

Effect of Remote Management and Managing Virtual Teams on the Performance of Non-Governmental Organizations a Case Study from Turkey

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Abstract:- Humanitarian programs are important in conflict stricken areas. However, the rise in incidences of attacks targeted at international humanitarian workers has caused many NGOs to offer their help from remote places. Remote programming is a growing trend among NGOs, which offer help from a safe distance. The current study sought to identify the role of remote management procedures in performance management. The study also explores the effectiveness of the remote management procedures and the manner in which tools in building virtual teams improve the performance of workers the humanitarian's organizations.

The study data were collected using questionnaires that were distributed to NGOs based in Turkey. Analysis of the collected data was done using the Statistical Package for Social Sciences tool (SPSS). The study findings confirmed the there is strong positive correlation between virtual team and remote management. according to the opinion of employees working in NGOs there is significant correlation between remote management and performance of NGOs in Turkey.

The study recommended future researchers need like improving the measurement of performance, find out the feasibility and effectiveness of use of different communication tools by local actors in ensuring remote programming and virtual working, also NGOs should document and share their activities with both the local and international humanitarian communities.

Keywords:- Remote Management, Performance Management, Organizational Performance, Team Performance, Non-Governmental Organization, Virtual Team, Communication, Virtual Team Communication, Procedures.

I. INTRODUCTION

In times of conflict and calamities, NGOs focus on empowering the less fortunate (Allan & Hadden, 2017). The number of attacks on aid workers has however been increasing for the last few years. Humanitarian workers have been forced to adopt new modalities and approaches to deliver aid to those in need. Remote management and virtual communication tools and procedures have therefore become

synonymous with humanitarian programs (Elkahlout & Elgibali, 2020).

NGOs serving Syria work remotely from the neighboring Turkey. Past studies have focused on the manner in which the international NGOs achieve their objectives through capacity building. There is a huge amount literature on the advantages and ways of empowering the local actors in the conflicting nations (Freccero et al., 2019; Allan & Hadden, 2017). But there is limited knowledge on the effectiveness on the use of remote management practices in humanitarian programs. The current study will therefore contribute to a body of knowledge on the effectiveness and applicability of both remote programming tools and procedures in achieving desired performance of NGOs with a focus on the NGOs working in Syria from Turkey.

The current research sheds light on the use of remote management procedures and to use communication tools in virtual working. The results of the current study will to be beneficial on developing better tools and procedures in remote management. The study will contribute to the knowledge that can be used by NGOs in enhancing effective management of humanitarian aid via highlighting important lessons gained to upgrade the quality of NGOs services in crises areas. The main purpose of the study is to identify the role that remote management tools play in NGOs and how they can affect the organisational performance and to determine the role of remote management procedures and tools in building the virtual team and performance of NGOs.

II. LITERATURE REVIEW

1. Remote Management

Definitions and approaches to remote management

The Coordination of Humanitarian Affairs (OCHA), a body of the United Nations (UN) defined remote management as the practice and adaption to insecurity by transferring heightened programming tasks to partnering local organizations or staffs at the grassroots (Njeri, 2019; Maxwell & Gelsdorf, 2019). The insecure and fraught areas force the humanitarian agencies to use several approaches of remote management to continue aid delivery when it is no longer possible to send international staff to the target areas. The adopted approaches mostly involve sub-contracting,

telemonitoring, remote control, and distance management. Most of these approaches are combined or used together especially through the help of distance technologies (Maxwell & Gelsdorf, 2019). The distance technologies include the application of proxies like market mechanisms, traders to access people's needs, or smartphones (Duffield, 2018). It involves the use of satellite imagery, drones, and mobile phones.

Remote operations challenges, considerations, and approaches

During remote operations and programming, researchers as has been documented by several scholarly articles identify different themes. They include needing to maintain humanitarian principles, partnerships, coordination and collaboration, acceptance, risk and risk management, advocacy and, accountability.

