Designing a Model for Managing Volunteer Forces in the Imam Khomeini Relief Foundation

Article info

Authors:

Taher Jafari[1]
Baharak Shirzad Kebria[2*]
Abbas Khorshidi[3]

Affiliations:

1. PhD student, Department of Educational Management, Islamic Azad University, Central Tehran Branch, Tehran, Iran.
2. Assistant Professor, Department of Educational Management, Islamic Azad University, Central Tehran Branch, Tehran, Iran (Corresponding Author). taher_jafari47@yahoo.com
3. Professor, Department of Educational Management, Islamic Azad University, Central Tehran Branch, Tehran, Iran.

Abstract

Purpose: The purpose of this study was to provide a model for managing volunteer forces in the Imam Khomeini Relief Foundation (grounded theory).

Methodology: In the present study, the grounded theory method has been used. The statistical population consisted of experts and professors who were knowledgeable in the field of management and could provide valuable information to the researcher. The research sample was selected through chain sampling method (snowball). Data were collected through 15 semi-structured interviews with professors and experts selected by purposive sampling. The data were analyzed through three stages of open, axial and selective coding.

Findings: A model including 5 dimensions, 13 main categories and 41 sub-categories was presented and validated by members' check. Categories are as following: Causal conditions (Having monotheistic faith, having organizational faith, believing in the philosophy of the organization, paying attention to both material and spiritual aspects, having faith and commitment, belief in Velayat-e-Faqih, adhering to revolutionary values, paying attention to Islamic values, paying attention to the value of human relations). Underlying conditions (Respect for members, strengthening self-confidence in the group, strengthening self-confidence in the group, cooperation and team spirit, forming an effective team, division of labor among members, talking to employees, verbal communication, respect for the feelings of others, understanding the position of others). Interfering factors (Determining a clear mission and goal, having a vision, comprehensive knowledge of the organization, problem analysis, quality decision making, prudence and rational decision making, understanding the rules of the organization, the ability to communicate multilaterally, the ability to adjust the rules). Strategies (Develop dynamic methods of recruitment, synergy, training of subordinates, keeping employees up to date, involvement in decisions). Consequences (Retaining the old volunteer forces, attracting new volunteer forces, improving the level of organizational culture, creating a suitable work environment for volunteers, creating a favorable atmosphere in the organization, growing the participatory spirit, growing synergy, growing solidarity). Also, a comprehensive and inclusive model that covers all the contextual, environmental, technical and informational aspects related to the recruitment of volunteers in the Imam Khomeini Relief Foundation was found as a central category.

Conclusion: It is necessary to pay attention to the volunteer forces in the Imam Khomeini Relief Foundation, which requires paying attention to issues such as respect for members, team spirit, training subordinates, strengthening organizational culture, creating a favorable organizational atmosphere.

Keywords: Volunteer Forces, Imam Khomeini Relief Foundation, Managing Model

Introduction

The 21st century, with its profound and astonishing developments in the seven components of power, speed, wealth, opportunity, communication, information, and cyberspace (Momenin et al 2022). The present century is full of the change from industrial society to information, from traditional technology to advanced technology, from pro-democracy to participatory democrat from hierarchical communication and control to network (Moradi & Fathi Vajarghah, 2020). Following the rapid changes in the above components, it is accepted in societies that the world of politics is not the exclusive domain of governments and is not their monopoly. Changes in the policies and institutional structures of governments and intergovernmental organizations over time have created opportunities at the domestic and international levels for the emergence of NGOs and non-governmental organizations. A non-governmental organization is an organization that is not directly part of the government structure (Zikargae, Woldaregay & Skjerdal, 2021). Non-governmental organizations are the manifestation of people's participation in all political, economic, social and cultural institutions of local, national and international society. It is possible to solve many problems of a country through non-governmental organizations (Hart et al, 2021). These organizations, which are rooted in the religion of societies and the type of livelihood of the people of any society, today have become one of the main actors in the international arena and play a very effective role in political and economic equations. (Afzali et al., 2018).

