

LEGON CENTRE FOR INTERNATIONAL AFFAIRS AND DIPLOMACY

COLLEGE OF HUMANITIES

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**AN EXAMINATION OF TAYLOR'S SCIENTIFIC MANAGEMENT
PRINCIPLES IN INTERNATIONAL NON-GOVERNMENTAL
ORGANIZATIONS: THE CASE OF FRIENDS OF THE EARTH
INTERNATIONAL (GHANA).**

BY

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**THIS DISSERTATION IS SUBMITTED TO THE UNIVERSITY OF
GHANA, LEGON, IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE MASTER OF ARTS
DEGREE IN INTERNATIONAL AFFAIRS.**

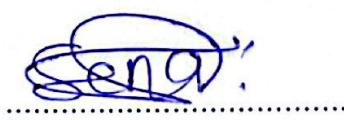
DECLARATION

I, Asafo Kelvin Senanu Kwasi, hereby affirm that this dissertation has been entirely written by me under the guidance of Dr. Daniel Dramani Kipo Sunyehzi, and that it has not been submitted, either wholly or partially, for any prior degree application. Unless otherwise indicated through citation or acknowledgment, the work presented is solely my own.



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DEDICATION

This dissertation is dedicated to the cherished memory of my grandfather, Mr. Charles Kwakutse Asafo, whose unwavering support, encouragement, guidance and inspiration have been a constant source of motivation throughout my academic journey. Your absence has left a void that cannot be filled. Nevertheless, your memories continue to inspire me to strive for excellence. This dissertation is a testament to the impact you had on my life. I am of the strongest conviction that this academic piece of work would have made you proud. May you forever be in my heart and memories.



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LIST OF ABBREVIATIONS

AI – Amnesty International

CARE - Cooperative for Assistance and Relief Everywhere

COPs – Conferences of the Parties

CSOs – Civil Society Organizations

FoEI – Friends of the Earth International

HR – Human Resource

IGOs – Intergovernmental Organizations

IOs – International Organizations

INGOs – International Non-Governmental Organizations

LECIAD – Legon Centre for International Affairs and Diplomacy

NGOs – Non-Governmental Organizations

NSAs – Non-State Actors

OECD – Organization for Economic Co-operation and Development

PMS – Performance Management System

SDGs – Sustainable Development Goals

SM – Scientific Management

SMPs – Scientific Management Principles

UIA – Union of International Associations

UN – United Nations



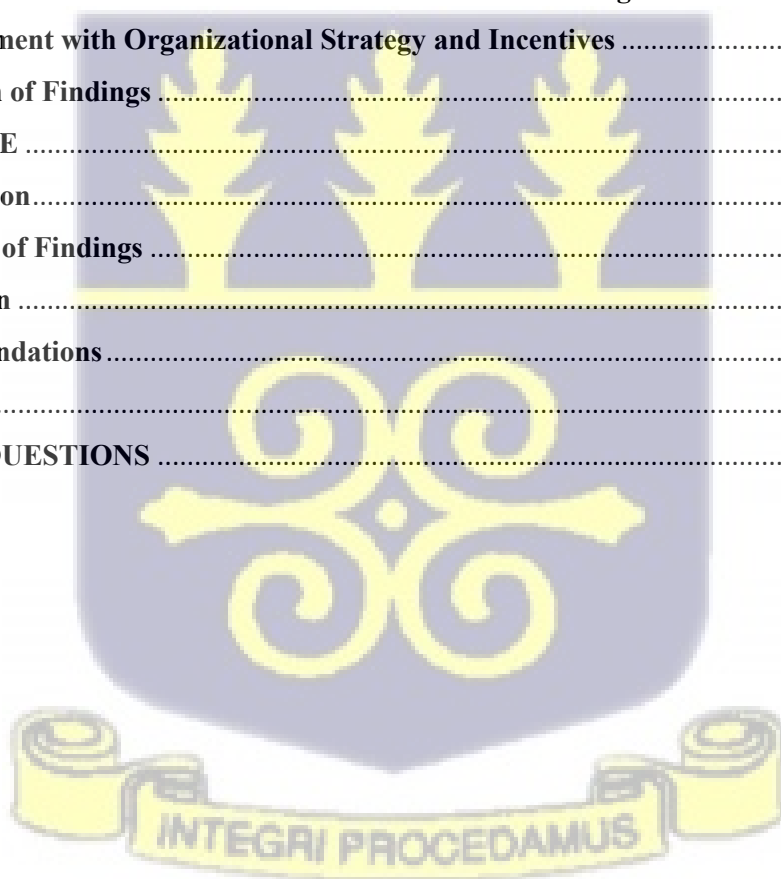
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ABSTRACT

With a particular focus on Friends of the Earth International (Ghana), this dissertation investigates how Frederick Winslow Taylor's Scientific Management Principles (SMPs) are applied in the context of international non-governmental organizations (INGOs). This study examines the ways in which Friends of the Earth International has incorporated these ideas into its operational procedures, evaluating the effects on program results and productivity. To reach its conclusions, the study employed a qualitative research methodology. As part of the research method, a semi-structured interview was conducted to engage participants in the subject of contention. A purposive, non-probability sampling method was used for the study to allow for experienced staff who have worked with the INGO share their responses. In analysing the data, the study adopted the thematic analysis approach, which helped in evaluating the various themes used in the study. The IR theory of constructivism was utilized in the study to signify the importance of ideas and norms in international relations. Thus, Taylor's SMPs played a role in the activities of international organizations. Undoubtedly, as part of the study's findings, the study reveals how the principles by Taylor have resulted in productive humanitarian responses in combating the issue of illegal mining, "galamsey", through constant lobbying and education provided for by FoEI (Ghana). Through Taylor's principle of teaching and training of staff, the organization remained capacitated to help local communities in knowing their rights in the destruction of their lands. The dissertation concludes with some recommendations that seek to strengthen the activities of INGOs and all other organizations which inadvertently apply these principles directly or indirectly. The study calls for an in-house training and the provision of incentives to individuals who comply with international organization's standards, which conforms with Taylor's principle of replacing the rule of thumb with what he refers to as "a true science

CHAPTER ONE

INTRODUCTION

1.0 Background

The aftermath of the Second World War has necessitated a revolution on the discourse of international subjects in the international community. States have long stood as the traditional subject of international, possessing various characteristics such as the ability to enter treaties and the capacity to make claims in respect of breaches of international law. International Organizations (IOs), persons who find themselves in certain situations and are given a representational structure, and individuals are some of the other poles of interests and activity that have recently attained worldwide stature, particularly since the Second World War (Mayor & Bedjaoui, 2023). Thus, international non-governmental organizations have become a subject of attraction regarding their contribution to national and international politics. International non-governmental organizations (INGOs) are steadily and rapidly increasing their worldwide impact, forming a new paradigm for everything from digital governance to human aid (Zhang, et. al. 2025). Non-governmental organizations (NGOs) have significantly expanded their worldwide operations over the past ten years (Dörfler & Heinzl, 2023). Due to the shortcomings of domestic organizations, INGOs play a crucial role in international development and aid. As a result, they work to better address global crises, and their globalization is driven by the need to find new donors, increase their resource pools, and boost their competitiveness across national boundaries (Galkina & Yang, 2020; Han et al., 2020). INGOs have proven to be a force to reckon with on the international plane and as such, the study seeks to appreciate the dominance of INGOs across national borders resulting from the application of Taylor's Scientific Management Principles (SMPs). Overcoming national boundaries and geopolitical tensions, INGOs have shown to be an effective sector on the global

arena in addressing a wide range of socioeconomic and political issues (Zhang & Saadé, 2024). INGOs are under pressure to figure out how to compete in the global labor market, not just with the private sector and the United Nation (UN), but also with other INGOs (McWha-Hermann et. al., 2022). Therefore, the study seeks to analyze how SMPs contribute to the operations of INGOs, taking into consideration, Friends of the Earth International.

International Organizations

International organizations are associations of states (or their agencies), private citizens, ethnic groups, and non-governmental organizations from different states. In a variety of fields, including political, economic, social, cultural, and scientific, these unions seek to accomplish shared goals and serve as the main vehicle for global collaboration (Alexander, 2016). According to Hurd (2024), some of the notable IOs include the United Nations, the World Trade Organization, the World Bank, the International Monetary Fund among others. These significant organizations' roles have grown in tandem with the pace of globalization, making them significant global actors alongside nations and multinational businesses (Teperek, 2025). International organizations, as defined by Eze-Michael and Nwakanma (2022), are those that have at least three member states, operate in numerous states, and have members who are formally bound by an agreement with them. These organizations are also occasionally supported by governments, private citizens, religious institutions, and other organizations. This goes to suggest that INGOs are not far from being categorized as IOs. International organization academics "seem to typically focus on inter-governmental organizations, and at times, seem to use the term inter-changeably," according to Brechin and Ness (2013). This could be perplexing. Similarly, Dijkzeul and Beigbeder (2003) assert that "international non-governmental organizations (INGOs), bilateral organizations, multinational corporations, and multilateral organizations are sometimes included under the term international organizations." According to Brechin and Ness (2013), "all forms of non-state actors working at international

or global levels" are most frequently referred to as international organizations. This means that, along with INGOs, IGOs can be viewed as a subset of the category of international organizations (Amici & Cepiku, 2020).

Scholars have provided for diverse types and categorization of international organizations. However, international non-governmental organizations (INGOs) and intergovernmental organizations (IGOs) are the most pertinent distinctions (Amici & Cepiku, 2020). The Union of the International Associations (UIA) states that if an organization is created by the signing of an agreement establishing obligations between governments, it may fall within the intergovernmental category (YIA 2015). Additional requirements include the formation of a permanent Secretariat carrying out continuous activities and the requirement that IGOs be largely formed of sovereign states, but they may also include other intergovernmental organizations. Non-governmental organizations (NGOs) are defined as "private voluntary organizations whose members are individuals or associations that come together to achieve a common purpose" by Karns et al. (2010). International non-governmental organizations (INGOs) are therefore NGOs with a global focus.

International Relations Perspective on International Organizations

International organizations from the perspective of International Relations cannot be undermined as there have been theoretical discussions on the reasons behind the creation of IOs. The first set of theories is part of the realist tradition, which includes contemporary scholars like Reinhold Niebuhr, Jonathan David Kirshner, Carl von Clausewitz, and Hans Morgenthau, as well as ancient theorists like Hobbes and Machiavelli. According to Amici and Cepiku (2020), since nation-states are the primary actors in international relations and engage in a world devoid of a central or sovereign authority, realists concentrated their research on issues pertaining to national power. To put it succinctly, they believed that no players above

nations could control their interactions and that the international system was anarchic. As a result, international organizations were seen to be creatures of the states and, as such, were not particularly attractive subjects for investigation because they had little autonomous influence over states. International organizations are therefore not crucial platforms for member state interactions and are unquestionably not independent players in and of themselves (Nielsen & Tierney 2003). State calculations of self-interest based on worries about relative power are reflected in international organizations. By virtue of this, Stone (2011) argues that there has been a clear exercise of states' power acting under the masks of international organizations. According to Martin and Simons (2012), this demonstrates the degree to which powerful nations exploit the assistance of weaker states in international organizations. Soft realism is a more recent addition to the realist paradigm that examines how governments utilize international organizations to accomplish their goals (Martin & Simons 2012). He (2008) claims that governments employ international organizations to practice "institutionalized balancing," which is the employment of threats and coercion to protect their interests.

On the other hand, despite being subservient to nations, IOs may be able to become actors in their own right according to the principal-agent paradigm (Nielsen & Tierney 2003). According to this concept, principals—in this case, governments—hire an agent, an international organization, to carry out a number of tasks that will benefit all participants (Nielsen & Tierney 2003). In general, the agents' primary duties involve keeping an eye on things and communicating information with all parties involved. However, Koch (2006) notes that the principal-agent model demonstrates that international organizations can gain autonomy from their member states through delegation. The operation of the internal procedures of international organizations was gradually examined by scholars of international relations, who had previously concentrated on elucidating the reasons behind their creation and the ways in which member states could exert influence over them. Studies on the principal-agent model

(Elsig, 2010) began to consider international secretariats of international organizations, examining their administrative characteristics, such as the function of independent staff, their capacity to propose and implement policies (Haftel & Thompson 2006), and their overall capacity for autonomous action (Grigorescu, 2010). However, as various academics have noted (Bauer et al. 2017), the primary shortcoming of the principal-agent literature is still the absence of a clear definition of the bearer of agency in international organizations. The principal-agent approach's propensity to fail to distinguish between the political and administrative facets of an organization. While some scholars have recently begun to distinguish between the two intra-organizational levels using a principal-agent approach, as argued by Ege and Bauer (2013), we need a more explicit distinction between the political and administrative levels in the study of international organizations (Elsig, 2010).

Scientific Management Principles (SMPs) in International Organizations

Scientific Management (SM) in international relations, which focuses on optimizing organizational efficiency, was pioneered by Frederick Taylor in the early 1900s (Cappelli, 2020). Frederick Taylor devised the concept of SM, which aimed to boost productivity by organizing labor and management tasks according to scientific principles (Stivers, 2023). Management of IOs in contemporary times has been influenced by Taylor, regarding the interactions between management and their subordinates (Boon. et. al. 2021). The Scientific Management Principles (SMPs) were implemented in an effort to set Taylorism apart from the pseudoscientific methods that were defined by conventional rule-of-thumb management, and enhance productivity, allowing society as a whole to transition into a new era of harmony characterized by increased consumption of mass-produced goods by the working class (Önday, 2016). The main goal of all forms of modern management in international organizations seeks to investigate a standardized and scientific approach to increasing productivity (Li et. al. 2022). Therefore, the principles' main goal is to increase worker productivity (Umesi, 2024).

