

Effectiveness and Challenges in the Organization Management of PadyaRescue, Inc., Pangasinan, Philippines

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Abstract - Voluntary organizations are fueled by their respective purposes or objectives which include augmenting government service delivery to cater to the unmet public needs and enrich local life. PadyaRescue, Inc. (PRI) is a youth-led, voluntary organization that initiates community projects mainly on local disaster risk reduction management and other advocacies based in Bugallon, Pangasinan, Philippines. It critically needs to gain stability and reputation while surviving as a viable system by countering inevitable internal issues. Hence, an assessment of its effective organizational management (OM) is in place. A descriptive survey research methodology to determine the perceived level of importance and the effective practice of PRI of the five pillars of OM along with project management, process management, resource management, knowledge management, and change management was employed. Results revealed that the PRI Officers deemed the five pillars of OM as highly important and that they effectively practice them. Despite a strong correlation between high regard and very effective practices in process management, project management, and knowledge management, there is a weak relationship between change management and moderate resource management. Using an importance-effectiveness matrix suggests fine-tuning of specific aspects particularly implementing change readiness and awareness assessments and intervention strategies towards a culture of change. Furthermore, challenges in the aspect of knowledge management may be addressed through resourcefulness in transforming knowledge into an accessible and comprehensible format, and the integration of knowledge-sharing practices into the organizational culture. It is recognized that key issues in the organizational management of PRI should be determined and addressed to ensure its effective and smooth operations, its optimal growth, and to sustain its societal contribution.

Keywords – organization management, voluntary organization

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INTRODUCTION

Voluntary organizations depend on the energy and resources freely given by their members and supporters to pursue organizational missions anchored on shared values and expectations [1]. Nowadays, there is an increasing number of people who do volunteer work [2]. Young people found volunteering as an answer in their passionate search for social transformation, often providing their first experience of civic engagement [3]-[4]. Further, voluntary organizations are important in promoting multi-sector cooperation towards community development and in solving social problems. They are key drivers in creating positive social benefits without any monetary reward [5]-[6]. Aside from providing innovative solutions and support to government programs, voluntary organizations could reach diverse populations, facilitate local resource mobilization, and deliver services at relatively low cost. To create collective impact, Kania & Kramer (2011) [1] even suggested the required creation of nonprofit organizations that have skills, resources, and relationships for the attainment of shared social objectives [6].

PadyaRescue, Inc. (PRI) is a youth-led, non-profit organization based in Bugallon, Pangasinan. It was founded by former Sangguniang Kabataan Chairman Edren M. Llanillo in the year 2021 and it has initiated many community projects on basic health and safety services, disaster risk reduction management, mobile education, and mental health advocacies significantly reliant on its youth volunteers and funding partners. PRI is an outgrowth of the Go Bike Initiative organized by Edren Llanillo, Nikko De Mesa, and Sheena Mae Quiles from Bugallon, Pangasinan in 2019, which received a financial grant from the Ideas Positive Run 9 of Unilab Foundation. Through the said grant, the three project proponents together with the SK officials and community volunteers (Barangay Health workers, youth, cyclists/bikers) from the different barangays in Bugallon, Pangasinan were able to jumpstart community projects on skills training in basic first aid, and awareness campaigns on

emergency preparedness [7]. PRI has been a partner of different institutions to serve its essential and timely purpose. It also continued joining project pitching competitions and has been a recipient of grants supporting its projects and advocacies from different sponsors. Funding and technical support sponsors of PRI include the Red Cross Crescent SEAYN Programme of the Philippine Red Cross, a CSR Grant from TELUS International Philippines, World Vision Development Foundation Philippines, and Positive Youth Development Network (PYDN) among others. Just recently this year, the group bagged one of the top spots in the Ideathon Challenge organized by the Emirates Foundation with the International Association for Volunteer Effort (IAVE) of UAE, besting 270 registrations from 78 countries. Recognizing its valuable efforts and outstanding dedication, it is one of the winners of the 2024 Healthy Aging Prize for Asian Innovation (HAPI) initiated by the Economic Research Institute for ASEAN and East Asia (ERIA) and the Japan Center for International Exchange. PRI also collaborates with school-based and community-based organizations for wider reach. In response to evolving community needs, in addition to the core focus on disaster risk reduction and management are now its projects on mental health awareness (PadyaKaisipan) and neighborhood literacy program (PadyaKaalaman).