NGOs are commonly known as non-profit organizations that deal with the problems of global poverty and social justice and are mainly active in developing countries. An NGO has an identity that derives its legitimacy from poverty. Individuals have different views on NGOs; some associate NGOs with humanitarian and charitable concepts, while others see them in more political contexts as "civil society organizations," meaning that they are organized citizen groups independent of the public or business sector. NGOs tend to carry out their activities either directly by providing services to people in need or indirectly by partnering, campaigning and supporting policies to improve the situation of people (who live in poverty) by making extensive structural changes. However, there is a general consensus that in recent years NGOs have grown in number and increase their reputation (Ebrahimi et al., 2019).

One of these organizations is the Imam Khomeini Relief Foundation. This Foundation has started its work in accordance with Article 44 of the Constitution, which establishes social justice and the efficiency of the material and human resources of the society, and will continue its work with charity and public works. This organization helps poor people by identifying them in the country and works in the form of various programs such as social work, social support, helping prisoners, helping marriage, and so on. If we introduce the Imam Khomeini Relief Foundation as a non-governmental organization, we can say this foundation is one of the first institutions that shortly after the victory of the Islamic Revolution of Iran on March 5, 1979 by the leader of the Islamic Revolution, Imam Khomeini was established with the aim of organizing and taking care of the living conditions of the deprived and needy in the country. The scope of NGOs goes far beyond the limited definition of international development and humanitarianism. In the field of international relations and politics, attention to non-governmental networks of environmental, gender and human rights organizations has increased. In the field of public policy, NGOs active in most countries intervene as contractors and lobby groups at the national as well as international level. In addition, they are involved in social policy-making. Also, during the last two decades, the efficiency of art and culture in urban renewal has been fully accepted and cultural development has become one of the main axes of sustainable development. Therefore, attracting people to public arenas is the first step in establishing socio-cultural relations and creating such spaces. In fact, the presence of people is the basis for social interactions, followed by cultural promotion. If neighborhood identification and urban management are changed to neighborhood management, public education and interaction between residents will materialize, and finally, citizens, who are considered to be the biggest local assets, will revive the lost local identity by respecting each other's votes, thoughts and suggestions (Azkia and Imani, 2019).

On the other hand, today the biggest competitive advantage of countries and organizations is having capable human resources. In fact, capable human resources guarantee the success of an organization (Werdhiastutie, Suhariadi & Partiwi, 2020). The importance of human capital in promoting growth and productivity is one

of the most important issues that have been considered by management experts. Management experts believe that human resources can increase the productivity of the organization several times (Stevic, & Brkovic,2020). In other words, considering the background of human capital, in the last decade, the management of organizations have recognized that human capital is of the highest importance in achieving sustainable and effective competitive advantage, and human capital reflects the volume of knowledge, technical skills, creativity and experience in organization (Lewis, 2014).

The concept of human capital implies that the quality characteristics of human beings are a kind of capital, because these characteristics can be a source of more income or more persuasion and satisfaction in the future. Human capital has an inherent potential that can both transform itself and lead to the transformation or adjustment of other inputs, and this is the characteristic that will lead to the perpetual dynamism of the economy. Human capital refers to knowledge, education, job competence, and psychometric evaluation. Accordingly, human capital, as one of the main components of intellectual capital, has been highly regarded by organizations (Rodriguez and Predex, 2017). Among the benefits that paying attention to human capital can create for the organization, we can mention the increase in return on investment, increased rewards, future leadership, the opportunity to participate in important projects. In today's complex world, in order for organizations to be able to create a competitive advantage over their competitors, they can place more emphasis on their organization's human capital and try to increase it. On the other hand, it can be stated that organizations can improve the following items by investing in human capital: quality of work, return on investment, higher wages, more job security, increase employment prospects and achieve greater economic benefits. Organizations should also pay attention to the fact that human capital is one of the capabilities of the organization and this asset should be at a balanced level to be able to create optimal value for the organization (Collins, 2021). The basis of the theory of human capital is that the cause of differences in income of individuals is due to differences in their efficiency, and the theory of human capital is one of the most important theories of income distribution that the difference between incomes depends on their management. Therefore, experts have enumerated several elements for the management of human capital. A classification lists the following eight elements: people, leadership, knowledge management, strategic decision-making, management and organizational structure, reorganizing systems, process versus actions / activities, and measuring progress for human capital. Increasing evidence shows that human capital activities play an important role in improving organizational performance. Evidence of a positive and significant return on investment in human capital ranges from individual skills to organizational outcomes, such as increased service delivery, significant productivity, profitability, productivity, and organizational performance. Human resource management plays a pivotal role in attracting, nurturing and retaining the human capital of an organization. In the recruitment process, human resource management seeks and hires a force that meets the needs of the organization. The unit also provides in-service training or extra-organizational skills and knowledge training for staff. By designing a service compensation system, the human resources management unit tries to persuade the employees who provide the human capital required by the company to continue cooperating with the organization. (Mirabi, 2018).