The four (4) SMPs espoused by Taylor in his 1911 publication include the scientific selection and progressive teaching and development of employees, the scientific selection and progressive teaching and development of employees, bringing together of scientifically selected employees and scientifically developed methods for designing jobs, division of work resulting in an interdependence between management and the worker (Rahman, 2012). Under the SMPs, Taylor made the case that while employees should focus on their work, managers should be responsible for optimizing productivity (Dar, 2022), which will relieve employees of some burdens. Thus, according to Nordin et al. (2020), employees are entitled to a fair distribution of duties, compensation corresponding with their effort, and the opportunity to take scheduled breaks while working, therefore it does not entirely burden them with productivity production. The public has since labelled the scientific management concepts that were first introduced by Frederick Winslow Taylor (1856–1915) as "Taylorism" (Barba Álvarez, 2010). The crucial idea of Taylorism was a well-known science-led approach to workplace organization, where workers and employees are to be arranged alongside strict principles of labor efficiency and cost-saving methods. (Moorkens, 2020).

International Non-Governmental Organizations

An INGO is often characterized as a sizable group of individuals who self-declared to support or serve a particular goal and purpose, yet there is no one widely accepted definition for what they are made of (Ali & Hamakareem, 2024). International non-governmental organizations (INGOs) are defined by Galkina and Yang (2020) as those that extend their activities across national boundaries. Since 1980, there has been a significant rise in the number, scale, and importance of INGOs, which function in culturally diverse environments and wield considerable influence as participants in global civil society (Iannaccone, 2021). As a result, INGOs have emerged as important actors in global politics, experiencing considerable growth in both their numbers and impact since the 1980s (Lee, 2010). INGOs are not-for-profit

organizations (Zubler et. al, 2025) that are created and structured by non-governmental actors and function independently of any government (Davies, 2014). Inasmuch there has been a proliferation of IGOs from 37 in the early 20th century to 7710 a century later, INGOs today include a broad associational network of over 60,000 organizations worldwide, compared to less than 200 organizations prior to World War I (Zapp, 2018). Their activity encompasses various domains, including but not limited to democratization, development, humanitarian aid, and environmental conservation, and their motivations stem from a range of ethical and moral standards, including human rights frameworks and religious convictions. (Grimm, 2016).

In its most basic form, the topic of what INGOs do may be summed up in three major, interconnected roles: partners, implementers, and catalysts (Lewis 2013). Getting resources together to deliver products and services to those in need is the focus of the implementer position. An INGO's capacity to motivate, support, or provide ideas and actions to encourage change can thus be characterized as its catalyst role. It entails developing fresh approaches to issues. A partner collaborates with others and splits the venture's risk or reward. Since INGOs hardly ever work alone, the partner role reflects this (Lewis et. al. 2020).

Examples of International Non-Governmental Organizations

Amnesty International

Following the simultaneous publication of an article by British lawyer Peter Benenson in multiple newspapers, including the French daily Le Monde and the British Sunday Observer, the most well-known and significant human rights NGO (Savelsberg, 2015), Amnesty International (AI) was established in 1961. The article called for a year-long campaign for "prisoners of conscience," those incarcerated due to their beliefs, provided that they had not used or advocated violence (Ulltveit-Moe, 2006). Amnesty International is acknowledged as the biggest INGO organization working to preserve human rights in the modern era

(Mirzayeva, 2022). With over 10 million members worldwide, AI is a global movement dedicated to ensuring that everyone can enjoy their human rights in the future, contribute to the global effort to combat violations of human rights, prosecute those who torture others, repeal laws that are repressive and release those who were imprisoned for expressing their opinions (Amnesty International, 2024). Considering the operational activities of AI across the globe, Eckel (2014) makes the argument that AI has played a significant role in shaping global human rights politics. The organization has in tune of that strengthened human rights base in Nigeria. In the country, Amnesty International's activities cover a wide array of objectives, including the elimination of all forms of violence against women and children, the protection of children's rights, accountability for institutions, the prohibition of torture, the preservation of public spaces, the improvement of working conditions for human rights advocates, the assurance of freedom of speech, the abolition of the death penalty and related sentences, the prevention of enforced disappearances and extrajudicial executions, and the safeguarding of economic, social, and cultural rights (Favour & Folarin, 2021). The organization achieves these through several means including training. The training of local groups has proven to be one of the strategies employed by AI in Nigeria. The AI Programme provided transformational training during the Niger Delta crisis, focusing on education and the acquisition of vocational skills to facilitate the integration of former militants (Tobor & Obudo, 2017). The aim of this program was to equip local organizations with the necessary tools to effectively promote and defend human rights. These meetings also give local activists and AI a forum to collaborate on efficient data exchange (Favour & Folarin, 2021).

Cooperative for Assistance and Relief Everywhere (CARE) International

According to Wieters (2015), Cooperative for Assistance and Relief Everywhere (CARE) International is a humanitarian non-state and non-profit organization that began in 1945 as a private voluntary organization. Founded in 1945 as a relief organization for World War II

survivors, CARE now employs more than 12,000 staff members (Murdie & Kakietek, 2012). In 1946, following World War II, CARE started off by shipping food packages from the United States to Europe (Lewis, 2023). Since its inception in 1945, CARE has been renowned for its dedication to providing emergency relief to disaster victims (Hasnath & Baser, 2024). According to CARE (2023), CARE International is a global non-governmental organization that emphasizes the empowerment of women and girls. The organization collaborates closely with communities to identify the root causes of poverty and develop innovative, locally led solutions. CARE is committed to showcasing the outcomes and methodologies of their projects, ensuring transparency and accountability, and continuously enhancing the quality of their work (CARE, 2023). During the 1940s, the agency shipped nearly 10 million people-to-people packages that included canned food and a modest selection of "luxury goods" like chocolate and soap (Wieters, 2015). As a result, CARE played a significant role in the overall postwar relief effort and helped popularize the term "CARE package" throughout Europe (Wieters, 2015). Today, CARE has rebranded itself as the Cooperative for Assistance and Relief Everywhere, removing the word "American" from its name (Wieters, 2015). The organization commenced its operations in Ghana in 1994 and has since made contributions across various sectors, including education, health, water, and sanitation (CARE, 2023). CARE International is recognized for its ability to support and strengthen the capacities of individuals, including smallholder farmers, through extension programs (Attipoe, Opoku-Kwanowaa & Ohene-Sefa, 2021).

Employee Recruitment and Incentives in International Organizations

The interconnectedness between SMPs and international organizations, specifically INGOs, cannot be undermined as empirical evidence has proven the productive responses achieved resulting from the application of the principles. As argued by Nwapi (2024), money served as a motivator for employees. International NGOs such as Plan International and Save the

Children provide their staff with alluring incentives including cash compensation (base pay and allowances) in an effort to keep them with the company (Nakiyimba et. al., 2020). Kampelmann et. al. (2018), argue that wages have a significant influence on people's decisions, including whether or not to join an organization. Incentives are a component of wages, which are integral aspects of the employment relationship (Mikkelsen et. al., 2017). Numerous studies have attested to the connection between an employee's motivation and job performance (Singh, 2016). The underlying premise is that people in organizations complete tasks driven by two different kinds of motivations: first, they are driven by the intrinsic objectives of their work and activities; second, they are motivated by the benefits the organization provides in return for their labor (Bruni et. al., 2020).

A study conducted in Kenya demonstrated how new employees are recruited in an NGO. Internationally, the recruitment of staff has a significant impact on the functioning of the organization (Huyen, 2013). As per Otiende (2013), a few of the non-governmental organizations in Kenya employ only ten to twenty people. Depending on their mission and the type of services they provide, INGOs operating in Nakuru East Sub County may employ more than 100 people in certain instances (Ngugi, 2015). Mwangi (2015) claims that the majority of these NGOs base their recruitment processes mostly on social and political tendencies, nepotism, and relationships. This is a problem for these NGOs' organizational effectiveness as well as the young people looking for work (Randall, 2012). Even though new research indicates that NGOs are increasingly strengthening their competitive edge, more work has to be done to increase their competitiveness (Ngugi, 2015). Therefore, in order to boost organizational performance, a more effective recruitment procedure is required.

The Case of Friends of the Earth International (Ghana)

Friends of the Earth International happens to be one of the two biggest environmental INGOs, as it has embraced some organizational strategies to remain relevant since its formation (Timmer, 2009). The organization seeks to "ensure human dignity, environmental and social justice, and respect for human rights and peoples' rights collectively in order to ensure sustainable societies" (Turner, 2014). Following complaints from some of its national member organizations that it ignored, Southern agendas, Friends of the Earth International (FoEI), engaged in contentious debates in the 2000s that tried to address its internal political disagreements. By clarifying its stances on capitalism, democracy, and social change, FoEI shifted its focus to the global South (Doherty & Doyle, 2018). All aspects of international organizational activity, including high performance, are impacted by Taylor's incentives as motivation.

This study ultimately explores the case of Friends of the Earth International, a notable INGO, and how SMPs have shaped its effective response to humanitarian crises. This will contribute to the recognition of Taylorism in the African terrain. The basis will be to examining firstly, how the SMPs have fared in ensuring productivity at Friends of the Earth International, coupled with the limitations encountered in putting them to play.

1.1 Statement of the Problem

International non-governmental organisations (INGOs) in developing countries have changed over the past 20 years from being small, little-known organizations dedicated to the welfare of the impoverished to becoming important, key players on the global development scene (Mwanjumwa & Simba, 2015). In the realm of international relations studies, INGOs are instrumental and ideational actors that strategically employ normative frameworks and ideas

to influence policy change (Sell & Prakash, 2004). At the moment, a lot of INGOs are having trouble carrying out their responsibilities under the conditions of the contracts they have with donors or funders. Given that International Organizations are becoming more widely recognised as significant players in national and international governance as well as fostering scientific advancement, it is remarkable that there is so little research on their knowledge work (Schofer, 2004). Since IOs are tools of powerful nation-states (as in realist and classical Marxist traditions) to lower transaction costs and coordination issues in an increasingly complex international community, scholars of international relations and global governance—the traditional lines of inquiry interested in IOs—have long ignored the knowledge dimension in the international sector. Little attention has been paid to what occurs within IOs and how they function (Zapp, 2018). The constructivist approach seeks to project the ideational factors and norms in the international community, therefore igniting the need to advance the SMPs in the operations of INGOs.

Few studies, nonetheless, have looked at how an international organizations employee's education, training and development, relationship between management and workers, and incentives work together to influence performance goals and objectives. According to Ochieng (2023), although Taylor's focus was on increasing productivity in manufacturing settings, his ideas formed the basis for later development of human resource management within the working space, including international organizations. Interestingly, the Principles of Scientific Management, which were once liberal in theory, have since undergone significant modifications to meet the demands of the digital workplace. This is known as neo-Taylorism, and it is the basis of an entrepreneurial philosophy that promotes both worker exploitation and capitalist profit growth in the twenty-first century (Baumgarten & Bourgadel, 2024). According to Günsel and Yamen (2020), the Taylorian paradigm is continually being modified to

accommodate new practices and technology, which explains a new digital form of exploitation that is currently referred to as "digital Taylorism."

Contemporary administration in international organizations have evolved over time with the principal objective advocated by Taylor evident in ensuring satisfaction for INGOs. The complete impact of Taylor's contributions over the last century is difficult to fully assess and articulate (Blake & Moseley, 2010). The study on SMPs should pay much attention to examining how these principles maximize and enhance production not only in the government and manufacturing domain but rather an extension to INGOs especially as Taylor's approach was initially designed for manual work in manufacturing and was first applied exclusively to the manufacturing sector (Drucker, 2012). Numerous studies conducted by various academics have identified several factors that influence employee performance, including the manager's attitude, organizational culture, personal issues, job content, financial rewards, communication, and workplace norms and standards (Marwa, 2016).

In line with that, Omolo and Mose (2019) collaborated to explore the factors that influence worker performance in international non-governmental organizations that are headquartered in Kenya that provide humanitarian relief. The efficacy of an organization's personnel continues to be a critical factor in determining its viability in emerging nations (Omolo & Mose, 2019). One of the underlying principles of Taylorism is a scientific education and training of workers. Taylor had the goal of making sure management provided staff with sufficient training. With this, managers and employees will have a clear separation of duties, with the former handling staff planning and training and the latter being accountable for carrying out organizationally assigned responsibilities. In order to maintain competitiveness, nations and organizations need to make sure that their labor force is always learning and growing. According to Salas et al. (2012), training and development initiatives help businesses adapt, thrive, compete, innovate, maintain safety, enhance customer service, and accomplish their objectives.

The study conducted in Kenya sought to appreciate the impact of training organised by the INGOs in relation to the output of employees, to ascertain how the leadership style and the reward system affect employee performance and to be able to figure out how employee contracts affect workers' performance. The study concluded that training increases worker production because it boosts productivity and raises employees' performance and efficiency levels. It also creates prospects for better career routes inside the company. Additionally, since it improves employee performance, leadership philosophies are equally significant. Supervisors provided clear work guidelines and deadlines while also involving employees in decision-making processes. Additionally, the organization conducted regular salary reviews as part of its reward system. The variables of training and motivation are captured by the SMPs advocated by Taylor. Leadership styles and training of employees reflect Taylor's principles of cooperation between managers and workers, as well as the scientific training of personnel. Nonetheless, numerous studies conducted by various academics have determined that some of the factors influencing employee performance comprise the manager's attitude, organizational culture, personal issues, job content, financial rewards, communication, and workplace norms and standards (Marwa, 2016). This study aims to elaborate on how Taylor's principles of a true science and an equal division of labour increase productivity at Friends of the Earth International, addressing gaps left by the study conducted in Kenya.