There are limitations, however in the operations of voluntary organizations. These include inept technical capacity for complex projects, inability to scale up projects, staff development concerns, issues on sustainability and networks, funding problems, improper documentation and transition, and lack of organization management capabilities [8]-[1].

These are all congruent to Harrington's (2006) discussion in his paper about the importance of focusing on the different elements or pillars of any organization. He enlisted reasons why an organization fails: (1) failure to adhere to commitments (process management), (2) mismanagement of project portfolios (project management), (3) poor resource utilization

(resource management), (4) loss of knowledge capital (knowledge management), and (5) unprepared people for change (change management). There is a need to focus on all these parts and address these specific concerns of the organization for it to survive and excel [9]. In addition, Gul (2020) recommends the application of a systems approach in volunteering structures to better understand its capacity and sustainability [10]. It is appropriate then, to assess the five elements of the organization including process management, project management, change management, resource management, and knowledge management for a holistic view [9].

Process management is a systematic approach to defining interconnected activities in the organization to transform inputs into valued outputs along with performance, quality, and satisfaction measures [9]. Project Management is the effective and efficient use of skills, knowledge, techniques, and tools for the initiation, planning, execution, and closing of a project to create a product or service that meets stakeholder needs [11]. Change Management is a comprehensive set of structured procedures that minimizes disruptive impacts brought by shifts from the present to the future desired state [9]. The efficient and effective planning, allocating, optimizing, and monitoring of quality basic and advanced resources to achieve an organization's goals and priorities is what resource management is all about [21]. Knowledge Management is the proactive and systematic process of generating, capturing, and disseminating an organization's data, information, and knowledge as assets [9].

With the request of the PadyaRescue, Inc. officers and as recommended by their sponsors, an assessment of the internal operations of the group is appropriate to ensure its effectiveness and sustainability. Determining capacities and gaps in the organization management of PadyaRescue, Inc. can help the organization prioritize efforts and responsively allocate resources for the ultimate attainment of its goals and continued operations.

OBJECTIVES OF THE STUDY

Generally, this study aimed to determine the effective practices on organization management of PadyaRescue, Inc. (PRI), a youth volunteer group in Pangasinan, Philippines. A short profile of the PRI officers was collected highlighting the motivators in joining the group. It looked into the relationship between the perceived importance of the different organization management pillars or elements, to the effective practices of PRI.

These shall be a basis for more responsive capacity-building proposals for the youth group. Using the basic Importance-Effectiveness Matrix, it aimed to identify specific indicators of organization management that the group should maintain, reassess, and improve.

MATERIALS AND METHOD

Employing a mixed methods approach (i.e. quantitative descriptive survey and qualitative key informant interview), the researcher utilized a set of questionnaires to collect data from the respondents, augmented by the conduct of the interview.

Four-point scales were used to measure the perceived level of importance of the different pillars or elements of organization management, and the extent of effective practice made by the officers of PadyaRescue, Inc., Pangasinan. Frequency, mean, Pearson *r* correlation, and ranking were utilized to analyze collected data.

All of the 15 PadyaRescue, Inc. officers were included in the study. They have been with PRI since its inception and others are just recent in their posts. They handle positions such as Executive Director, Program Manager, Project Director, and Assistants. They are all members of the youth sector and are residents of Bugallon, Pangasinan.

RESULTS AND DISCUSSION

Profile of the Respondents

Table 1 on the next page presents the profile of the PadyaRescue, Inc. (PRI) volunteer-officers. The PRI officers are all young adults who are mostly male and are still

studying. Their top 3 reasons for joining PRI as volunteers are to learn new knowledge and skills, to promote their advocacies, and to promote citizen participation.

