, there can be a possibility to investigate on related factors to people culture and their behaviour in order to understand them better and to improve management strategy based on cultural factors. Also, it can be useful to do a comparison research based on management strategy in NGOs projects of different countries such as Africa, Asia and Europe to pick up better solutions and modify weak management strategies.

EVALUATION OF RESEARCH OBJECTIVES

This Chapter focuses on assessment of considered objectives of research, sponsor and researchers in start of project. Relevant objectives of each category will be explained and discussed in this chapter to assess the level of success, the problems faced and found solutions to complete the project. The assessment will be based on previous skills that researchers had and new skills gained during this research.

Research objectives

7.1 TO EXPLORE CURRENT ACADEMIC RESEARCH AND DEVELOP A LITERATURE REVIEW BASED ON IMPORTANT FACTORS IN MANAGING OF NGO PROJECT PLANNING PHASE SAFELY

Before start writing the research literature review I decided to look for relevant literatures in this area, collect it and organize it as per year of publication. For this some specific key words such as NGO projects, project planning, safety and security, stakeholder management etc considered as research terms. After collecting some literature I read their abstract and introduction to see how they can be relevant to my research. There were some publications those were named under safety and security of NGO but basically did not cover the security aspects properly. Although my research was focused on NGO projects in Pakistan, based on my supervisor suggestion I did not limit my research literature to Pakistan. I went through some publications about other countries such as China, Iraq and Africa to understand how researchers of others countries complete their projects and their managers are struggling with safety and

security issues and focused on similarity and differences. This helped me to understand that cultures, beliefs and behaviours are strongly linked with management of safety. This also helped me to find more resources to cover my literature review. Because if I wanted to limit my literature to Pakistan I would have faced with lack of publications but following my supervisor idea, I didn't restrict to Pakistan in this case and it increased my chances of success to write a competitive literature review for my research. In terms of managing my time in writing my literature review, I was able to write it up in considered time but revising this chapter took longer than what I planned.

7.2 TO CRITICALLY EVALUATE RELEVANT FACTORS TO EMPLOYEE SECURITY ASPECTS IN WORKPLACE AND TEST THEM ON CLIENT ORGANIZATION

The important factors on safety of projects especially NGO projects in unsafe areas, such as, some parts of Pakistan, several factors were discussed for impacts of role and responsibilities, development of technology and conflict among employees. In most of researches these factors are known as most important issues on security. While critically analyzing these factors I realized that cultural issues can be another research area where lots of factors such as norms, beliefs, religion etc are depended on it. Cultural differences and existing restrictions in it will increase risk of safety and security for specific gender such as females in workplaces.

Due to the fact that this objective is linked with previous objective I was able to develop my research arguments straight away after collecting references. Management of my time went well and could finalize this chapter successfully.

Meanwhile development of my research argument, based on my supervisor suggestions, I start thinking of my research interview/questions. This helped me to understand what I want to achieve by end of questionnaire and select best methodology for it.

7.3 TO DEVELOP AND DESIGN QUESTIONS FOR INTERVIEWING CLIENT ORGANIZATION EMPLOYEES FROM DIFFERENT ROLES, GENDER AND PROJECT

Based on discussed factors in literature and previous studies I found that there is lack of qualitative research in this area. Because some published studies were completed through questionnaire and some were descriptively discussed and some were case studies so I analyzed all. In selection of methodology I used interview to collect detail information. During design and development of questions I decided to categorize my questions into 3 groups which helped me in interview process and data analysis process and make the research discussion more organized. In the first attempt of research questionnaire my questions were so broad and could not cover the aims that I wanted. In another attempt, I tried to consider aims and then start making questions which make questions more focused.

It was difficult in start to arrange time with employees but after some efforts and coordination's it was managed. With the help of sponsor, 11 personals from different roles and responsibilities accepted to participate in research interview. During interview process, 2 participants declined to be interviewed due to safety and security issues. Although I was a bit upset with it, but soon I continue with rest.