Investigating Taylorism from an African point of view contributes significantly to the literature since the terrain is different from the European and North American setting, where the theory emerged, precisely in the United States. This gap in the literature will be addressed in the present study through the assessment of the four (4) principles namely a true science, harmony not discord, scientific education, and training of workers, and finally, the scientific selection of workers in INGOs and the challenges faced in applying the principles designed for increase in

productivity and ensuring efficiency. This research seeks to bridge the literature gap between the continent (Africa) and that of America and Europe where the SMPs were developed.

Friends of the Earth International (Ghana) was chosen for this study primarily because of the ease of access to data. The availability of relevant data made this organization a practical and feasible option for research. Additionally, its strong advocacy capacity made it an appropriate subject for the study, which aims to highlight its humanitarian efforts as part of its operational approach. The decision to focus on Ghana was also influenced by the accessibility of both data and participants, as well as considerations of cost and logistical convenience. Conducting the research locally facilitated easier engagement with respondents and supported the use of semi-structured individual interviews. Moreover, since the study did not require external funding, carrying it out within Ghana was deemed cost-effective and strategically sensible.

1.2 Objectives of the Study

The overall objectives of the study will be to:

1. Examine the Scientific Management Principles by Frederick Winslow Taylor by INGOs, including Friends of the Earth International (Ghana).
2. Examine the effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International.
3. Assess the factors that impede the successful implementation of the Scientific Management Principles (SMP) at Friends of the Earth International.

1.3 Research Questions

The study will be underlined by these set of questions:

1. What are the principles of Scientific Management by Frederick Winslow Taylor by INGOs including Friends of the Earth International (Ghana)?
2. What are the effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International?
3. What are the factors that impede the successful implementation of the Scientific Management Principles at Friends of the Earth International?

1.4 Scope of the Study

At Friends of the Earth International, the goal of the current study is to investigate Frederick Winslow Taylor's guiding ideas. It takes into account how the SMPs are used and fulfills its responsibility for guaranteeing effectiveness and productivity. The examination explores how the organization has been shaped by the ideas from 2018 (2018 - 2024) and how they are being utilized. This scope seeks to consider the modalities of operation since the outbreak of the Covid 19 pandemic geared towards productive response vis-à-vis the SMPs, coupled with the setbacks encountered. The pandemic distorted the operations of organizations and states thus, the study seeks to actualize these principles in Friends of the Earth International's productivity goal of humanitarian service.



1.5 Rationale/Justification of The Study

With the growing prominence of INGOs in global environmental governance, there is a surge in scholarly interest in figuring out how INGOs affect decision-making processes and what factors affect their efficacy. The gradual adoption of the Scientific Management Principles in

the various sectors of most countries has necessitated the need to probe into the pervasiveness of the underlined principles in international organizations, including INGOs. The outstanding features have been embraced by both public and private organizations, and as well as the international community, which have stood the test of time. At the time, Frederick Taylor may have not strategically spelt out these principles to gain favour in the public domain, nonetheless, to influence the course Public Administration. From an industrial setting, Taylor's keen interest in arriving at alternative systematic management approaches to address the relationship between the employee and the employer spilled over from the Midvale Steel manufacturing industry to the office environment. Thus, the call by Taylor to introduce scientific principles to ensuring precision and order are prevalent in INGOs. This study seeks to explore the relevance of Taylor's Scientific Management Principles as they have evolved from the traditional industry and taken centre stage in international organizations. The study appreciates these principles from the viewpoint of INGOs, with Friends of the Earth International the priority.

1.6 Arrangements of Chapters

The study will be organized into five chapters for comprehensive coverage. Chapter 1 will serve as the introduction, setting the context and outlining the objectives of the research. Chapter 2 will focus on the Literature Review and provide an overview of Taylorism within the context of INGO, specifically examining Friends of the Earth International. Chapter 3 will detail the research methodology employed to gather and analyse data. Chapter 4 will present the research findings and provide an analysis of the results obtained. Finally, Chapter 5 will summarize the key findings, draw conclusions, and offer relevant recommendations based on the study's insights.

CHAPTER TWO

LITERATURE REVIEW/OVERVIEW OF TAYLORISM IN INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS.

2.0 Introduction

An introduction of international nongovernmental organisations (INGOs), including an overview on their background and roles, opens this chapter. An outline of INGOs and their productivity, the legitimacy of non-state players, and their strengths and weaknesses are all noteworthy topics covered in this chapter, including an evaluation of INGOs as players in public international law in light of their importance in international relations. Under this chapter, Friends of the Earth International is also taken into consideration. Each of Frederick Winslow Taylor's four Scientific Management Principles (SMPs) is also examined in this chapter. The chapter ends with a discussion of the constructivist theoretical framework that guides the research, taking into account the presumptions and objections to the theories and concepts that have been found.

2.1 History and Background of International Non-Governmental Organizations.

According to Weerawardena et al. (2010), international non-governmental organisations (INGOs) are not a recent development in the field. Initially, many of these organizations began as small, often church-based or secular groups that were formed in response to specific crises or humanitarian needs. International NGOs have their roots in the abolitionist movement, when free trade, labour, and peace were key concerns. During the 19th century, Western religious organisations and charitable organisations operated in overseas colonies, carrying out initiatives pertaining to women, children, education, health, and education. Some humanitarian

relief NGOs were founded as a result of the two world wars in the early 20th century, and the 1960s and 1970s were a crucial time (Gaspar et. al. 2022). Due to European Union investments (Siméant 2005) and civil society's organisational capabilities (Lee and Han 2020), non-governmental organisations (NGOs) saw exponential expansion between 1980 and 1990 following the end of the Cold War (Lan 2018). As they grew, they expanded their reach and influence, transitioning into larger entities with a more structured approach to addressing global issues (Yanacopulos, 2019). According to Chimiak (2014), the emergence and development of INGOs can be attributed to the concept of globalization. The most significant period of their expansion took place during the latter half of the 20th century (Zukhriddinovich, 2020).

Since World War II, weaknesses in the state system, along with increasing support for international cooperation, have led to a significant rise in the number and activities of international organizations (McCormick, 2023). According to Tarrow (2005), transnational activism has been influenced by “changes in the opportunity structure of international politics.” The Union of International Associations reports that in the early twentieth century, there were just over 200 international organizations. By 1964, this number had grown to nearly 2,000, increased to 27,000 by 1987, and reached more than 62,000 by 2009 (McCormick, 2023). These international organizations (IOs) are mainly profit-making companies that operate in several nations, such as multinational firms or intergovernmental organizations (IGOs).

According to United Nations criteria, International Non-Governmental Organisations (INGOs) are non-profit entities that function across many nations and were founded via private initiative as opposed to intergovernmental consensus (United Nations, 1945; Davies, 2014). Weiss (2014) defines INGOs as private entities that engage in endeavors aimed at alleviating suffering, advocating for the welfare of the impoverished, safeguarding the environment, delivering essential social services, or participating in community development efforts. INGOs are important in addressing global challenges, providing humanitarian aid, advocating for

human rights, and promoting sustainable growth. As noted by Sulaiman (2020), a commonly referenced definition within this framework is provided by the Union of International Associations (UIA). The UIA (2018) defines INGOs as formal entities with international objectives that are active and plan to engage in activities involving member participation and financial contributions from at least two different countries. INGOs work internationally and frequently partner with local communities, governments, and other international organizations to accomplish their objectives.

2.1.1 Functions of International Non-Governmental Organizations

In the nineteenth and early twentieth centuries, the main duty of a government was to safeguard its citizens from external dangers and internal chaos (Ott & Valero, 2018). Families or formalized groupings that were not under direct government authority could be given other aspects of public life.

Archer (2002) has outlined various functions performed by INGOs to include: articulating and aggregating interests (e.g., the World Zionist Congress, the Salvation Army); establishing norms and values in international relations (e.g., the Anti-Slavery Society); recruiting participants in the international political system (e.g., women INGOs); socialization (e.g., Esperanto INGOs); rulemaking (e.g., International Standardization Organization); applying rules through publicity and moral pressure (e.g., the International Commission of the Red Cross, Amnesty International); providing information (e.g., the International League against Rheumatism, Scouts World Bureau); and delivering services (e.g., Caritas, Oxfam).

International Non-Governmental Organizations exert influence on governments by shaping the language and discourse surrounding international treaties (Shandra, 2007). Shandra further argues that INGOs seek to influence governmental and multilateral institutions' practices through direct lobbying efforts aimed at government officials and representatives of

multilateral agencies. Lobbying political decision-makers is one of INGO's typical duties, according to Turner (2010). INGOs use lobbying to push policy changes, increase public awareness of particular issues, and make sure that the rights and interests of marginalised groups are taken into account when making decisions. INGOs are therefore in a position to expose national failings and hypocrisies, which can put a great deal of pressure on governments to conform their actions to international standards (Hafner-Burton & Tsutsui, 2005). Therefore, INGOs are vital in host nations, influencing global governance and policy through research, advocacy, and participation in international fora (Tortajada, 2016).

In addition, Megersa (2022), argue that INGOs are responsible for impacting policy changes in donor countries by utilizing their engagement in developing nations. Large international non-governmental organizations (INGOs) that have a significant presence in developing countries are more likely to establish connections with local government officials and exert greater influence on decision-making processes (Hammad & Morton, 2011). INGOs have progressively engaged in political processes and global governance, encompassing transnational policymaking, from agenda-setting to implementation, evaluation, and monitoring (Cooper, 2018).

Furthermore, there are instances when national-level channels are insufficient or obstructed. As a result, it has become more advantageous to circumvent governments altogether and focus on supporting problem-solving efforts at the local level (Schofer & Hironaka, 2005). A notable example is the Forestry Stewardship Council, which implemented a voluntary accreditation program aimed at consumers (Newell, 2000). Companies involved in the program commit to adhering to nine principles of forestry management. The Forestry Stewardship logo indicates that the wood or wood product originates from a forest that has been independently certified as compliant with the principles set by the international nongovernmental organization (Newell, 2000).

2.1.2 Distinguishing International Non-Governmental Organizations from Non-Governmental Organizations

INGOs possess several core strengths that distinguish them from smaller or local NGOs. In contrast to smaller or local NGOs, INGOs possess greater influence or "voice" among decision-makers, funding agencies, and policymakers. Consequently, INGOs are typically in a stronger position to affect both domestic and international policy (Kreienkamp, 2017; Cooper, 2018).

INGOs in donor countries differ from other typical civil NGOs in several aspects, including their global operations, size, scale, geographic reach, access to funds, budgets, and development roles (Morton, 2013.). Morton argues that INGOs maintain multiple autonomous national offices, allowing them to operate on a broader scale and address issues across various regions and contexts. This structure enhances their ability to mobilize resources and implement programs internationally. For instance, Oxfam Canada operates as a self-governing organization with its own governance structure, yet it is part of the Oxfam International confederation, which comprises 16 other organizations. Similarly, CARE USA is a member of CARE International, which consists of 14 member organizations (Morton, 2013.). This confederated structure allows INGOs to leverage collective resources and expertise while maintaining operational autonomy at the national level.

In terms of budgets, staff, and operations, INGOs are generally much larger than other national NGOs in donor countries. For example, in Australia, two of the largest INGOs, Oxfam Australia and World Vision Australia, employ over 200 people, while nearly every other national CSO employs fewer than 50 individuals (Morton, 2013.). This significant difference in scale allows INGOs to undertake larger projects and initiatives, as well as to have a more substantial impact in their areas of focus.

2.2 International Non-Governmental Organizations as Subjects of International Law

Subjects of international law, sometimes referred to as international persons, are organizations that possess international legal personality, or the ability to uphold obligations and rights under the framework of international law (Mayor & Bedjaoui, 2023). In the past, the study of international law only looked at international organizations like the UN and concentrated on the state as the main actor. In modern times, there is a general awareness of the various types of actors that exist in the world and need to be considered because of the significance of their actions and the consequences that follow (Henderson, 2009). Due to their capacity to contribute ideas and standards to global policy, international non-governmental organizations are frequently viewed as having a role in global governance and helping to establish international law. According to Henderson (2009), global governance has become more democratic since NGOs often represent people at the grassroots level in the policy-making process, which was previously controlled by states and subsequently impacted by IGOs. Although international NGOs are obviously unable to formally sign and ratify treaties or engage in legislative processes, they occasionally express cutting-edge concepts that gain popularity. A classic example pertains to Amnesty International's capability to propose the 1980 Declaration Against Torture before becoming the 1984 Convention Against Torture. The numerous functions and influence of INGOs make them key players in international discussions and their ability to indirectly influence international law cannot be swept under the carpet, hence, a major actor in international relations.