There is an increasing number of young people who are actively doing volunteer work [2]. As young people nowadays increasingly decide to chase their interests and express something by themselves, they find ways how to promote their advocacies. This is in tune with the findings that volunteering has increasingly depended on personal interests and needs [4]-[13]. Young volunteers expect to gain work experience and skills that would be beneficial not just in their personal life, but professionally

as well. Volunteering is seen by the youth as rationally driven and grounded on the rhetoric that learning is inherent [4]-[13]-[14]. There were PRI officers who shared that the knowledge they learned in preparing project proposals and the skills they acquired in organizing community projects gave them an advantage in school competitions and during class discussions. Furthermore, they value volunteering as it earns them social and cultural capital which can turn into material capital in the long run. It positively impacts the lives of volunteers towards educational and occupational achievement [12]-[15].

Table 1. Profile of the PRI Officers

Age	f	%
17 and below	3	20.00
18 – 22 years old	7	46.67
23-27 years old	5	33.33
Sex	f	%
Male	10	66.67
Female	5	33.33
Educational Attainment	f	%
Senior High Student	4	26.67
Senior High Graduate	2	13.33
College Student	4	26.67
College Graduate	5	33.33
Top Reasons for Joining PRI	f	Rank
To learn new knowledge & skills	12	1
To have a platform for promoting my advocacies	8	2
To promote citizen participation	8	2
To build connections and increase social network	6	3
To hone my leadership and teamwork skills	5	4
To share my knowledge & skills	3	5
To liken friends & family who are also volunteers	2	6
To gain economic benefits	1	7

PRI being a youth-led group has volunteer officers who are mostly students and young professionals. They claim to be enjoying their participation in the group's projects and activities because they are not only able to gain learning but also promote citizen participation.

This is interestingly in contrast with what Jardim & Marques da Silva (2018) [4] pointed out, that volunteering among the youth is increasingly turning its focus into personal interest and is losing its altruistic purpose. The pursuit to promote advocacies and self-interests has overshadowed the traditional value of service for others and a sense of civic duty.

This is contrary to the data showing that both the promotion of advocacies among the PRI officers and encouraging citizen participation are on top of the list. Jardim continued that the relationship among groups of volunteers has become more individualistic deviating from the usual cooperative nature, but in the case of PRI, building connections fared well with the other motivators. With the partnerships they were able to build, PRI is currently connecting with an agency that can provide work opportunities and skills training for the volunteer members. Though data reveals that this is not the main motivator why the volunteers joined PRI gaining economic benefit is the last in the list.

Perceived Importance and Level of Effectiveness of Organization Management in PadyaRescue, Inc.

The officers of PadyaRescue, Inc. perceived that the five pillars or elements including process management, project management, change management, resource management, and knowledge management are all highly important and are crucial for effective organization management. The highest mean ratings were garnered by some of the individual indicators in the different pillars highlighting the great need for them.

Legend:

Mean:3.26–4.00 HI–highly important /VEP very effectively practiced

2.51–3.25 MI – moderately important/ EP effectively practiced

1.76–2.50 SI – slightly important/LEP limited effective practice

1.00 – 1.75 NI – not important/NEP not effectively practiced

r: 0.5 – 1.0 S - strong correlation

0.3 – 0.5 M – moderate correlation

0.1 – 0.3 W - weak correlation

Under process management, the conduct of onboarding processes such as orientation and training, assignment of well-understood tasks, the existence of feedback mechanisms, and proper documentation of procedures for continuous improvement were all of the highest

importance. There is recognition among volunteers that formal policies and procedures for recruitment and training are needed to ensure that volunteers are screened assigned suitable tasks and trained to perform with commitment and capacity [11]. Similarly, some of the identified best practices in volunteer management are orientation and training, clearly defined roles, reflection and peer support, recognition, supervision, communication, and satisfying motivations [16].

Project plans that are complete, clear, and aligned with their individual priorities and organizational resources are valued the most under project management. As per Kania & Kramer (2011), some of the conditions for collective success especially in the non-profit and voluntary sector industry include common agenda, measurement systems, and reinforcing activities that are responsively and sustainably crafted [6]. It requires strategic planning to assemble organizational elements for a collective impact [6]-[9].