Therefore, efficiency, effectiveness and productivity is the essence of the organization that can ensure the sustainability and survival of organizations and be a way to gain a competitive advantage. Productivity of materials, energy and equipment has a specific capacity and power, which in turn should be considered to increase productivity in the organization; but what leads to real and continuous productivity in the organization and has no definite limit, is the productivity of human capital. Successful and efficient managers, by applying mechanisms to train the appropriate human resources, lead to productivity flourishing in the organization. Given that in any organization, including non-governmental organizations, such as Imam Khomeini Relief Foundation, there is an urgent need for volunteer manpower, in this regard, identifying the factors affecting the recruitment and management of these forces is very important. So the present study seeks to answer the following questions:

What are the causal factors involved in managing the volunteer forces in Imam Khomeini Relief Foundation?
What are the underlying factors involved in managing the volunteer forces in Imam Khomeini Relief Foundation?

What are the intervening factors in the management of volunteer forces in Imam Khomeini Relief Foundation?

What are the consequences of managing the volunteer forces in Imam Khomeini Relief Foundation?

Methodology

In the present study, the grounded theory method has been used. To answer the research questions, semi-structured interviews with research sample people who had valuable lived experiences related to the research topic were used. Data collection continued until theoretical saturation and 15 interviews were conducted. The statistical population consisted of experts and professors who were knowledgeable in the field of management and could provide valuable information to the researcher. In this study, chain sampling method (snowball), targeted sampling was used. To assess the validity and reliability of the interview questions, the questions were modified and approved by 6 professors in the relevant field. The interviews were audio-recorded and carefully recorded by the researcher. The "members' check" method was used to confirm the validity of the interview texts. In this way, the written text was sent to the participants to confirm the accuracy of the content and to correct it if necessary. In qualitative research, data collection stops when information about all the categories in question is saturated, and this happens when the story under study is complete and no new information is obtained. Therefore, in qualitative research, sample size is considered synonymous with data saturation (Abedi, 2006). In this study, the researcher achieved theoretical saturation after the 15 interview. Data analysis was performed based on the instructions of Strauss and Corbin (2011), which includes three main stages of open, axial and selective coding (Strauss and Corbin, 2011), and 13 categories and 41 subcategories were extracted, registered and presented. For validation, the findings of the coding and analysis of the interview texts were reviewed by some educational administration students, and it was observed that there was agreement between the results. Finally, the qualitative model of the research was expressed. Member validation method was used to validate the obtained model.