2.2.1 Sources of International Non-Governmental Organizations' Legitimacy in International Policy Making.

All actors in international relations who are not states are included in the superordinate concept known as non-state actors (NSA). Under international law, many non-state actors, though not all, have some kind of legal capacity (Wagner, 2009). This implies that a wide range of actors,

including community-based organizations, women's groups, human rights associations, international non-governmental organizations (INGOs), religious organizations, farmers' cooperatives, trade unions, academic institutions and research centers, the media, and the commercial sector, are welcome to participate (Wapmuk, 2012). According to Nasiritousi et. al. (2016), the notion of legitimacy of non-state actors (NSA), including INGOs, can be viewed from two main perspectives. According to one interpretation, NSA engagement in international politics is neither desired nor important since states continue to be the primary providers of legitimacy and authority on the global scene. According to the opposing viewpoint, the dynamics of globalization have led to a reorganization of global power, and NSA involvement can strengthen the legitimacy of global governance structures (Bernauer & Gampfer, 2013; Biermann & Gupta, 2011). According to Keohane (2011), there are two distinct approaches to the study of legitimacy: normative legitimacy and sociological legitimacy. According to Buchanan and Keohane (2006), "an institution is legitimate in a sociological sense when it is widely believed to have the right to rule," whereas "to say that an institution is legitimate in a normative sense is to assert that it has the right to rule."

The necessity of "accountability, transparency, access to participation, deliberation, and, sometimes, fairness" is emphasized by normative legitimacy grounded in democratic theory (Bernstein, 2005). According to Dryzek (2012), proponents of NSA involvement, including INGOs, in foreign policy-making processes emphasize how these players support the democratic legitimacy of the current global governance arrangements. Therefore, INGOs usage of research, advocacy, and international engagement to have a major impact on global governance and policy (Mburu et. al., 2024), is a testament to this assertion.

A sociological legitimacy approach argues that arguments for the inclusion of INGOs originate from opinions about the appropriateness of such practices, going beyond normative conceptions of the democratizing power of NSAs (Bernauer & Gampfer, 2013). Thus,

incorporating NSAs into international policymaking can be justified if a community of players now views these activities as suitable or desirable. The lengthy history of NSA participation in UN conferences (Hjerpe and Linnér, 2010) has resulted in the institutionalization of a few mechanisms for NSA engagement in climate and sustainable development diplomacy, particularly in global environmental politics (Bernstein, 2012). Compared to the financial or security spheres of international politics, the Conferences of the Parties (COPs) have been more receptive to NSA involvement. According to Nasiritousi and Linnér (2014), NSAs who have been accredited by the organization are permitted to attend these meetings as observers and are granted various sorts of participation rights. Therefore, NSAs' inclusion in environmental governance organizations may serve as a legitimization tactic to the degree that society now views such actions as acceptable.

2.2.2 The Internationalization Factors of Non-Governmental Organizations.

There are quite a few factors resulting in the internationalization of NGOs. It is challenging to agree on a definition for NGOs because they are regarded as third-sector organizations and represent a wide range of national and international institutions and organizations. This problem has been made more complex by globalization and the relationships that NGOs have with the government; in reaction to this, NGOs are becoming more international. (Gaspar et. al. 2022). The state interacts with supranational organizations to solve concerns that transcend national boundaries since it is not impervious to global forces. History shows that NGOs were unable to progressively separate from the private sector and enter the public sector until the 1980s. In the first case, there was no government involvement and NGOs operated on their own. However, NGOs took over some public duties and started to participate in humanitarian initiatives supported by the US government (Gaspar et. al. 2022). After the 1980s, the focus of NGO activities shifted from providing direct charitable relief to advocating for public policies to alter the community system's environment. Beginning in 1990, there were also global

attempts to develop public policy. Furthermore, in this setting, public values like democracy, law, participation, and government replaced humanitarianism, mutual help, philanthropy, dignity, and voluntarism as the guiding principles for NGOs (Lan 2018).

NGOs' internationalization process has been heavily reliant on states since governments continue to have a significant impact on NGOs' identities and the justifications for their internationalization (Siméant 2005). International NGOs have expanded with the help of the Internet and new communication technology, which has encouraged alliance formation and, in some situations, prefers the international road over the domestic one (Gaspar et. al. 2022).

The dread of governmental control, which stems from the historical truths that have defined the NGOs' past, is another detrimental element. In this regard, a certain level of confidence must be built before NGOs can fully participate in political discussions and government service delivery systems, guaranteeing some degree of representation on their behalf. Governments are more inclined to listen to NGOs and recognize them as valid partners when there is a higher political presence and representation in constituencies (Gaspar et. al. 2022). It is obvious that establishing a symbiotic connection requires constant communication and collaboration (Lan 2018).

Collective goods are defined as commodities, functions, and services that offer local communities positive externalities like health, education, transportation, water, communication, and electricity; these are essential for modern life and are regarded as exclusive and competitive (Boddewyn & Doh 2011). Due to institutional gaps and shortfalls, these products are less accessible in emerging economies. Companies and non-governmental organizations work together to address these issues while bolstering or displacing government agencies. This makes it possible for these three parties, which are non-governmental

organizations, and businesses, to form a variety of partnerships both domestically and internationally (Boddewyn & Doh 2011).

2.2.3 Strengths and Weaknesses of International Non-Governmental

Organizations.

According to Megersa (2022), thousands of people from developing nations, particularly women, have received training from INGOs and have gone on to become leaders in academia, government, and civil society as well as employers in these nations. Through advocacy and speaking out for the underprivileged, INGOs have secured a place at the global policy table. This may make it simpler for regional NGOs and civil society organizations to assert their right to a seat at the table (Jayawickrama & McCullagh, 2009). Numerous pieces of evidence demonstrate how INGOs assist civil society organizations (CSOs) in developing nations.

INGOs take pride in their capacity to work with local CSOs because, according to Ramalingam et al. (2013), the partnership helps to improve the appropriateness and relevance of humanitarian efforts. The capacity of understanding the background and internal dynamics enables both national and local actors to modify programs appropriately. As part of the support provided by INGOs, they help in monitoring the implementation of the Sustainable Development Goals (SDGs). As Cooper (2018), postulates that in addition to participating in official G20 and UN consultation processes, INGOs, structured civil society groups, and loosely networked civil society groups also keep an eye on the SDGs' implementation through the Together 2030 civil society alliance.

In addition, such support could be seen from financial lens as these INGOs provide monetary help to local CSOs. Uganda's AIDS Service Organization was established with a modest donation from ActionAid and is now well-known in the international HIV and AIDS community. According to Jayawickrama and McCullagh (2009), CARE's microfinance

initiatives in the Philippines, Peru, and India have developed into separate organizations that currently hold significant positions in those nations' microfinance industries.

On the flip side, INGOs are not spared from their own flaws and weaknesses. One of such challenges faced by INGOs has to do with the ability to balance their activities amidst local CSOs and NGOs. There have been claims that INGOs' prolonged presence in underdeveloped nations may harm local CSOs. INGOs may "crowd out" local development organizations, which may possess knowledge, skills, and capacities more closely aligned with and informed by "on-the-ground" realities, due to their larger programs, budgets, and staffing contingents, as well as their use of foreign consultants (Morton, n.d.).

The issue of coordination becomes a mountain in the dealings between INGOs and national governments. INGOs are perceived by national governments as intruders, and they are becoming known for being Western-centric and their efficacy is being questioned. If coordinated by them, national governments favor or accept initiatives by faith-based, local, and national NGOs (Maietta et al., 2017).

2.2.4 Productivity in International Non-Governmental Organizations.

Productivity is the efficiency with which resources are used to generate goods or services, and it is a basic concept in economics and management. Usually, the ratio of output to intake within a given time frame is used to measure it. For example, in the manufacturing industry, it can be computed as the quantity of units produced for every hour of work. When referring to labor productivity, one common definition is the quantity of output (i.e., goods or services) generated per unit of labor input (i.e., number of workers or hours worked). This idea is critical to comprehending the effectiveness of workforce utilization and may be applied to evaluate and contrast the output of teams, individuals, and entire companies. According to Brynjolfsson and McAfee (2014), productivity includes both the volume and quality of production. They stress

how crucial it is to consider elements like customer satisfaction, innovation, and creativity when evaluating productivity in contemporary knowledge-based economies. In addition to focusing on production quantity and quality, the Organization for Economic Co-operation and Development (OECD) highlights the multifaceted aspect of productivity. Productivity is the degree to which output is generated effectively with a minimum number of resources while retaining or boosting the quality of the output, according to the OECD (2017).

The numerous missions, activities, and aims of INGOs make it possible to quantify their productivity in several ways. Though specialized research on productivity in INGOs may not exist, we can nevertheless learn from more general conversations about the performance and efficacy of charitable organizations. Pfeffer and Salancik's (2003) research emphasizes the significance of productivity measurement in nonprofit organizations, including INGOs, to guarantee effective resource utilization and optimize impact. They contend that rather than depending only on financial indicators, productivity in nonprofit organizations should also be assessed according to how well they are able to fulfill their objectives. Fernandez and Rainey's (2006) research indicate that productivity in nonprofit organizations can be influenced by elements like organizational culture, leadership, and strategic management techniques. In INGOs, efficient leadership and management techniques are essential for securing funding, organizing events, and improving output. INGOs can improve their productivity and accountability to stakeholders by implementing strategic planning, performance measurement, and evaluation practices. Although measuring productivity in the nonprofit sector can be difficult, especially for organizations that prioritize social impact, there is a growing awareness of the significance of measuring effectiveness and outcomes. The study is concerned with the quest to examine how the SMPs improve upon the output of CARE Ghana, which is, the humanitarian service that characterizes the INGO.

2.2.5 Performance Management System (PMS) in International Non-Governmental Organizations.

In international organizations, and as a matter of agency, INGOs, performance assessment systems are the subject of much research. International organizations evaluate performance in various ways. Carman (2007) defines Performance Management (PM) as an organized assessment of the results, inputs, and effects of a program. It is a system for evaluating individuals, groups, and organizations (Ferreira and Otley, 2009). PMS is essential to the growth and sustainability of project-oriented international organizations because it helps them track and assess their performance to achieve their strategic objectives. PM, according to Poister (2003), is a process for routinely determining, managing, and applying various objective indicators of an organization's performance and its initiatives. From an evaluation standpoint, PM is the application of goals, indicators, and information to evaluate the actions and offerings (Lindblad, 2006), of organizations and as a result, INGOs. By implication, the study seeks to measure the performance of INGOs, with Friends of the Earth International (Ghana) as a case study, in relation to Taylor's Scientific Management Principles to assess the impact of the principles in the INGO.

2.3 Friends of the Earth International

David Brower, an American environmental campaigner who passed away in 2000, founded the environmental non-governmental organization (NGO), Friends of the Earth International (Suter, 2013). In 1969, FoEI was established, combining human fulfilment, democracy, and environmental deterioration into a bold political program (Thomson, 2017). Former World War II combat soldier Brower was appointed the first executive director of the Sierra Club in 1952, when the group consisted of roughly 2000 affluent Californians who enjoyed hiking, photography, and picnics. He changed the group to one that advocated environmental preservation. Because Brower was perceived as being too contentious and upsetting

prospective donors (including those in the nuclear power sector), the Sierra Club board dismissed him in May 1969 (Thomson, 2017). In that same year, Brower founded Friends of the Earth out of a passion to do even more to save the environment. With the help of representatives from European nations, FoEI achieved worldwide status by January 1971.

According to Thomson (2017), the Stockholm Conference on the Human Environment was hosted by the UN in June 1972. At the time, Peter Stone, a UN official, assisted in setting up the summit. His subsequent book, book 5, recounted the support the conference received from the new organization's publications. The first of many versions of this vibrant, ad hoc, irreverent magazine was *Eco*, a free daily magazine distributed throughout the conference. Among the 300 NGOs present, FoEI was among the most active. In a congested field of NGOs, it had established itself. With 70 national member organizations and 1.5 million members, Friends of the Earth is a "highly decentralized" federation (FoE 2004). The Executive Committee employs and manages a small worldwide secretariat that supports the national members and acts as a clearinghouse for information. National members chosen at the Biannual General Meeting make up the Executive Committee (FoE 2004).

Since the 1970s, Friends of the Earth has been actively promoting their goals of resolving environmental concerns and promoting sustainability within the framework of global environmental governance (FoE 2004).

2.4 The Principles of Scientific Management in International Organizations.

In international organizations, including INGOs, the adoption of SMPs can trigger the realization of set goals thereby increasing productivity as Yusaini et al. (2021) argue that if management uses the suggested scientific management techniques, burdens can be avoided, and job satisfaction can be attained in the goal of productivity or output. According to Oberoi (2016), Taylor identified unscientific decisions by management and a lack of effective

standards of work as part of the flaws in factories. This gave him the chance to closely analyze the lack of conformity between the employers and employees. Taylor's management philosophy introduced the public to a scientific method for making managerial decisions. This leads to the creation of four additional duties that fall under the purview of scientific management: equal division of work, management and worker cooperation, scientific worker selection and training, and development of a true science. Taylor emphasized tools such as task and motion study, the money bonus, standardization of tools and procedures and management's responsibility to train its staff as indicators for realizing these principles.

2.4.0 Distinctive Features of Scientific Management Principles Addressing

Research Objectives

2.4.1 Development of a true science for each element of a man's work in

International Organizations.