As to resource management, budget review, transparency, and accountability in financial reporting were perceived to be highly important among the PRI officers. Many areas of an organization are affected by its financial capacity. It is then pointed out by Hall, et al (2003) that funding models of accountability be adopted in pursuit of its social and collective goals [16].

Recognition for knowledge champions who promote collaboration and continuous learning is also considered to be highly essential in managing an organization. In the study of Mikovic, et al (2023), NGOs perceive a very high ranking for the quality of knowledge management in their organization. NGOs believe that access and ease of use of knowledge are very useful, and their acquired knowledge is powerful [17].

The officers of PRI claimed to very effectively practice the different pillars or elements of organization management. The individual indicators that got the highest mean ratings are the (1) conduct of onboarding processes for volunteers through application

review, orientation, and training (under process management), (2) giving roles and responsibilities to volunteer members and officers based on skills and availability (under project management), and (3) that success stories, lessons learned and areas for improvement to inform future change efforts are documented (under change management).

As elaborated during the key informant interview, the PRI officers require the participation of orientation and at least 1 training of all volunteers in their organization before official membership. They even require several pieces of training before a volunteer is assigned key positions. Their performance during these trainings serves as the basis for their possible assignments. Aside from being featured in broadcast platforms and its social media presence, PRI conducts annual activities that aim to recognize the success stories of its volunteer members. They also integrate the sharing of challenges and lessons as part of their post-project evaluation activities. These best practices were the product of my own learning experiences, suggestions from mentors, and compliance with grant-aid requirements of PRI. These are all related to the best practices enlisted by Einolf (2018) such as the conduct of orientation and training, supervision, reflection, and recognition that were previously mentioned. These support the other suggested best practices for organizational effectiveness which are the

creation of written policies and procedures including recruitment and onboarding strategies, record-keeping or documentation, and individual evaluations [15].

Despite apparent alignment between the high rating of importance and very effective practice of the organization management variables, a closer look into the degree and direction of this relationship reveals a weak correlation for change management, a moderate correlation under resource management, and the rest of the 3 pillars of organization management have a strong correlation. This means that as the 3 pillars of OM including process management, project management, and knowledge management are regarded as of the highest value by the PRI officers, it is translated positively into very effective practices. The high importance perception towards change management can only be slightly associated with very effective practices. Plotting these results in an importance-effectiveness matrix, it can be analyzed that though all of the indicators under change management are highly important, other elements could still be improved to ensure effective manifestation in the operations of PRI.

Table 2. Importance and Effectiveness of the Five Pillars of Organization Management (OM) in PadyaRescue, Inc.

Pillars of OM	Importance		Effectiveness		r	DE
	Mean	DE	Mean	DE		
Process Management	3.92	HI	3.46	VEP	0.86	S
Project Management	3.92	HI	3.58	VEP	0.81	S
Change Management	3.84	HI	3.44	VEP	0.19	W
Resource Management	3.93	HI	3.44	VEP	0.32	M
Knowledge Management	3.84	HI	3.35	VEP	0.56	S
AWM	3.89	HI	3.45	VEP		

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Table 3. Importance-Effectiveness Matrix of Change Management in PRI

I-E Matrix	Moderately Important	Highly Important
Very Effectively Practiced		<ul style="list-style-type: none"> • Changes are aligned with the objectives. • Training and coaching are done for change initiatives. • The impact of change on organizational performance and outcomes is evaluated. • Success stories, lessons learned, and areas for improvement to inform future change efforts are documented.
Effectively Practiced		<ul style="list-style-type: none"> • Organizational readiness and awareness for change are assessed. • Change initiatives are clearly explained. • Barriers to changes such as resistance and lack of resources are addressed first. • Adoption of new processes, technologies, or ways are assessed. • Integration of change in the organizational culture for sustainability

Based on the results of Table 3, aligning and training for change initiatives, also evaluating and documenting changes in the organization should be continued. Moreso, a reassessment of the following practices on change management of PRI to ensure optimal alignment of resource and effort allocation is suggested.

First, an assessment of change readiness (including sufficiency and adoption of resources and processes), and awareness (clear understanding and non-resistance for the change Initiative) among officers and members be conducted. Second, is the implementation of intervention strategies to adopt the culture of change in the PRI organization

Challenges Encountered by the Officers in the Organization Management of PadyaRescue, Inc.