Findings

To answer the research questions, after conducting the interviews, the collected data were analyzed as open coding. The process of open coding on data led to the achievement of several concepts. The researcher then reduced and categorized them based on conceptual commonalities. The result was a model including 13 main categories and 41 sub-categories was presented as following items: Causal conditions (Having monotheistic faith, having organizational faith, believing in the philosophy of the organization, paying attention to both material and spiritual aspects, having faith and commitment, orbital guardianship, adhering to revolutionary values, paying attention to Islamic values, paying attention to the value of human relations). Underlying conditions (Respect for members, strengthening self-confidence in the group, strengthening self-confidence in the group, cooperation and team spirit, forming an effective team, division of labor among members, talking to employees, verbal communication, respect for the feelings of others, understanding the position of others). Interfering factors (Determining a clear mission and goal, having a vision, comprehensive knowledge of the organization, problem analysis, quality decision making, prudence and rational decision making, understanding the rules of the organization, the ability to communicate multilaterally, the ability to adjust the rules). Strategies (Develop dynamic methods of recruitment, synergy, training of subordinates, keeping employees up to date, involvement in decisions). Consequences (Retaining the old volunteer forces, attracting new volunteer forces, improving the level of organizational culture, creating a suitable work environment for volunteers, creating a favorable atmosphere in the organization, growing the participatory spirit, growing synergy, growing solidarity). Also, a comprehensive and inclusive model that covers all the contextual, environmental, technical and informational aspects related to the recruitment of volunteers in the Imam Khomeini Relief Foundation was found as a central category.

Table 1. Main and sub-categories extracted in the open and axial coding process

Axial coding	Open coding	Subcategories, concepts and features
Type of categories	Main categories	
causal conditions	1. Religious	1-1. Having a monotheistic faith 1-2. Having organizational faith 1-3. Believing in the philosophy of the organization 1-4. Paying attention to both material and spiritual aspects 1-5: Having faith and commitment
	2. Political	2-1. Belief in Velayat-e-Faqih 2-2. Adherence to revolutionary values 2-3. Attention to Islamic values 2-4: Paying attention to the value of human relations
Axial category	3. Voluntary force management model	A comprehensive model that covers all the contextual, environmental, technical and informational aspects related to the recruitment of volunteers to the Imam Khomeini Relief Foundation.
Underlying factors	4. Empathy and cooperation	4-1. Respect for members 4-2: Strengthen self-confidence in the group 4-3: Strengthen Self-esteem in the group 4-4: Spirit of cooperation and teamwork
	5- Team building	5-1: Form an effective team 5-2: Job division between members
	6. Effective communication	6-1. Conversation with staff 6-2: Verbal communication 6-3: Respect for the feelings of others 6-4: Understand the situation of others
Interventional factors	7. Strategic	7-1. Defining a clear mission and goal 7-2. Having a vision 7-3: Comprehensive understanding of the organization
	8. Analytical	8-1. Analysis of issues 8-2: Making quality decisions 8-3: Logical planning and decision making
	9-Normative	9-1. Knowing the rules of the organization 9-2. Ability to communicate multilaterally 9-3: Ability to modify rules
Strategies	10- Managerial	10-1. Development of dynamic methods of absorption 10-2. Synergy
	11-Technical	11-1. Training of subordinates 11-2. Keep employees up to date 11-3. Involvement in decisions

		12-1: Preserving the old volunteer forces
Consequences	12.Organizational	12-2: Attract new volunteer forces
		12-3: Upgrading the level of organizational culture
	13. Occupational	13-1: Creating a suitable work environment for volunteers
		13-2: Creating a favorable atmosphere in the organization
		13-3: Developing a participatory spirit
		13-4. Synergistic growth
		13-5: Growth of correlation

Causal conditions

Having a monotheistic faith: Faith has different dimensions that having a monotheistic faith is one of the important elements of management in Imam Khomeini Relief Foundation. One of the participant's states in this regard:

Wherever the manager can proceed with a firm belief in monotheism, she or he will certainly achieve great success (participant 3)

Having organizational faith: Belief in organizational structure is another factor influencing the recruitment of volunteers. One of the participants in this regard states that:

If the manager does not really believe in the organization, he or she cannot provide the situation for attracting others (participant, 8).

Believing in the philosophy of the organization: Every organization has a specific philosophy that believing in it can help the organization flourish. One of the participants in this regard states that:

Take a look at the philosophy of forming of Imam Khomeini Relief Foundation One of the important goals of this organization is to attract volunteers, so the manager should be aware of this (Participant, 11).

Paying attention to both material and spiritual aspects: Attention to both material and spiritual dimensions is necessary for proper management in an organization such as the Imam Khomeini Relief Foundation. One of the participants in this regard states that:

Unfortunately, some managers in this field are one-dimensional or pay attention to the material dimension or the spiritual dimension if both dimensions must be considered (participant 6).