In "The Principles of Scientific Management," Frederick Taylor argued for the creation of a true science of management by methodical analysis, experimentation, and observation. Since it is based on well-defined laws, rules, and principles that apply to all human endeavors, from our most basic individual actions to the operations of our largest corporations—the best management is a true science (Cristofaro et. al. 2025). Taylor maintained that rather than being founded on scientific principles, previous management approaches were frequently dependent on tradition, instinct, and rule of thumb. His goal was to replace outdated individual judgements or opinions with precise scientific knowledge (Warham, 2024). Taylor proposed that managers should enhance productivity by identifying the most efficient methods for task completion and systematically examining work processes through scientific inquiry. Taylor underlined the significance of standardizing work procedures and training employees on how to carry out duties with the best practices found via scientific study (Taylor, 1911). Training aims to eliminate weak and negative factors in organizational outcomes and focuses on enhancing

traditional practices that contribute minimally toward achieving established goals (Kathiravan, Devadason, & Zakkeer, 2006).

2.4.2 Scientific selection, training, teaching, and developing the workman in International Organizations.

According to Mosbiran et al. (2020), the application of the principles of scientific selection and recruitment of staff in international organizations creates the potential to maximize productivity and leads to better organizational results. Employees of international organizations sometimes receive this kind of development through coaching as Messmann et. al. (2022) argue that leaders enhance their staff members' abilities through coaching by appreciating their thoughts, creating a positive work environment, and promoting a sense of independence in choosing tasks and making decisions. According to Dessler (2013), coaching is a type of on-the-job training or mentorship in which a more seasoned employee or supervisor advises a less seasoned worker inside an organization. It is a prime example of learning and development. This frequently entails learning by observation or having an experienced employee walk the learner through the steps.

The people-management paradigm that emerged from the principles is centered on the "management of the human individual" through training him on the particular task that needs to be completed and offering financial rewards based on his performance (Manimala & Kurian, 2024). Since many NGOs give preference to those who share their vision and are prepared to dedicate themselves to bettering the lives of others, evaluating candidates' interpersonal skills as well as their values and motivations is a crucial part of the recruiting process in these organizations (Ochyra-Żurawska et. al. 2024). According to Kumari (2012), selection is the process of choosing individuals with the required qualifications to fill positions within a company. The ability to successfully attract and retain proper people is a prerequisite for the success of human resources management, methodologies, and personnel recruiting in

international organizations (Robbins, Decenzo & Coulter, 2013). According to Gusdorf (2008), before advancing further in the selection process, many international organizations opt to conduct a screening interview with applicants who seem qualified based on their résumé and application information. Taylor was the one who originally proposed this notion as previously, employees had been hired using conventional procedures. In the conventional approach, after an employee was hired, the employee's suitability for the position was assessed (Turan, 2015).

2.4.3 Hearty cooperation with the employees in International Organizations.

The prospect of coordination within the operations of international organizations remains a key proponent towards yielding the maximum results. One of the biggest challenges facing INGO managers is low labor engagement, which raises operating expenses and impacts program delivery (Jayathilaka & Ansari, 2021). As Dar (2022) postulates that according to Taylor, no one person could optimum productivity in international organizations. The management team needs to collaborate in order to boost productivity. According to Cortez et al. (2008), any organization's primary objective should be to build and sustain coordination among staff members and members of all teams and departments. The managers and employers who would carry out this transformation should have collaborated to increase income rather than dividing up excess earnings (Berber, 2013). Although the scientific approach aims to improve productivity, its primary objective is to alleviate tensions between management and employees (Aydin, 2013). This form of cooperation involves multiple workers working together according to a plan, either in the same or different but related processes.

2.4.4 Equal division of the work and the responsibility in International Organizations between management and the workmen.

One of the most crucial elements in international organizations' growth is employee engagement (Nugroho, 2023). According to Mohd Norazmi et al. (2021), management must

exercise caution when deciding where to put employees, what kinds of duties are suitable for them, and what needs to be addressed. According to Taylor, job functions, which are further subdivided into precisely defined specialized activities, must be used to differentiate work methods (Ndaguba, 2014). It was expected of each employee to focus on a specific area of the production line (Eyre 2015), clearly separating them from the completion of the final product. Taylor emphasized how crucial it is to assign duties to employees in accordance with their qualifications and ability levels, making sure that each employee is given work that corresponds to their talents. According to Al-Mutairi et al. (2020), employees must actively participate in the organization's dreams for them to be realized. Management should be responsible for planning, whereas task execution is done by the employee as this is the one best way to perform work tasks (Cappelli, 2020). This was in contrast to the past, referred to as the craft system, whereby skilled individuals planned and carried out their own work (Wood, 2024). Employee training and development is an activity to which management must dedicate both human and financial resources in order to maintain a skilled and knowledgeable workforce (Yamoah & Maiyo, 2013).

2.4.5 Critiques of Scientific Management Principles

Like Taylor, Dewey viewed science as a more effective approach to solving social issues and advocated for its use in many traditional aspects of life. In *Democracy and Education*, Dewey acknowledges that divisions of labour and uniform work processes are unavoidable aspects of contemporary life, as these advancements help to enhance the efficiency of industrial production (Ralston, 2013).

Münsterberg, considered the pioneer of applied psychology, was a strong advocate of Scientific Management. He believed that Taylor and his collaborators were the first to acknowledge the importance of the human element, recognizing its connection with technology and the potential to create new models of work organization. At this stage, psychology played an important role,

even though, at the time, it was not fully prepared to meet the practical demands of direct application in this field (Zuffo, 2011).

On the flip side, Dewey also challenged Taylor's idea that there is a single "best way" to improve work efficiency. According to Taylor, the ideal method involves analysing current practices, conducting time-motion studies, establishing optimal standards, and then testing new procedures to confirm they are the best. Dewey disagreed and warned against any theory that assumes a fixed, mechanical method, which he believed disconnects the mind from purposeful activity and leads to a rigid, lifeless process. Dewey argued that having multiple, flexible methods is better for fostering industrial growth and progress. Workers should be involved in understanding their roles within the entire process, and decision-making should be shared between workers and management. This approach fosters a sense of ownership, creates a harmonious connection between body and mind, and promotes stronger collaboration and bonds between workers and management (Ralston, 2013).

Taylor neglected aspects like solidarity, loyalty to the employer, emotional responsibility, motivation, and recognizing workers' value. He advocated the idea that success and increased productivity could be achieved solely through financial incentives, emphasizing that "if you want success or higher output, you must pay for it." His approach focused exclusively on monetary compensation as the primary motivator for workers. This perspective provided a foundation for scholars such as Fayol and Weber, who viewed these criticisms as fundamental and developed their own ideas based on Taylor's principles (Celik & Dogan, 2011).

2.4.6 The birth of classical management thoughts

Management science advanced quickly because of the contributions of influential individuals in America and France, notably Frederick W. Taylor and Henri Fayol (Immanuel et al., 2022). The development of management theories saw significant contributions from Frederick Taylor,

Henri Fayol, and Max Weber. When Taylor introduced Scientific Management, Fayol and Weber concurrently proposed the administrative management theory, emphasizing organizational and practical management aspects. Despite Fayol's engineering background, he recognized that management encompassed more than just enhancing productivity and system design, highlighting the broader scope of managerial roles and functions (Yuwono & Rachmawati, 2024). Classical management theories laid the foundation for understanding effective organization and management of work. Taylor's Scientific Management emphasized task-level efficiency, Fayol's Administrative Theory focused on organizational structure and managerial responsibilities, while Weber's Bureaucratic Model highlighted rational authority and formal organizational procedures (Karim, 2023).

Management Principles by Henri Fayol

Henri Fayol, while serving as a general manager, developed a set of managerial principles (Wren & Bedeian, 2009), that include rules, methods, and procedures aimed at effective management. He is recognized as one of the founders of modern management science. Fayol identified five core management functions necessary to achieve organizational goals (Fayol, 2016) and formulated 14 management principles that guide managerial behaviour and decision-making (Rahman, 2012). Fayol based his studies on Taylor's teachings, but what makes Fayol's work significant is his recognition that Taylor's research was focused mainly on small enterprises and did not adequately address the needs of larger organizations (Celik & Dogan, 2011). Fayol aimed to simplify the management of large enterprises by applying Taylor's concepts such as labour division, standardization, and worker specialization, along with management functions like organizing, planning, controlling, and coordinating.

Unlike the scientific management approach, which primarily seeks to boost productivity by refining work methods and design at the factory level, Fayol focused on developing effective

organizational structures and management principles through a comprehensive analysis of the entire organization. Like Scientific Management, the Management Process Approach emphasizes productivity, economic efficiency, and rationality as its foundational principles (Şimsek & Celik 2009). The management principles established by Henri Fayol provide guidelines on how managers and subordinates should behave in their work relationships. Henri Fayol, a French mining engineer, formulated his 14 principles of management drawing from his practical management experiences (George-Dorel, 2022). These principles consist of 14 guidelines that aim to enhance economic efficiency and effectiveness by training management in the desired behavioural characteristics, fostering better organizational functioning.

a. **Division of work:** The first principle proposed by Henri Fayol emphasizes that employees tend to perform more effectively when their tasks are assigned based on their expertise. Consequently, breaking down work into smaller, specialized tasks becomes essential. Specialization is crucial because it allows staff to repeatedly perform specific duties, both periodically and routinely, thereby enhancing efficiency (Uzuegbu & Nnadozie, 2015).

b. **Authority:** This refers to the principle of authority, which involves the right to issue commands and the corresponding responsibility for ensuring that these commands are carried out effectively (Godwin et. al., 2017). It suggests that managers must possess sufficient authority to direct and motivate subordinates to perform their tasks, while also being accountable for their actions. According to Pathak (2015), authority is the power to give orders and have them obeyed; in other words, it is the power to make decisions and enforce compliance.

c. **The principle of discipline:** It emphasizes the importance of establishing clearly-defined rules and regulations within an organization to promote good employee behaviour, obedience, and overall order. Discipline is often considered a core value of an organization, guiding

conduct, ensuring respectful interactions, maintaining proper dress codes, and fostering a professional work environment (Godwin et. al., 2017).

d. **Unity of command:** Fayol's principle of unity of command emphasizes that an employee should have only one boss. If an employee receives orders from two superiors simultaneously, it violates this principle. This concept ensures clear authority and accountability, preventing confusion and conflicts in instructions, and promotes efficient management by having employees report directly to just one supervisor (Godwin et. al., 2017).

e. **Unity of direction:** According to Godwin et. al. (2017), the principle that everyone in an organization should have one direction and move toward the same objectives through coordinated efforts emphasizes the importance of unity of direction. To achieve this, each group of activities with the same objective must be led by one head and follow one plan. This approach helps ensure coordination, reduces confusion, and aligns efforts toward common goals.

f. **Subordination of individual interest to the general interest of the organization:** Uzuegbu and Nnadozie (2015) noted that this method of striving for organizational or corporate success is particularly difficult to implement. This necessitates employees setting aside their personal objectives to prioritize the organization's interests. Consequently, any employee behaviours that conflict with the company's goals should not be accepted (Özay, 2024).

g. **Remuneration or wages:** Fayol emphasizes that no perfect system exists, asserting that employees are always motivated by certain factors when engaged in work, with wages being a crucial motivator. He advocates that the remuneration process should be fair, reasonable, and satisfying for both employers and employees, effectively rewarding their efforts (Mtengenz, 2009).

h. **Centralization:** This principle pertains to the level of authority individuals have within an organization. It involves the focusing of decision-making power among certain individuals (Bhasin, 2016). Centralization occurs when only a small group of people hold the decision-making authority, often centralized under a single leadership, and is commonly seen in large organizations.

i. **Scalar change:** The scalar chain is a hierarchical principle vital for establishing unity of direction within an organization. It emphasizes that communication should occur vertically, ensuring a continuous and unbroken line of authority throughout the organization (Godwin et. al., 2017). According to Fayol, "Organizations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and subordinates." The scalar chain represents a clear, defined line of authority, which helps individuals understand how to escalate issues appropriately within the organizational structure (Bhasin, 2016).

j. **Order:** Godwin et. al., (2017) postulate that the concept of order does not imply that a boss at the top simply issues orders to subordinates. Instead, it emphasizes that organizational activities should be conducted in an orderly and systematic manner. When work is performed in an organized way following the chain of authority, it helps prevent chaos and ensures smooth functioning within the organization.

k. **Equity:** The principle of equality emphasizes that all individuals within an organization should be treated fairly and without discrimination based on status, sex, religion, or other factors (Okpara, 2016). Fairness aligns closely with the concept of equity, which involves acting with kindness, justice, and fairness towards employees. As Mtegenzo (2009) explains, equity requires that employees receive fair and just treatment relative to their level of position

and authority. For fostering commitment and loyalty, managers should practice impartiality and ensure consistent treatment of all personnel, promoting a fair work environment.

l. **Stability of tenure of personnel:** The principle of stability of tenure emphasizes the importance of maintaining long-term employment within an organization. It involves hiring appropriate staff and providing on-the-job training with the expectation of retaining employees over an extended period. Fayol identified this principle as critical, asserting that organizations are more likely to grow and succeed faster when their employees are stable and loyal. This stability fosters development, experience, and a dedicated workforce, all of which contribute to organizational growth (Godwin et. al. 2017).

m. **Initiative:** The principle of initiative highlights the importance of management encouraging creativity and proactive behaviour among employees. It suggests that management should regularly provide opportunities for employees to generate and implement new ideas, skills, and improved methods of working. For startups, successfully applying this principle involves managers demonstrating creativity in initiating innovations, fostering an environment where employees feel empowered to contribute their ideas, and supporting the implementation of these innovations. This approach enhances productivity, motivation, and the overall growth of the organization (Godwin et. al., 2017).

n. **Esprit de Corps:** Espirit de Corps refers to the strong sense of unity, camaraderie, and mutual support among members of a group, which fosters a positive work environment and enhances collaboration (Boyt, et. al. 2005). Fayol emphasized that for an organization to succeed, team spirit among employees is essential, as it promotes high morale and unity, making everyone feel like they are part of a larger whole. Furthermore, Pathak (2014) opines that the principle is grounded in the theories that "Unity is strength" and that "Unity of staff is

the foundation of success," indicating that cohesive and harmonious teamwork is vital for organizational achievement.