The basis of all humanitarian practices is the principles of humanity, independence, neutrality, and impartiality (Gil, 2019). The principle of humanity is regarded as the core one since its driver for any response to crises emanating from man-made or natural disasters, violence, and conflict (Hoffmann, 2020). Partnership in remote programming entails several themes including selection, capacity, communication and trust, and sustainability (Chaudhri et al., 2017). In the humanitarianism context, coordination is understood as the application of policy instruments in offering aid effectively and cohesively (Chaudhri et al., 2017). The humanitarian agency must also be careful to choose the coordination partners (Van den Homberg et al., 2020; Backman, 2020). That is because they need to remain neutral so that they do not create security risks. Better coordination could also be achieved by having the logistics center and the central administration nearby.

Chaudhri et al. (2017) postulate that acceptance leads to implementation, fidelity, and success of remote operations. Risk and risk management looks at the security and legal barriers affecting local actors transfer of the risk and general risk to humanitarian actions (Baharmand et al., 2017). Advocacy creates awareness of crises that are ignored, promotes the respect that deserves to the international humanitarian law, help in elevating the voices of the people in crises, and enables those people to get humanitarian assistance (Coppi, 2018). Every organization requires an operational monitoring and evaluation structure to assess the general performance. Monitoring is a long-term and organized way of gathering information about the development of an ongoing project based on upward and downward accountability. (Dewi, Manochin and Belal, 2019).

Remote management procedures

Changes in the way humanitarian programs are executed has caused NGO to adopt to various way of achieving their objectives (Dewar, 2020). Remote operation procedures include;

- i. Setting And Managing Expectations
- ii. Implementing Remote Work Successfully
- iii. Security for A Remote Workforce

- iv. The Tools You Need to Transition To Remote Work (Dewar, 2020; Stoddard et al., 2010; Chaudhri et al., 2017).

Effect of remote management procedures on management performance within NGOs

Remote management procedures leads to heightened risks including aid diversions, embezzlement of funds, fraud and poor quality of (Freccero et al., 2019). Remote management approaches also attract unrealistic expectations such that they can achieve the same project quality and complexities as in direct program management. The local partners and staff in most cases lack the level of expertise needed in remote programming. It therefore becomes unrealistic and complex for the managers to coordinate everything hence compromising the whole program.

Remote program procedures also compromise the humanitarian principles of neutrality and impartiality (Stoddard et al., 2017). Hence the organizations that relied on such locals to make situational decisions on their behalf risked their perception of impartiality and neutrality. Remote management creates a geographical divide or restricted access group of staff. The practices of project management including conducting need assessment, monitoring and evaluation largely depend on information gathered by the field staff and partnering local NGOs (Stoddard et al., 2017). The reduced access of remotely managed programs also affects the representability and granularity of data. There is also an increase to the lag period between data collection, processing and transmission for analysis purposes (Amin, 2018).

In general, remote management procedures affect performance management in risk management, staff capacity, and data management (Tysowski et al., 2017: 342). Many organizations have opted to use modern technological innovations in a bid to lower the negative effects. The GPS tagged photographs and survey, for instance, enables the NGO to track the location of the activities shown. It is also being used to monitor the supplies and goods to check arrival and departure.

2. Non-Governmental Organizations

Definition

According to the World Bank, an NGO is a private agency that pursues activities of relieving the suffering and promoting the suffering of the poor, protecting the environment, giving basic social services, and doing community development (World Bank, 2020).

3. Virtual team Definition

A virtual team is defined as a group of people working together from different geographical settings and connected through communication to share information, ideas, work plans, and knowledge (Alsharo et al., 2017; Bowen & Pennaforte, 2017).

Virtual team building procedures

Due to increased insecurity, and restrictions of movement many organizations resulted to building virtual teams (Silva, et al., 2020). Nevertheless, as the humanitarians seek to conduct remote management programs, they need to use proven strategies and procedures (Heaslip, Kovács & Haavisto, 2018). They practical procedure for building virtual teams for non-governmental organizations are the following.

The practical procedure for building virtual teams for NGOs are the following.