Having faith and commitment: Faith and commitment are important elements in attracting volunteers to an organization such as the Imam Khomeini Relief Foundation. One participant states:

If managers do not have the necessary commitment, they do not try to organize volunteer forces and do the opposite (participant 2).

Belief in Velayat-e-Faqih: Strong belief in the Velayat-e-Faqih is one of the important elements in the efficient management of volunteer forces. One of the participant's states that:

The Imam Khomeini Relief Foundation is based on the principles of Velayat-e-Faqih, so a manager can be successful if he or she has a firm belief in this area (Participant No. 7).

Adherence to revolutionary values: Inner belief in revolutionary values is another component of effective management in the Imam Khomeini Relief Foundation. One of the participant's states that:

Acting revolutionarily in an organization like the Imam Khomeini Relief Foundation will undoubtedly lead to a flourishing of management in the various dimensions of this organization (Participant. 12).

Attention to Islamic values: Acceptance of Islamic values is one of the important elements in the management of Imam Khomeini Relief Foundation. One of the participants mentions in this regard that:

The basis of the Imam Khomeini Relief Foundation is Islamic values, and the manager must be able to put these values into practice (Participant No. 1).

Paying attention to the value of human relations: Paying attention to human relations provides the ground for the prosperity of the organization. One of the participants in this regard mentions that:

If I want to say in one word what is the important and healing elixir in this field, I can say respect for human beings (participant 4).

Underlying Factors

Respect for members: Respect for each individual is one of the important management components in the Imam Khomeini Relief Foundation. One of the participant's states that:

If we want to attract people to the Imam Khomeini Relief Foundation, we must create an atmosphere that respects all people (participant 15).

Strengthen self-confidence in the group: Strengthening the confidence of members is one of the important components of management. One of the participants in this regard states that:

Developing a sense of self-confidence among people by the manager leads to more participation (participant 5).

Strengthen Self-esteem in the group: Self- esteem leads to more involvement of people in the goals of the organization. One of the participants in this field states that:

If a manager wants to provide opportunities for cooperation and attract people, she must first be able to increase their self- esteem (participant 9).

Spirit of cooperation and teamwork: Cooperation and teamwork are among the important components in management. One of the participants in this regard states that:

In my opinion, any manager who can cultivate teamwork among members can achieve the golden key to success (Participant. 14).

Form an effective team: Forming a group of members who are effective is a prerequisite for effective management. One of the participants in this regard states that:

You see, it is not just a matter of forming a team, but this team must be effective and efficient (Participant. 10).

Job division between members: Proper Job division is one of the important components of management. One of the participants in this regard states that:

Job division, if done correctly, leads to more participation of members because they consider the organization as a part of themselves (Participant No. 13).

Conversation with staff: Paying attention to people and discussing with them leads to effective management. One of the participants in this regard states that:

The manager should be able to easily dialogue with people because it is these discourses that lead to the revelation of differences and similarities (Participant. 2).

Verbal communication: Paying attention to verbal communication is one of the important indicators of communication between the manager and people. As one participant states:

The manager should not rely solely on written regulations and communications, but should have a direct and verbal communication with individuals (Participant. 11).

Respect for the feelings of others: Respecting the feelings of individuals can be considered as one of the important components of management. One of the participants in this regard states that:

An individual's emotional involvement in the organization leads to his or her emotional commitment, and this only happens by respecting their feelings (Participant No. 2).

Understand the situation of others: Paying attention to people's position acts as a bridge between the manager and others. One of the participants in this relationship states that:

If the manager does not understand the situation of others properly, he or she may have expectations from them that will lead to their discouragement (Participant No. 7).

Interventional factors

Defining a clear mission and goal: It is impossible to achieve many of the organization's ideals without a mission and goal. One of the participant's states in this regard:

If a clear mission is defined in the field of recruiting volunteers, then it is hoped that these people will be organized properly (participant 1).