Max Weber's Theory of Bureaucracy

Weber's theory of bureaucracy explains the idea of bureaucratic management. He introduced and defined the term bureaucracy as an organizational system marked by strict rules, standardized procedures, and formal requirements. It involves a careful division of labor and responsibilities, a clear hierarchical structure, and professional relationships among employees that are formal and impersonal (Vashisht & Vashisht, 2023). Syafriani & Yuliani (2025) argue that Max Weber's bureaucratic theory presented the idea of structured hierarchies and established formal rules as the foundation for effective organizational management. According to Celik and Dogan (2011), the Bureaucracy Model is another key component of Classic Management Thought. Its fundamental assumptions closely align with those of Scientific Management and Executive Theory. Additionally, there are notable similarities between the characteristics of the ideal Bureaucracy Model and the Scientific Management Principles.

According to Amanawa (2022), Weber's bureaucratic theory emphasizes several key principles, which include detailed record-keeping should be maintained at every level of the organization, employees need clearly defined job roles to ensure focus and efficiency, a well-structured hierarchy must exist within the organization, standardized procedures and methods should be followed consistently and the fact that only individuals who are properly qualified should be employed for specific positions.

2.4.7 The interconnectedness

The similarities between Taylor's approach and Henri Fayol's work are highlighted through the concept of panopticism (Ehiobuche & Tu, 2012). Three key principles are identified: first, the rationalization of work procedures and organizational frameworks, focusing on establishing a

well-defined hierarchical division of tasks; second, shaping the organization either by comprehensively formalizing the entire work process (as Taylor does) or by clearly defining "lines of command" (as Fayol advocates), creating a unified conceptual and functional structure; and third, an emphasis on formal rationality, demonstrated either through the promotion of scientific techniques or by reinterpreting human relationships based on abstract principles believed to promote order and efficiency (Berdayes, 2002).

Weber's model of bureaucratic organization shares key similarities with Taylor's approach. The individual within a bureaucratic system closely resembles the worker in Taylor's model, both emphasizing predictability, standardization, consistency, monitoring, and measurable performance. Thus, it can be said that Weber's and Taylor's theories, developed around the same period at the turn of the nineteenth and twentieth centuries, are closely connected. Weber's ideas on the bureaucratization of organizations align strongly with Taylor's emphasis on the scientific management of work within companies (Valerie, 2021).

The three theories support a formal organizational structure that utilizes specialization and hierarchical functional arrangements to enhance efficiency in accomplishing organizational goals (Augustine & Agu, 2013). These theories aim to predict and regulate behaviour within the organization. Their main purpose is to enhance and maintain effective communication processes within the organization.

2.5 Theoretical Framework

2.5.1 Constructivism in International Relations

This study, which focusses on the importance of norms, ideas, and values in influencing the behavior of political actors, including INGOs, and their impact on global politics, is analyzed using the constructivist theoretical framework. According to Stephen Walt and Jack Snyder

(quoted in DeMars and Dijkzeul, 2015), transnationalism and NGOs play a crucial role in constructivist thought, where norms, ideas, and values significantly shape world politics. Constructivists recognize that the international political system is always changing and being shaped by ideas, norms, epistemic communities, civil society, and nongovernmental organizations. Constructivism is the theoretical field that most effectively considers and accounts for INGOs as political actors. In the context of various international relations theories, particularly realism, INGOs are often viewed as minor players because they are not perceived to have a substantial influence as realists tend to overlook development INGOs, as their theories focus primarily on the national interests of states and issues related to international security (Yanacopulos, 2019).

As stated by Yanacopulos (2019), constructivist theories in particular are more welcoming to INGOs than other theories of international relations. To buttress the argument on constructivism, it is believed that Alexander Wendt offered one of the most nuanced and impactful assumptions of constructivism. Wendt has significantly developed this approach (Jackson & Sorenson, 2010). Wendt argues that there exist three elements that make constructivism stand out in international relations theories (Guzzini & Leander, 2005).

To begin with, international politics is understood to be influenced by the ideas, norms, and values that actors share intersubjectively (Yanacopulos, 2019). He reiterates that constructivists emphasize this intersubjective dimension of knowledge to highlight the social nature of human existence, particularly how shared ideas function as an ideational structure that constrains and shapes behaviour. This perspective enables constructivists to present this ideational structure as a causal force distinct from the material structure emphasized in neorealism. The constructivist perspective emphasizes the intersubjective and ideational aspects of social science, downplaying the role of natural laws. It argues that the ideational structure is more

significant than the material, as any value or importance attributed to material things is ultimately a product of social construction (Jackson & Sorenson, 2010).

Secondly, the ideational structure not only regulates actors but also shapes and defines their interests and identities. Through interaction within this structure, actors undergo a process of socialization, leading them to redefine who they are and what they seek (Yanacopulos, 2019).

Third, actors, also referred to as "agents," and ideational frameworks interact and shape one another. Although the interests and identities of actors are defined by structures, the actions and speech of the agents also generate, maintain, and alter those same systems (Yanacopulos, 2019). According to Yanacopulos, these dynamics highlight that structures are not static entities to which actors must only respond, challenging the determinism of neorealism. Rather, actors' constant interaction with one another creates the structures that they do, and via deliberate social acts, agents can alter these structures and possibly end destructive cycles of conflict.

2.5.2 Relevance of Constructivism to the Study

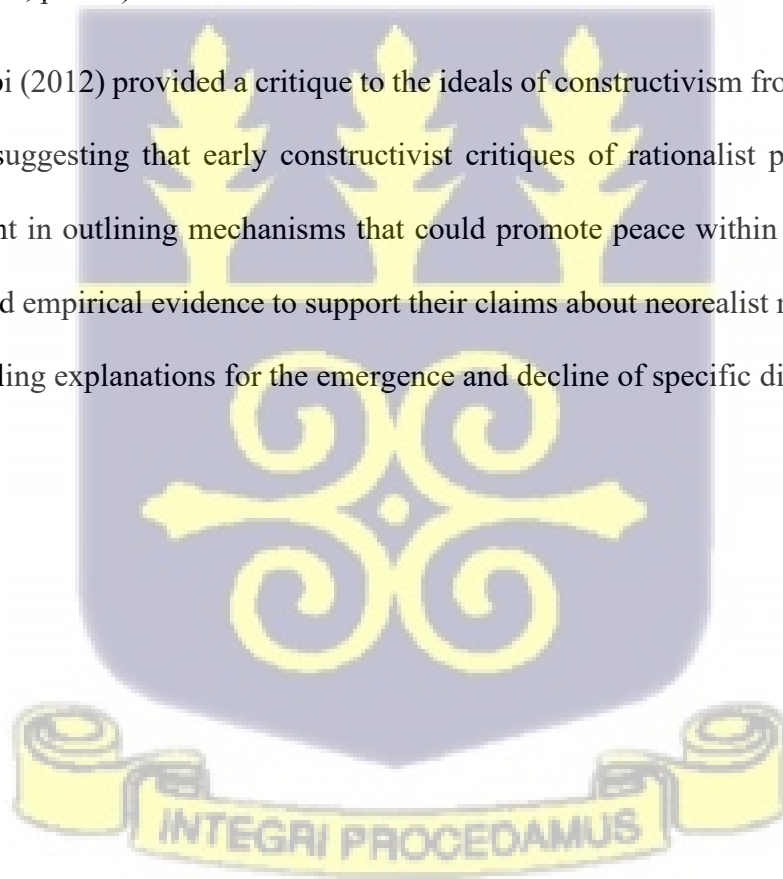
The adoption of constructivism a theory in international relations has proven to be apt for the study due to the crucial tenets of norms, ideas and structures. Constructivism places a strong emphasis on how norms and identity shape international interactions. For Friends of the Earth International, its self-identity and mission can significantly affect how it implements and modifies Scientific Management Principles (SMPs). The norms governing humanitarian efforts and development work play a key role in shaping the organization's approach, making constructivism a valuable framework for understanding the relationship between Friends of the Earth International's identity and its management strategies. In addition, constructivism highlights how social constructs influence organizational behaviour and practices. For Friends of the Earth International (Ghana), examining how the organization interprets and applies

Taylor's Scientific Management Principles (SMPs) can uncover how these management principles are shaped by the unique cultural and operational context in which Friends of the Earth International operates. This approach emphasizes that these practices are not just technical or neutral but are influenced by the social environment and the organization's own understanding of its mission and role.

2.5.3 Critiques

Price (2008) demonstrated that the influence of constructivism in International Relations has enabled the discipline to tackle more intricate and multifaceted issues. This approach has yielded nuanced, case-specific insights while helping to untangle complex moral dilemmas (Reus-Smit, 2007, p. 238).

Viotti and Kaupi (2012) provided a critique to the ideals of constructivism from the neorealists point of view suggesting that early constructivist critiques of rationalist perspectives were notably deficient in outlining mechanisms that could promote peace within the state system. They also lacked empirical evidence to support their claims about neorealist models and failed to offer compelling explanations for the emergence and decline of specific discourses.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter under review concerns itself with the methodology that characterizes the study. With the research methodology in mind, the chapter centres on the various approaches and techniques that underpin the study such as the research design, study population, sample method, sample size, the sources of data that aided the study, data collection procedure, techniques used in analysing the data and the ethical considerations that undergirded the study.

3.1 Research Design

Research design is an integral element of every study, which is influenced by the aims and objectives of a particular academic piece of study. According to Creswell & Creswell (2017), a research design is a master plan, framework, or blueprint that describes the procedures and approaches for gathering and evaluating the necessary data. Elements of the research design are relevant to investigating the research problem and will help the investigator in choosing enquiries and techniques (Madiwalar, 2021). Research design can take the form of qualitative, quantitative or a mixed method and this is largely dependent on the nature and purpose of that study (Pandey & Pandey, 2021). For the study, qualitative method was adopted geared towards its successful completion.

3.1.1 Qualitative Research

Qualitative research, according to Moser and Korstjens (2018), is a kind of study that investigates and offers deeper understandings of actual issues without requiring the quantification of data. In the same vein, this type of research asks open-ended questions with responses not easily put into numbers (Cleland, 2017). Since phenomena such as human experiences and behaviours can be difficult to quantify, the study took a qualitative approach

whereby participants were allowed to explain and express themselves in response to “how”, “why” and “what”. With the assessment of Taylorism at hand, the qualitative approach proved to be apt for the study as it gave participants the avenue to freely express themselves. Furthermore, the adoption of qualitative research approach gave an in-depth understanding of the modus operandi at Friends of the Earth International. As thematic analysis was deployed, qualitative research approach was needed to suffice the study. This is because qualitative approach has a primary goal of developing themes which are pivotal for the interpretation of data.

The study adopted a qualitative research design due to its flexibility in probing responses. This approach allowed the researcher to closely examine participants’ answers, interact with them in ways that suited their unique personalities and styles, and seek additional information as needed. Unlike the quantitative paradigm, which primarily relies on predetermined, closed-ended questions that limit further explanation, the qualitative design provided more opportunities for in-depth exploration and a richer understanding of the participants' perspectives.

Additionally, qualitative research design was used since participants had the opportunity to provide more elaborate responses compared to the usual practice in quantitative methodologies. The relationship between the researcher and the participant exhibited a less formal dynamic in qualitative research which was evident during the semi-structured interviews conducted.

3.1.2 Qualitative Research Design

The study adopted a qualitative research design based on case studies, utilizing multiple sources of data, including interviews and observations (Pandey, 2025). A case study adds depth to general research by providing an in-depth examination of specific instances—such as activities, events, processes, periods, or communities (whether individual, group, or

organization). It helps uncover the underlying dynamics and complexities of a phenomenon within its real-life context (Lim, 2025). The study employed a single case study approach, drawing data from the organization Friends of the Earth International (Ghana). The analysis was conducted using data from within the organization, with themes developed based on its specific context and framework. In case study research, it is essential to use on-site data collection methods that allow researchers to engage directly with participants (Taherdoost, 2022). To fulfil this objective, the study employed semi-structured interviews as the primary data collection method.

The single case study was used for the study due to its uniqueness (Yin, 2009) in terms of the organization's strength in global human advocacy, which contributed to the country's (Ghana) fight against illegal mining. This equally reflected the objectives of the study.

Furthermore, employing a single case study approach enabled a deep exploration of the case (Lim, 2025), making it particularly valuable for gaining insights into the SMPs within the organization.

3.2 Study Population

Barbie claims that the group that would be the subject of the study and the group that would be watched to derive those findings is the study population (Barbie, 2008). The study focused on employees of Friends of the Earth International (Ghana). These sects of people were crucial to the study's objectives of examining how the SMPs played out, coupled with the challenges they encounter in applying them. Semi-structured interviews were conducted in that regard.

3.3 Sampling Method

According to Etikan, Musa, and Alkassim (2016), samples are selected from a target population with the explicit aim of making observations and drawing conclusions about that population. In contrast, a sample is a representative portion of all the people, creatures such as insects,

birds, or other items that make up the research population. It is therefore thought to represent a subset of the research population (Obilor, 2018). The current study considered the non-probability sampling technique of purposive or judgemental sampling.