- i. Team development and Training
- ii. Building Trust
- iii. Building a Team Culture
- iv. Delegation
- v. Employee Recruitment

Challenges of a virtual team

According to (Batarseh, Usher & Daspit, 2017 and; Legg, 2020), hiring or working with virtual teams is beneficial. However, 'going remote' present a considerable number of challenges. The current spread of the COVID-19 pandemic has in a huge way, intensified these challenges. They include; Poor communication (Cagiltary et al., 2015); Unsuitable communication tools (Batarseh et al. (2017), Inability to manage employees (Schulze & Krumm, 2017); Poor team relationships; Impact on mental health (Xiao et al., 2020);Insecurity;Distractions; Suspicion and mistrust; Cultural differences;Software and hardware problems (Knyaze et al., 2020)

Virtual team communication

Virtual communication enables communication enables people in the office environment to interact with others without being in the same spot. Team communication is regarded as an exchange of messages between sever individuals of a team. It is an important because facilitates the development and attainment of other teams processes that enhance other team performance including team monitoring and coordination. Virtual team communication makes use of several tools. Many organization including NGOs us these modern tool to achieve different forms of communication (Hill & Bartol, 2018). The tools are listed below:

- i. Phone calls; smart phones, VoIP applications or Desk phones.
- ii. Social media; Twitter, Facebook or LinkedIn.
- iii. Emailing Partners and Actors; Gmail, Outlook, Yahoo mail or Apple Mail
- iv. Project management tools; Trello, Basecamp or Asana
- v. Video conferencing software;Hangout, Cospace or Nextiva
- vi. Instant messaging applications; Whatsapp, Slack, Telegram or iMessage

The various virtual communication tools enable employees working remotely to communicate. The NGO managers could be using the tools to answer calls or coordinating a team of contractors working remotely (Liu et al., 2018).

Managing team performance

Virtual team members are organized and coordinated by virtual management who oversees maintenance, leadership, and supervision of work. The management also provides requirements and appropriate communications in ensuring efficient connection to members who are culturally diverse and geographically dispersed (Bowen & Pennaforte,2017),

The following strategies can be implemented to manage the virtual team effectively.

1. Defining a working system;
2. Creating a proficient work environment;
3. Hiring the right staff;
4. Using necessary tools to manage the project;
5. Introducing a rewarding program;
6. Overlapping working hours;
7. Introduce meetings (Chaudhri et al., 2017; Baranek, 1999; Tenney, 2020).

Performance of the virtual team And performance Of NGOs

According to (Mellado Dominguez, 2020; Alós, 2019) remote management takes advantage of modalities including remote collaborating, remote support, remote management and remote control (Adem et al., 2018). Stoddard, (2010) cites that the only communication that happens between team members in remote management occurs through electronic means. Researchers like (Stoddard et al., 2010 & Davidaviciene et al., 2020) refer to virtual communication tools as computer-mediated technologies. Communication procedures include the sequential steps that people follow when they want to relay messages (Schulze & Krumm, 2017).

When proper communication procedures and tools are integrated, they enable the NGOs to remotely coordinate programs to the expectations of the stakeholders (Chaudhri et al., 2017). The communication tools also enable the capturing and storage of communications. As result team members are more informed and more articulate in the jobs leading to better performance in NGO programs (Adem et al., 2018; Tenney, 2020).

III. RESEARCH METHODOLOGY

A descriptive cross-sectional design method was conducted. based on the literature review of previous studies, a questionnaire was designed to collect the data. After that, the data was processed and analyzed to get the results and discuss it.

IV. ANALYSIS & FINDING

Hypothesis Testing

1.Hypothesis 1

There is no statistical significant differences at level ($\alpha=0.05$) between virtual team and remote management according to the opinion of employees working in NGOs in Turkey.

Table 1: Results of Hypothesis 1

		Virtual_ Team	Romote_ Management
Virtual_ Team	Pearson Correlation	1	.641*
	Sig. (2-tailed)		.026
	N	233	233
Romote_ Management	Pearson Correlation	.146*	1
	Sig. (2-tailed)	.026	
	N	233	233

That was because most employees felt that remote management and virtual teams works hand in hand. For instance, in order to manage virtual teams, the top executives in NGOs had to use remote management procedures and virtual communication tools. The results indicated that distribution of roles in the decision-making process is an essential procedure that affects the team's performance in particular and is reflected in the organization's performance in general. Remote management procedures allowed the team to expand the delegation during the implementation process at different levels. Enabling the team of its procedures is crucial in building the team's capabilities in remote work management.