Having a Vision: Determining the vision actually determines the path ahead of the organization in terms of attracting volunteer forces. One of the participant's states in this regard:

When the manager and the group under her supervision cannot define and design a correct and appropriate vision, the way of managing the volunteer forces will undoubtedly undergo a fundamental change (Participant. 6)

Comprehensive understanding of the organization: It is one of the basic points in the well-known management of the organization. One of the participants in this regard states that:

The important and fundamental question is that if the manager does not know all aspects of the organization well, how can he organize things such as organizing volunteer forces? (Participant. 2).

Analysis of issues: Experience and analysis of issues in the organization is one of the keys to the success of the manager. One of the participant's states that:

Knowledge in the field of various issues of the organization and the power of analysis of those issues makes the manager make better decisions (participant 7).

Making quality decisions: Avoiding superficial decisions paves the way for the success of the manager in various fields. One of the participant's states that:

Some managers think they are omniscient and make unilateral decisions about various issues that are not of good quality and ruin everything (participant 14).

Logical planning and decision making: Foresight is one of the most important components for all managers. One of the participant's states that:

Decision-making based on prudence and consideration of all aspects reduces the opportunity for error and doubles success (participant 10).

Knowing the rules of the organization: Knowledge of the rules can be considered as one of the basic pillars in management. One of the participant's states that:

If the manager does not know the law of the organization properly, he becomes like a blind person. In fact, knowing the rules gives the manager the opportunity to take the initiative (participant 5).

Ability to communicate multilaterally: Communication is the core of management. One of the participant's states that:

Some managers are accustomed to top-down communication. This type of communication is harmful, communication must be multifaceted and multidimensional (participant 12).

Ability to modify rules: The amendment of the rules provides the ground for the flourishing of management in various dimensions. One of the participant's states that:

Some rules may be such that they do not attract people to the organization, so the manager must be able to amend these rules (participant 8).

Strategies

Development of dynamic methods of absorption: The use of new methods to attract people is one of the important management indicators in the present age. One of the participant's states that:

If a manager wants to be successful in attracting people, he or she must use new methods and tools to attract (participant 10)

Synergy: Using the power of other people is one of the important management strategies in this field. One of the participant's states that:

In my opinion, if the manager can use interpersonal harmony and energy, he or she can easily provide the conditions for attracting people (participant 3).

Training of subordinates: Training programs to strengthen subordinates is another important factor in the success of the manager. One of the participant's states that:

The manager alone cannot do anything, a strong manager must have strong subordinates and the best way is training (participant 6).

Keep employees up to date: Staff up-to-datedness is another important factor in a proper management model. One of the participants in this regard states that:

The manager must provide the conditions for keeping the employees up to date with proper planning, and in this way, the employees provide the situation for attracting other people (Participant. 14).

Involvement in decisions: One-dimensional decision making is one of the important pests of management. One of the participants in this regard states that:

If the situation of involvement of different people in decisions is provided, they will be easily absorbed by the organization and the goals of the organization (participant number 2).

Consequences

Preserving the old volunteer forces: One of the results of the correct management model is the preservation of the old volunteer forces in the Imam Khomeini Relief Foundation. One of the participants in this regard states that:

If efficient and proper management is implemented, the forces that have been volunteering in this organization for a long time will have a double motivation to work (Participant. 8).

Attract new volunteer forces: One of the effects of the correct management model is the recruitment of new volunteers. One of the participants in this regard states that:

Applying the right management model leads to attracting new volunteer forces to the organization (Participant 9).

Upgrading the level of organizational culture: One of the results of an appropriate management model is to increase the level of organizational culture. One of the participant's states that:

The level of organizational culture is directly related to the type of management. Stronger management leads to a higher level of organizational culture (Participant. 11).

Creating a suitable work environment for volunteers: Creating a good work environment is another benefit of a change in management style. One of the participant's states that:

If the management model is comprehensive, it will provide ideal working conditions for volunteers (Participant. 4).