A non-probability sampling technique is a method of sampling whereby not all population members have an equal chance of being selected to be part of a study. Purposive sampling, according to Oliver (2015), is a sampling technique in which the researcher chooses the participants for the sample based on criteria like their suitability for the study or their level of subject matter competence. Qualitative researchers are ardent patronisers of purposive sampling as they seek information-rich cases with the tendency to generate insights about a subject being studied (Jones et. al., 2014). Furthermore, in the event that a researcher wants to look into individuals who have particular traits, purposeful sampling must be used (Benoot, Hanne & Bilsen, 2016).

The researcher adopted the above sampling technique due to its effective use of resources and reliance on expert judgment. By focusing on experienced employees who possessed the necessary characteristics for the investigation, the researcher saved time in locating suitable participants. This approach ensured that the selected individuals met the criteria for inclusion. In addition, the researcher's judgment and knowledge in choosing participants enhanced the quality of the data collected, as these interviewees provided in-depth and precise responses, leading to enhanced insights on the subject under investigation.

3.3.1 Sample Size

Fowler Jr. (2013) offers a modern definition of sample size as the number of units which include people, animals, clients, that need to be observed, interviewed, or subjected to other forms of research to estimate population characteristics. This definition underlines the need of choosing the right number of units to achieve accurate and dependable results as well as the

function of sample size in estimating population parameters. The study focused on a sample size of fifteen (15) staff from Friends of the Earth Ghana. The targeted group of staff were permanent staff who had been at their current workplaces for more than three years as they are likely to possess a much more working experience and can contribute towards the study based on their professional experience. The sample size in a qualitative study must not be too large to provide difficulties with data analysis during in-depth case-oriented research projects, nor should it be too small to cause difficulties reaching the necessary data saturation needed for an in-depth investigation (Onwuegbuzie & Collins, 2007).

3.4 Sources of Data

Gathering data can be described as the pursuit of answers to inquiries posed in research endeavours (Krishnaswami & Satyaprasad, 2010). Data serves as the fundamental material for any analytical endeavour. Thus, research cannot progress without it. Sources of data are typically categorized into two main types: secondary sources and primary sources. Primary, together with secondary data were obtained for the study. These sources were utilized to gather essential data and address the primary research issue.

3.4.1 Primary Data

Primary data is termed first time or first-hand data collected by the researcher. Sreedharan (2004) argues that primary data have the potency to “speak for themselves” in such a manner that cannot be captured through filtering secondary sources. Unlike primary data, secondary sources of data are collected by any other person other than the investigator or researcher. Osuala (2005), posits that the primary source of data helps in facilitating and enhancing the acquisition of information relevant to the study participants. Primary sources evade the issue with secondary sources, which is that every new author has the potential to twist and distort the conclusions of previously referenced writers. The collection of primary data was done through a semi-structured interview, with employees from Friends of the Earth International.

In the collection of primary data, the researcher embraced the semi-structured interview procedure. In that regard, the interviewer had a framework of subjects to go. Fifteen (15) participants were contacted, with the research questions and objectives as a guide for the semi-structured interview. This was an advantage geared towards the usage of the semi-structured interview. The average time limit for the first five interviews was thirty minutes. Subsequently, the remaining ten (10) agreed to have a forty-minute session, which was done during their lunch break. As a result, the environment was informal, which eased the tension for both the interviewees and the interviewer, reducing the likelihood that a formal setting would affect the responses given. This shaped the interview process through a flexible approach of investigation.

Reasons for adopting semi-structured individual interviews and observations.

The researcher chose to use semi-structured interviews because this method allowed for flexible responses. The participants had the freedom to justify their responses, which prompted follow-up questions from the researcher. While the researcher had a list of prepared questions, adjustments were made as the interview progressed. During these semi-structured interviews, new questions arose naturally from the conversation, differing from the intended order. When interviewees encountered ambiguities in the questions, they sought clarification from the researcher, which facilitated more accurate and thoughtful responses.

The use of semi-structured interviews inspired a deeper conversation, new ideas and past, relevant experiences which contributed immensely towards capturing information in their natural order. This contributed to first-hand data garnered in the natural form.

To complement the semi-structured interview session, the researcher engaged in a direct observation of the mode of operation at the organization to respond to the research questions at hand. The researcher was keenly interested in the relationship between the managers and

employees, as well as the supervision role performed by the managers to satisfy the SMPs. To keep vital information from getting lost, the consent of the interviewees was sought to record the interview. There was a correlation between the research questions, together with the study's objectives and the responses provided to cover the topic under discussion. One of the primary reasons for employing observation was that it offered the researcher invaluable contextual and empirical information that complemented the responses collected through interviews. Observing acts in their usual working environment allowed the researcher to better appreciate the information gathered earlier and exemplary practices. This process facilitated the development of detailed processes of the SMPs. Additionally, observation enabled the researcher to become familiar with the environment and build rapport with potential participants. It also provided the flexibility to refine the research questions, allowing for more specific and relevant inquiries.

3.4.2 Secondary Data

Secondary data refers to information that has been previously collected, analysed, and published by another entity, rather than being obtained directly by the researcher. Secondary sources of data in the form of articles, journals, reports among others of relevance to the study were be contacted. The researcher consulted about ten (10) books with the “The Principles of Scientific Management” by Taylor being the chief source. Over twenty (20) and ten (10) articles and journals were downloaded respectively for the study. Using secondary data offers the obvious benefit of having most of the preparation work already done, such as case studies and literature reviews. It is possible that the material was obtained through helpful personal contacts or has previously been published in the media. It may have been incorporated into articles and figures that were published somewhere else. The various types of secondary data used for this study were written materials such as journal articles found online, most especially using google scholar, and online books.

The reason for the adoption of secondary data was that reusing secondary data typically came with a pre-established level of validity and reliability, so the researcher did not need to reevaluate them (Horn, 2018). To add, its usage saved the researcher time and resources through an access to collected, pre-existing information which is not guaranteed when using secondary data. It must be emphasised that the secondary sources of data obtained for the study helped in enriching the study as they provided a better understanding of the subject in contention. Furthermore, secondary data sources were obtained rapidly and inexpensively, covering a broader area, thus expanding the database and allowed the researcher to confirm the findings (Krishnaswami & Satyaprasad, 2010).

3.5 Data Collection Procedure

To instill that confidence in the participants, a letter of introduction from the Department was presented to the organization. In-depth interviews, focus group talks, and observations are the three most popular ways to gather data for qualitative research. Consequently, each technique works best when gathering a certain kind of data (Palermo et al., 2019). A semi-structured interview method was deployed as a means of collecting first-hand information. The process was complemented by an interview guide. According to Eriksson and Kovalainen (2016), there are three primary categories of interviews: semi-structured, unstructured, and structured. When conducting unstructured interviews, the interviewer modifies and matches the questions with pertinent answers. In structured interviews, each interviewee is often asked a set of predetermined questions (Oranga & Matere, 2023). The semi-structured interview is characterized by a blend of the two methods. It centers on a set of topics and areas and employs standardized questions to elicit information from participants (Neville, 2004).

The semi-structured interview was chosen for this study due to its frequent use in qualitative research (Edwards & Holland, 2013). Unlike structured interviews, which adhere strictly to a set list of questions, the semi-structured format enabled the researcher to ask open-ended

questions, allowing participants to offer more detailed and comprehensive information. This enabled the exploration of new ideas generated from the interviewee's responses. Furthermore, the interviewees could open up and talk in detail, facilitating a two-way conversation. This contrasts with quantitative data collection methods, which often do not allow for such openness, particularly when using closed-ended questions in the distribution of questionnaires.

3.6 Data Analysis Techniques

Data analysis is an important phase of the research process as it provides the researcher the chance to transform raw data into meaningful information. In relation to the research questions and objectives, data analysis provides a systematic way of examining and interpreting collected data in an attempt to gain meaningful insights. The current study made use of thematic analysis in its interpretation of data. As stated by Clarke and Braun (2017), the act of finding, evaluating, and deciphering themes or meaning within qualitative data is known as thematic analysis.

The reason for its adoption revolves around its flexibility nature and its ability to analyse both large and small data. With its flexibility, thematic analysis can be used in identifying within and across data, taking into consideration the lived experiences of the participants and their views. The former argues that the qualitative analysis tool can be used to analyse case studies involving 1-2 participants (Cedervall & Aberg, 2010) to large studies with over 60 participants (Mooney-Somers, Perz & Ussher, 2008). The study aimed to comply with the objectives of thematic analysis, given the significance of participant experiences in the process of gathering and analysing data.

Data analysis could be somewhat problematic especially after a researcher is away from the data collection environment. To aid in the analysis, the researcher took notes of the direct observation made, in addition to the recorded version of the interviewees' feedback. This was to help the two methods complement each other. The recorded version was later transcribed as

the pace and tone of the participants helped in the analysis. The notes were important in order not to miss significant observations and findings.

The themes highlighted in the study focused on the familiarity of the SMPs by Taylor, relevance of the principles to the activities of the INGO and the application of the principles in various departments. In addition, participants responded with pivotal themes such as collaboration and cooperation, training and capacity building, alignment with organizational strategy, resistance and unwillingness to adhere to the standards of operation.

3.6.1 Processes of thematic analysis of data

The study strived to complete its data analysis by embracing the thematic analysis techniques. According to Braun and Clarke (2021), thematic analysis is a systematic approach used to identify, organize, and interpret patterns of meaning, referred to as themes within a data set. By exploring meanings across the data, this method allows researchers to gain a deeper understanding of shared or collective experiences and perspectives. Clarke and Braun (2014) outline a six-phase, recursive process for conducting thematic analysis, which includes familiarizing with the data, generating initial codes, searching for themes, reviewing potential themes, defining and naming themes and writing the report.

During the familiarization phase, the researcher transcribed the recorded audio interviews to allow sufficient time for thorough engagement with the textual data through repeated reading. Before transcription, the researcher listened to the audio recordings twice and took personal notes to capture initial impressions and insights. The aim of this phase was to become deeply familiar with the data and to identify responses that could be relevant to the research questions (Braun & Clarke, 2021).

During the phase of generating initial codes, the researcher identified and labelled significant features of the data that were relevant to addressing the research questions. According to Braun

and Clarke (2021), codes serve as the foundational building blocks of analysis. After transcribing the interviews, the researcher highlighted meaningful phrases and segments of the text and developed codes to capture and describe their content. As participants shared their views on the SMPs and their adoption beyond their organization, it became evident that the staff demonstrated awareness and understanding of these principles, which related to the first research question of the study.

In the process of searching for themes, the researcher examined the coded data to identify patterns, similarities, and overlaps among the codes that could be grouped together to form potential themes. According to Braun and Clarke (2006), a theme “captures something significant about the data in relation to the research question and reflects a patterned response or meaning within the data set.” In this phase, several codes were combined into a single theme based on similar responses. In addition to developing codes and identifying themes, other analytic techniques can help in constructing the narrative or story of the data. These techniques provide deeper insights and aid in a comprehensive understanding of the data, as discussed by Guest et al. (2012). The qualitative data analysis software used for the study was NVivo. The software helped with providing structure for the data and analysis of the audio from the semi-structured interview. In addition, it helped in assigning codes to form the themes.

The researcher undertook a process of reviewing the potential themes against both the coded data and the entire data set. This process ensured that the researcher checked whether there was a relationship between the entire data set and the themes. Eventually, the researcher collapsed and split a few themes. This step was essential to determine whether the themes accurately represented the data, to identify any areas requiring modification, and to ensure that no important aspects had been overlooked. Reviewing themes involves a systematic process where researchers examine the potential themes identified during analysis to assess whether they

effectively capture the patterns and insights within the dataset, thereby providing a coherent and compelling narrative that addresses the research questions (Neuendorf, 2018).

The researcher effectively embraced the phase of defining and naming themes by summarizing each theme with concise, clear, and meaningful language, ensuring that they are easily understandable and free from ambiguity. This approach helps in accurately capturing the essence of each theme and facilitates better communication of the findings to the audience. A good thematic analysis will have themes that do not try to do too much, maintaining a singular focus, and directly address the research question. (Braune & Clarke, 2021).

The final phase of thematic analysis involved writing the report after the researcher had thoroughly identified and developed the fully worked-out themes. This phase consolidated the analysis, presenting the findings in a clear and coherent manner, highlighting the key themes and their implications. For academic purpose, the study included a methodology section which how the researcher collected the data, using a semi-structured interview. The analysis section presented the various themes derived from the interviews, which were directly related to the study's questions and objectives. These themes were organized systematically to reflect and align with the study's objectives, ensuring a coherent and logical presentation of the findings.

3.7 Ethical Considerations

It is crucial to have a clear understanding of ethical concepts as a lack of clarity could endanger qualitative research participants (Tolich & Tumilty, 2020). The concept of ethics can generally be understood from the standpoint of what is acceptable as right and wrong. Inasmuch as most academic writings do consider human resources as an integral part of the study, participants' well-being and safety is paramount to the researcher. In the context of research, ethics encompass the norms and values that influence decisions related to data collection, data analysis, and the dissemination of findings ((Mirza, Mirza & Bellalem, 2023). In the same vein,

participants of social research need not be oblivious about the agreements surrounding the study. Research ethics has to do with the set of principles that govern the entirety of conducting research which involves animal and human subjects. Ethical considerations are crucial throughout the study in order to ensure the balance between potential risks of research and the benefits of the research. The current study elaborated on key ethical considerations such as the confidentiality of the responses provided, informed consent and voluntary participation, psychological and social harm to the participants thus, respecting the ethics of social research.