There was one applicant who was not being able to come online at arranged time. He emailed me in advance and gave me his availability in later days which I was able to manage and interviewed him later. One of the difficulties I faced was interviewing females. I was able to interview only one female and the rest did not accept to participate in study due to some restrictions they had for themselves. It would have been more effective if I could collect more data from females to understand their problems in workplace but the one I interviewed was able to speak comprehensively and provided more options.

7.4 TO USE THEMATIC ANALYSIS, CODE THEMES, ANALYZE COLLECTED RESULTS AND DEVELOP RECOMMENDATIONS TO IMPROVE SITUATION

To analyze collected results I used my supervisor suggestion about thematic model. In start it was quite difficult because I did not have any information about this model. I used to search in internet, Wikipedia and some books to understand the method of analyzing qualitative data with this model. In start I thought it might be an easy method to implement but when I started to analyze my data I found it difficult. I realized that I need more investigation on this method. After I went through the half of data analysis I decided to show my work to my supervisor then he will be able to help me and explain my mistakes. Based on his advice high number of themes can make me confuse and I need to make my research more focused. This section take longer time that what I planned. To avoid being behind the schedule plan I decided to spend some time on study during weekends and get help from my friend who are working with the same method. We shared ideas and improve each other understanding to increase the quality of our dissertations.

In process of analyzing my data I decided to write up my discussion after each section which I thought will make the research more organize and link the information instantly. But after a meeting with my supervisor, I decided to produce a separate chapter as discussion of findings. After I wrote the chapter I realized this way is more effective and useful. Separation of data analysis from discussion made the discussion clearer and understandable. The main difficulty in discussion of finding was a large number of issues that highlighted the organization weakness and managers need to do something for it. It was hard to discuss about all of them in recommendation. When I focused more on the issues, I considered that some of it can be combined and in some cases I must focused on the problem which are more pertinent.

It would have been a great opportunity if I could explain all of the recommendation but some limitations such as word limit and dissertation time, didn't allow me to do so. I keep managing my time basing on the plan and was able to finish the project in time. Therefore, focusing on the most important problems was the best decision. In recommendation I tried to explain the importance of it for success of project.

Sponsor objective

7.5 A REPORT CONTAINING RECOMMENDATIONS FOR PROJECT MANAGEMENT SECTOR IN NGOS TO IMPROVE THEIR SECURITY ISSUES AND ENSURE SUCCESS IN COMPANY DELIVERIES

As client claimed in start of research, I prepared recommendation chapter basing on my findings. Although the sponsor required recommendation part, I added

data analysis and discussion of findings too. I got this idea from previous submitted dissertations in university library. Based on past student experiences sending data analysis and discussion will give basic ideas to sponsor. They can read what types of questions I asked from participants and what their replies were. Then with help of discussion they can understand the link of variables together in more structured way. When they understand the basic information then they can read and understand recommendations too. Because it is an effective way to understand the problem first and then link specific recommendations.

In recommendation section I selected the three most important problems from participant's point of view. It may help manager to understand, how they can investigate the problems and find out solution for it. Also sending the comprehensive report of data analysis, discussion and recommendation will help sponsor to evaluate my work in a better way.

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APPENDIX C: INTERVIEW QUESTIONS

1. What is your gender? (Demographical data – Might be difference exist in security level based on individual gender)

Male

Female

2. Since how long you are cooperating with this NGO? (Demographical)

3. What is your current role and responsibility in this organization?
(Demographical data)

4. Since how long you have been working in this role for this organization?
(Demographical and in data analysis, compare the results basing on people role to see the differences)

5. What is the nature of project you are currently involved in? (Construction, health, education etc.)

6. How many employees are working in your project? (Size of project)

7. Have you ever felt insecure during your projects? If yes please explain why?

8. How do you think your manager would be able to help you in increasing your security?

9. Do you think all members in an NGO project are equally at risk? Why?

10. How do you think your project nature might be involved in people security level in organization?

11. Do you think different role and responsibilities might affect level of people security during a project?

12. What suggestions you recommend to increase your team member safety during projects?

Thesis Report

ORIGINALITY REPORT

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