Determining the management procedures virtual teams expertise needs further development to be more specific in its interventions. The first type procedures help build the knowledge and culture. The second type procedures focuses on skills during work practice and program implementation. The effectiveness of these procedures able to Contribute to improving the performance of the team and NGOs.

2. Hypothesis 2

There is no statistical significant differences at level (a=0.05) between virtual team and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

Pearson correlation tests showed that all correlations are statistically significant with P-values less than $\alpha=.05$ and Pearson value = 0.716 this indicates that there is a high positive correlation between virtual team and performance of NGO's.

Table 2: Results of Hypothesis 2

		Virtual_ Team	Performance
Virtual_ Team	Pearson Correlation	1	.716
	Sig. (2-tailed)		.041
	N	233	233
Performance	Pearson Correlation	.716	1
	Sig. (2-tailed)	.041	
	N	233	233

These organizations noticed the influence of team building and improving the efficiency of their work on the Performance of NGOs. Effective communication tools and technology help in improving the efficiency of employees, managing work teams and raising the level of the organization's Performance and the opposite is true. In addition organizations need to apply procedures to obtain the highest level of Performance. The hiring and recruitment process has to account for the soft skills of both virtual and remote working in NGOs.

In the researcher's opinion, delegation is one of the procedures that need to be developed in NGOs. NGOs need to strengthen this procedure by building an accurate monitoring and evaluation. NGOs need to continue developing the tools and procedures for building a virtual team to improve the Performance of virtual teams and the Performance of NGOs, and the application of these procedures represents an important tool for measuring Performance.

3. Hypothesis 3

There is no statistical significant differences at level (a=0.05) between remote management and performance of NGO's according to the opinion of employees working in NGOs in Turkey.

Pearson correlation tests was used to test the hypothesis, the results showed that all correlations are statistically significant with P-values less than $\alpha=.05$ and Pearson value = 0.59 this indicates that there is a high positive correlation between remote management and performance of NGO's.

Table 3 : Results of Hypothesis 3

		Romote_ Management	Performance
Romote_ Management	Pearson Correlation	1	.590**
	Sig. (2-tailed)		.000
	N	233	233
Perform ance	Pearson Correlation	.590**	1
	Sig. (2-tailed)	.000	
	N	233	233

Remote management, it is still responsible for controlling, organizing and coordinating units in the NGOs. As such an increase in remote management would also result in higher organizational performance. Based on the literature review and the analysis results, we find that the transition of NGOs to a new approach to management, the remote management approach, has become a reality and a fundamental approach to work in the era of speed. Organizations registered in Turkey and that remotely manage their humanitarian and development projects in conflict regions There is a clear link between these procedures and performance, as remote work leads to the development of many procedures for controlling, coordinating and organizing

work more by the management so that the management can monitor the application of policies and procedures from. Before its employees and partners more tightly and focus on the results of the implementation of these projects.

We also find that moving to a remote management approach contributed to avoiding exposing the organizations' teams to danger and contributing to giving more space to local employees and local partnerships and using these local experiences in project implementation and greater access. This is the most sensitive and fragile part of the project. Telework follow-up and evaluation NGOs, as the constant development of these procedures reflects positively on controlling remote work to achieve the required results.

V. CONCLUSIONS AND RECOMMENDATIONS

The current study investigated the effect of remote management and managing virtual teams on the performance of non-governmental organizations, a case study from turkey. The study findings confirmed the there is strong positive correlation between virtual team and remote management with 64.1, a strong positive correlation with 71.5% according to the opinion of employees working in NGOs between virtual team and performance of NGOs and 59% correlation between remote management and performance of NGOs according to the opinion of employees working in NGOs in Turkey.

The study recommended future researchers need like improving the measurement of performance, find out the feasibility and effectiveness of use of different communication tools by local actors in ensuring remote programming and virtual working, also NGOs should document and share their activities with both the local and international humanitarian communities.

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