The following table presents the challenges encountered by the PadyaRescue, Inc. (PRI) volunteer officers about organization management.

Table 4. Challenges in the Organization Management of PRI

Problems	f	Rank
People leave the organization without proper turnover of knowledge capital (KM).	14	1
Lack of means to transfer knowledge. (KM)	7	2
Failure to adhere to the committed schedule or timeframe of projects due to poor planning. (ProjM)	7	2
Failure to complete projects due to unforeseen discrepancies or changes. (ProjM)	7	2
Overlapping of functions or tasks among officers and members. (Proj)	6	3
There are no process flowcharts to guide the members, partners, and clients of the organization in the performance of key functions and the delivery of its services. (ProcM)	6	3
Strategic plans to manage resources are prepared and updated but are only shared to a privileged few, failing to be used as the basis for decisions and accountability concerns. (RM)	6	3
The organization has not yet adopted a culture of knowledge sharing among its stakeholders. (KM)	6	3

Concerns related to knowledge management particularly the lack of turnover of knowledge capital from key personnel and the means to do it were the topmost challenges identified by the officers of the PadyaRescue, Inc. (PRI). Non-government organizations (NGOs) value the quality of knowledge management as highly as that of social capital. Access and use of knowledge is useful and powerful for NGOs. It is an important component in the development of organizations especially those that are with limited resources [18]. Because knowledge management is not just a prescriptive technology process but is about people, their network, and their culture of creating and communicating knowledge (Harrington, 2006); human capital being the greatest strength of most non-profit and voluntary organizations [16]. Transforming knowledge held by individuals, including processes and behaviors into a consistent format is, however, a big challenge in knowledge management as NGOs lack tools and

standardized procedures in gathering, storing, transforming, and exploring knowledge [9]-[18]. This is confirmed by the data collected from PRI.

But aside from the means of converting knowledge into useful factors for organizational development and achievement of its goals, another identified most challenging aspect in knowledge management is an organization's culture [9]. To take advantage of it, interventions on social processes, practices, and patterns within an organization should be made by PRI to turn it from a knowledge hoarding into a knowledge-sharing one [17].

Another set of challenges that were identified by PRI officers to be of main concern is about failure of projects due to poor planning, unforeseen discrepancies, and changes. This is supported by Brown & Korten's (1989) article enlisting the seldom attention given to project planning and sustainability as one critical limitation of voluntary organizations [1]. Project management which involves the effective and

efficient use of resources for the creation and delivery of satisfactory goods and services should also be given priority by PRI.

Limited access to strategic plans under resource management and the need for guided performance of tasks and key functions should not be left out. Participation in decision-making and involvement in the organization through resource mobilization are all ingredients towards organizational effectiveness [19]. The involvement of the members of an organization, particularly those in the volunteer industry has been proven to be contributory to effective service delivery. Involved members are more committed to the purpose of their organization thereby leading to effectiveness.

CONCLUSION AND RECOMMENDATION

The officers of PadyaRescue, Inc. may be young and new in the field of voluntary service but they are eager to learn new knowledge and skills to promote their advocacies focusing on basic safety and health initiatives and encourage citizen participation to create a collective impact.

The elements of organization management identified as process management, project management, change management, resource management, and knowledge management are deemed highly important by the officers of PRI. These are translated into very effective practices, particularly through (1) the conduct of onboarding processes for volunteers THRU application review, orientation, and training (2) giving roles and responsibilities to volunteer members and officers based on skills and availability, and (3) the documentation of success stories, lessons learned and areas for improvement to inform future change efforts.

Based on the Importance-Effectiveness Matrix, reassessment of change readiness and awareness within the organization, and the implementation of intervention strategies to adopt the culture of change in the organization is suggested. Furthermore, challenges especially in the aspect of knowledge management may be addressed through resourcefulness in

transforming knowledge into an accessible and comprehensible format, and the integration of knowledge-sharing practices into the organizational culture. Sustainable and participatory project planning is also recommended.

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