Creating a favorable atmosphere in the organization: The right atmosphere in the organization is the result of proper and efficient management. One of the participant's states that:

The manager forms the core of the organization and if he or she have the necessary efficiency, will lead to the creation of a favorable atmosphere in the organization (Participant. 9)

Developing a participatory spirit: Partnership and cooperation between employees and volunteers is one of the fruits of an efficient management model. One of the participant's states that:

When management has the necessary efficiency and emphasizes participation, we will see the growth of the spirit of partnership between employees and volunteers (Participant. 6).

Synergistic growth: Another result of good management of volunteer forces will be an increase in synergy. One of the participants in this regard states that:

When these forces are managed properly, there is a lot of synergy between the different departments (Participant. 2).

Growth of correlation: Promoting solidarity between the staff and the organization is another fruit of proper management of this force. One of the participants in this regard states that:

If these forces are managed properly, they will feel a sense of belonging and solidarity with the organization (Participant. 12).

Based on the research findings, the conceptual model presented in the figure below shows the relationships between the main categories resulting from the qualitative analysis process.
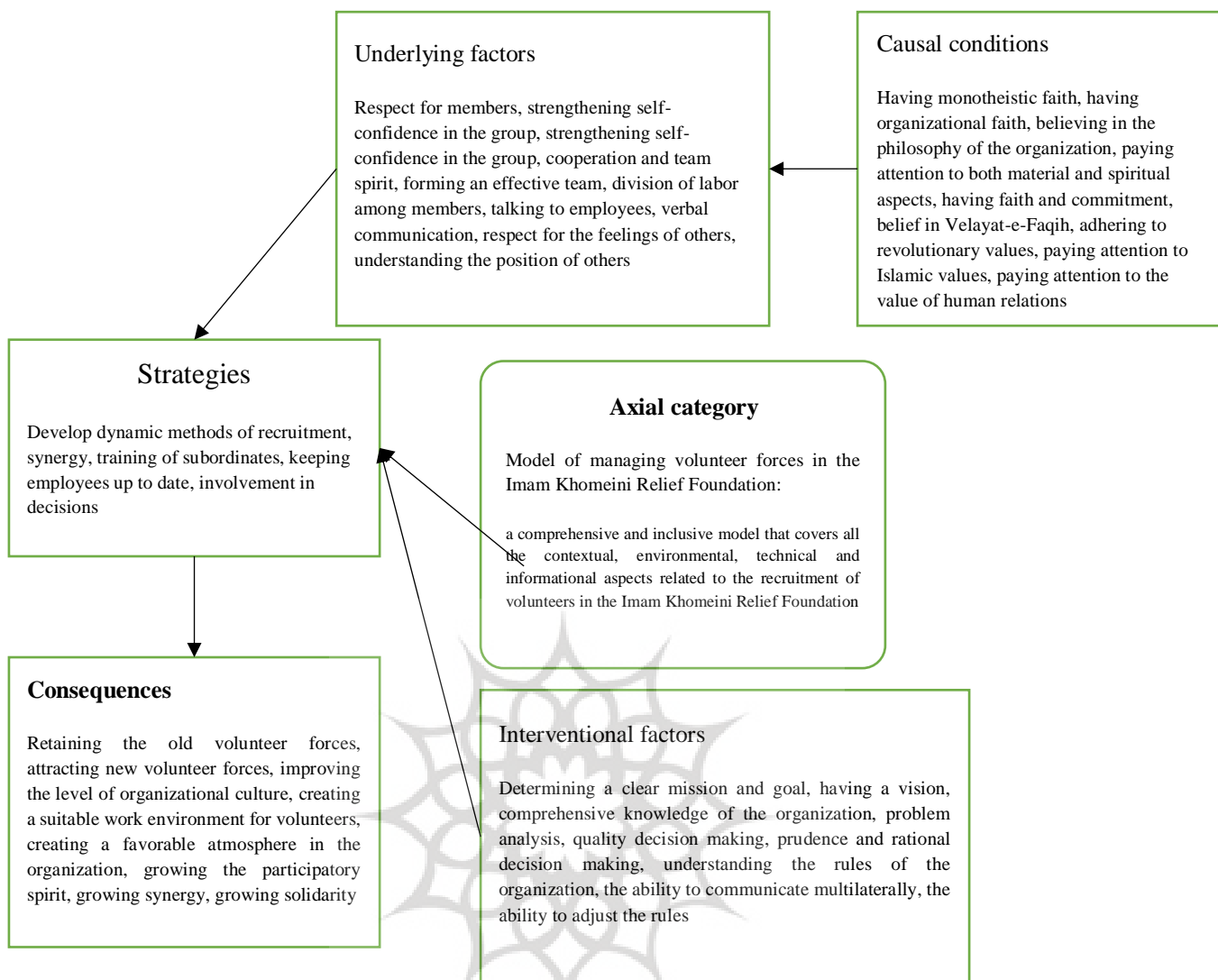
Figure 1: Model of managing volunteer forces in the Imam Khomeini Relief Foundation.

Conclusion

The purpose of this study was to provide a model for managing volunteer forces in the Imam Khomeini Relief Foundation. The first influential category in the management of volunteer forces in the Imam Khomeini Relief Foundation is causal conditions. Explaining the above findings, it can be said that an important and basic condition for management in Islamic society is complete belief in the principles of Islam. Faith for the leader is a comprehensive faith in which there is heart knowledge, verbal confession and practical commitment to the principles of Islam. Without faith and commitment, the manager uses the organization as a means to achieve personal goals. A manager who does not have faith, deprives employees of spiritual and divine motivations, ignores selection criteria, and gives opportunities to incompetent, uncommitted, and flattering individuals. The second influential category in the management of volunteer forces in the Imam Khomeini Relief Foundation is underlying conditions. The manager's skill in interpersonal relationships is a determining factor in determining whether other people in our organization are eager to be actively involved again. It is through these relationships that our needs, wants, and expectations are analyzed and anticipated, recognized, valued, and respected, or even based on these relationships the above issues should be neutralized or ignored. The quality of the manager's interpersonal relationships creates an emotional and social atmosphere in our work. Strengthening self-confidence in the group, the ability to recognize people and form an effective and purposeful team, respect for employees' feelings and emotions, increasing the network of communication with stakeholders to achieve organizational

goals and useful contacts with influential people to achieve organizational goals. The third influential category in the in the management of volunteer forces in the Imam Khomeini Relief Foundation is the intervening factors. Paying attention to the organizational climate as part of the cultural / social characteristics of managers in the organization is important because regardless of the conditions of the organization, people are deprived of the possibility of cooperation. A strong manager with special abilities is able to create a unique organizational culture and they inspire their employees to identify the desired path and in fact ask them to identify their leader in the organization. The fourth influential category in the management of volunteer forces in the Imam Khomeini Relief Foundation is strategies. Today, the traditional way of hiring people does not meet the needs of the organization, so the use of new methods of hiring and employing people is more important than ever. But the problem is not only employing people, but the manager must be able to provide the necessary training and keep the employees up to date in order to provide the basis for the organization's development. The fifth influential category in the in the management of volunteer forces in the Imam Khomeini Relief Foundation is the consequences In fact, the recruitment of efficient volunteers leads to the sharing of knowledge between new and old employees and the provision of a favorable organizational atmosphere, because the new employees have sufficient knowledge and the old employees have sufficient experience, and the combination of these two conditions provides a favorable organizational atmosphere. On the other hand, it leads to the promotion of cooperative spirit and teamwork among employees. In general, it should be said that the management of volunteer forces should be based on new approaches. Such an approach requires the use of transformational methods and the use of individual and general knowledge in the manager. The manager should be aware of the ability of volunteers and consider this issue yourself. It is also important to pay attention to issues such as the relationship between the manager and the volunteers and the staff. On the other hand, paying attention to the rules, mission, organizational vision, organizational culture, participation and flexibility is also essential.
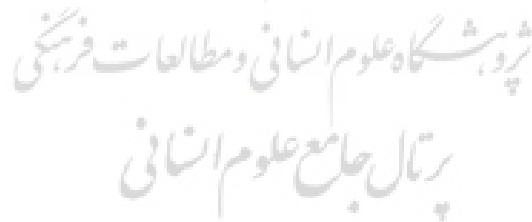
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