Conflict of interest, which relates to the relationships between researchers and research participants, is one of the ethical concerns that surround a study (Halasa, 2005). As a result, the researcher established a direct and honest rapport with each participant during the interview's many stages. Using this strategy, the researcher was able to keep a professional but informal relationship with the participants while gathering data (Mirza et al., 2023). Most importantly, the researcher was focused on eliciting information other than expressing his own opinions and ideas.

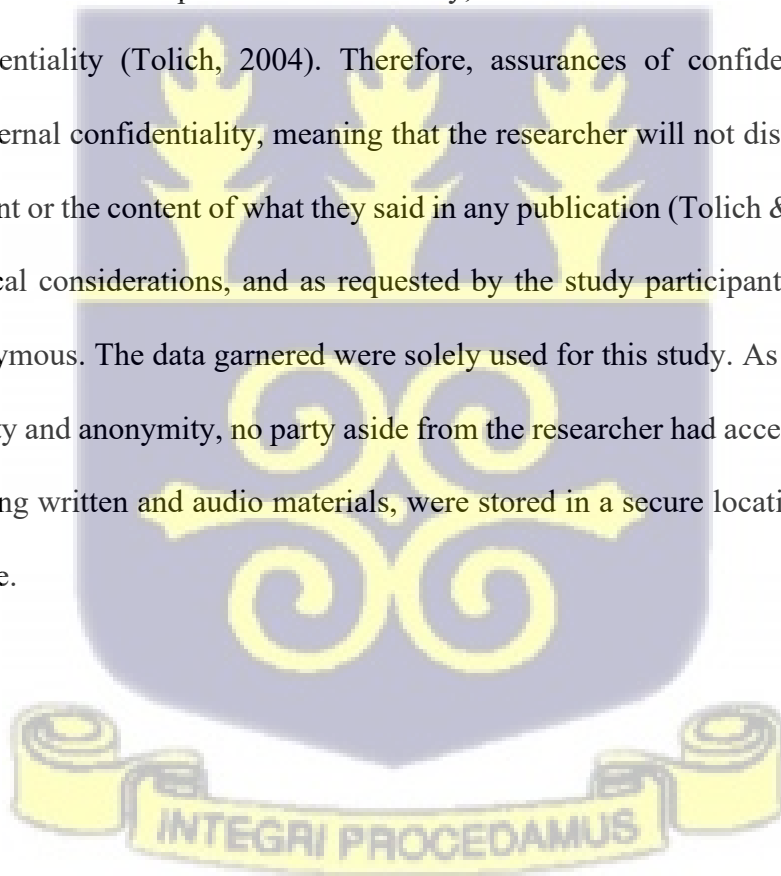
3.7.1 Informed Consent and Voluntary Participation

Researchers must obtain the voluntary informed consent of every participant before any data collection session. Thus, responses were not forced. Participants who desired to desist from providing responses due to a previous experience were liberated to do so. Participants were informed about the study, given ample time to comprehend and had the freedom to partake or otherwise. Most importantly, to confirm the legitimacy of the data collection, an introductory letter was obtained from LECIAD to ensure that the collection was for an academic purpose. This was in attempt to avoid a prevailing ethical issue of deception as it entails deliberately using the responses for other purposes contrary to the initial agreement. Babbie (2012), defined consent as a norm whereby participants understand the risk involved in their voluntary participation upon which their decision is based. Therefore, the study sought the consent of the

participants. Informed consent means that participants are not oblivious of what it means to partake in a study and possess the right to take part or not (Beazley et al, 2009). The fifteen (15) participants for the study gave an oral consent.

3.7.2 Confidentiality and Anonymity

A study ensures confidentiality when the researcher can identify a specific individual's response but commits to not disclosing that information publicly (Babbie, 2012). In that regard, participants' confidentiality was upheld during the process of data collection. Confidentiality is a critical aspect of ethical considerations in qualitative research. It can be compared to an iceberg, where only the tip is visible, while what lies beneath the surface may also present potential risks. The visible aspect of confidentiality, which is above the surface, is known as external confidentiality (Tolich, 2004). Therefore, assurances of confidentiality must be restricted to external confidentiality, meaning that the researcher will not disclose the identity of any participant or the content of what they said in any publication (Tolich & Tumilty, 2020). As part of ethical considerations, and as requested by the study participants, their identities were kept anonymous. The data garnered were solely used for this study. As part of the ethics of confidentiality and anonymity, no party aside from the researcher had access to the data. All records, including written and audio materials, were stored in a secure location that remained easily accessible.



CHAPTER FOUR

ANALYSIS OF RESEARCH FINDINGS ON THE EXAMINATION OF TAYLOR'S SCIENTIFIC MANAGEMENT PRINCIPLES IN INTERNATIONAL NON- GOVERNMENTAL ORGANIZATIONS: THE CASE OF FRIENDS OF THE EARTH INTERNATIONAL (GHANA).

4.0 Introduction

This chapter provides an analysis of the data collected from interviews with staff members of Friends of the Earth International in Ghana, aimed at fulfilling the research questions and objectives of this study. Focusing on major themes identified from the data, the research shows how Friends of the Earth International comprehend and implement Taylor's ideas. In addition, this chapter presents a thematic analysis of the challenges encountered in implementing Scientific Management Principles (SMPs) at Friends of the Earth International. The chapter concludes with a discussion on the findings of the study.

Chapter 4 therefore concentrates on the analysis of the data obtained from the interviews, focusing on the following research questions/objectives presented in Chapter 1.

4.1 The principles of Scientific Management by Frederick Winslow Taylor by INGOs including Friends of the Earth International (Ghana).

The SMPs as espoused by Frederick Taylor has gained grounds in contemporary management of international organizations, as Heames and Breland (2010) note that for more than thirty years, Frederick Taylor has been regarded as the most significant figure in management and business history by surveys of academics in the Academy of Management, the Business History Conference, and the Academy of Management's Management History Division. It is for this reason that the section seeks to highlight the familiarity of the principles in the domain of INGOs, how the principles play out, relevance of the principles, and as well as the methods

embraced in measuring productivity. According to Wren (2011), the work by Taylor has sparked study in other fields other than the manufacturing setting which influenced the adoption of the SMPs. Thus, the need to justify the application of Taylor's principles in INGOs, considering, FoEI. As Giannantonio and Hurley-Hanson (2011) stated that there is no denying the fact that Taylor altered the way people worked throughout the 20th century and even in the 21st century, the principles remain relevant.

4.1.1 Familiarity with Taylor's Scientific Management Principles

Taylor's SMPs were clearly understood by the participants, acknowledging their relevance to both theoretical and practical aspects of international organizational management within INGOs. In order to ensure efficiency and accountability, many participants emphasised how these concepts are incorporated into their daily operations.

According to one of the participants at Friends of the Earth International:

You can see that in our work culture, there are elements of those principles in every department that we have here. Every department has those elements of Taylor's theory. (Participant 1)

The interviewee further added that:

Considering the principles from A-Z, you will realize that in all stages, in all the things we have been doing, they are deeply reflected in the principles that Taylor espoused. (participant 1)

One other participant highlighted that:

We are familiar with it in theory and in practice too, even though we would not do it to the letter, there are some elements of it that we apply here in our organization. (Participant 2)

Participants confirmed the possibility of a broad acceptance and use of Taylor's ideas in INGOs by identifying groups like SNV, Solidaridad, Tropenbos Ghana, and A ROCHA Ghana as

probable practitioners of these concepts. With their engagements with other INGOs and Civil Society Organizations (CSOs), the participants responded to the widespread recognition of the SMPs in other international non-governmental organizations.

In the submission of one of the participants:

There are quite a number of INGOs around and I am of the strongest conviction that because of their international status, they use some of these principles espoused by Taylor. I know there is an INGO called SNV. It is a Netherlands based organization, but they operate in Ghana and across several countries and regions. It is highly likely they employ some of these principles looking at the structure of their organization. (Participant 3)

The participant added that:

There are other local NGOs based in Ghana which have membership with international bodies, and I strongly believe that they follow the same principles. An example is Tropenbos Ghana, which is part of Tropenbos International Network, whose office is based in Kumasi. There is also A ROCHA Ghana, which is based in Accra but has satellite offices. It is very likely they employ these principles. (Participant 3)

The assertions made above are in tandem with the notion that Taylor's ideas are still applicable in light of the demands of international competition (Kulesza et. al., 2011),

4.1.2 Application of Scientific Management Principles at Friends of the Earth

The significance of methodical training and orientation for new staff members was underlined by the participants. This strategy supports Taylor's argument that scientifically developed procedures should take the place of antiquated ones as new staff members are introduced to the modus operandi of the international organization.

According to one of the participants:

Our system or sector is a specialized one. If you take the forestry department, you are looking at advocacy, lobbying, capacity building and environmental laws. We are also looking at ecological restoration. Obviously, someone who comes in right from school or who has worked somewhere else definitely has to be taken through the basics to adjust to how we operate as an organization. In this way, it fulfils the first principle of “the development of a true science which replaces the old rule of thumb”. (Participant 1)

The above from the participant justifies the SMP of replacing the old rule of the thumb with a scientific method of standardisation in an organization. As standards offer the foundation for improvement, work must be standardized as much as possible in order to develop better methods of performing it (Huys & Van Hootehem, 2004). Scientific management sought to eliminate ineffective "rule-of-thumb" methods, replace workers' discretion over daily tasks with "best practices," (Crowley, et. al, 2010). A true science would also specify the proper guidelines that ought to be followed when producing goods and services (Huang et. al., 2013).

In relation to scientific selection, training and the development of the workmen, the significance of methodical training and orientation for new staff members was underlined by the participants in the INGO. This strategy supports Taylor's argument that scientifically developed procedures should take the place of antiquated ones.

As highlighted by one of the participants:

When people come in, they are not left alone because of the nature of the work. It will be very difficult for someone to be able to pick up. By walking people through the basics and what is expected of them in the organization, they align with key people who are already in the job and have been involved in the processes or in the system for a long time. This makes them able to learn from there. This augments the second principle of having to scientifically teach and train the individual and prepare him or her for the new role. (Participant 4)

The other participant responded with an example that:

When I came in from a timber company, I was paired with an experienced technical coordinator whom I worked with and learned from. I did a lot of projects with him as well.

(Participant 5)

To further explain the training received by the staff, one of the interviewees explained that the organization benefits from training organized by other bodies upon realizing the need to build their capacities through a self-assessment medium. The participant argued that:

... For instance, there was a point in time where through our assessment we realized that we had to build our capacity more in fund raising and project management. Fortunately for us we had our training by West African Civil Society Institute (WACSI), which is an organization that organizes capacity building training exercises not for us alone but a number of civil society groups. (Participant 5)

Once hired, firms mold people, inducting them into a normative culture with focus on attitude, behavioural standards, and corporate history, values, and practices. Organisations try to hold workers to these standards despite their occasional resistance by using peer and supervisor monitoring (Vallas 2003).

Scientific recruiting and selection techniques can provide the foundation for identifying which employee is less productive (Maqbool et al, 2011). One of the central ideas that was discussed was the scientific selection of the workers at FoEI. As such, one of the participants voiced out that:

The selection of staff is done by first advertising the position for suitable candidates to apply, the credentials received are then screened to narrow in on those that are most suitable and align with the job description. A date is then scheduled for interviews where the suitable person for the position is chosen. (Participant 6)

As many organizations go to considerable measures to ensure that only the finest talent is picked and employed for a specific job, the crucial task of employing the top talent may be made easier by using scientific methods in the worker selection process (Huang et. al., 2013).

Taylor's SMP of ensuring a hearty cooperation between management and the workmen was actualized in the activities of FoEI, as it was noted that two essential procedures for promoting alignment between employees and management were open communication and cooperative decision-making. The responses provided signalled the fluidity in operation between management and the workmen as they develop that rapport with each other. The participants shared their views on how management buys the idea of the workmen introducing an initiative to help complete a particular project. One of the participants shared that:

Our system has not been like the police and the ordinary person or the teacher and the student where you are told to perform a task, which is the final verdict. Instead, as the one leading the project, you are given the opportunity to come up with your ideas and plans to fit in the overall plan or strategy of the organization. The regular feedback sessions provide a platform for shared decision-making between the field workers and management which improves project execution. (Participant 1)

One other participant added that:

I did a lot of projects with my technical coordinator upon arrival. The technical coordinator was at a higher level. This brought about the hearty relationship between the project officers and those in the management space. That bridge was narrowed therefore I did not see a very sharp contrast between myself and management. (Participant 7)

Being able to think of anything on one's own throughout an activity is in line with Taylor's theory of task execution. According to Huys and Hootegeem (2004), Taylor highlighted that workers ought to be help find a better way to complete a task. Taylor suggests that when staff

members' ideas lead to a more efficient way of doing things, management should pay them for their "ingenuity."

There was constant emphasis on the significance of clearly defining roles and assigning tasks. This idea minimises overburden and delays by ensuring that duties are divided effectively. One of the participants responded to how their organization apply the principle of equal division of labour by stating that:

The equal division of task has to come in because there are certain things that you cannot do. Between the management and the staff, there are certain things in terms of planning that can be done best by the management, especially with the wealth of experience they possess. They draw the task for sometimes the project coordinator to undertake. (Participant 8)

He added that:

For instance, at the beginning of every year, management draws the entire plan to serve as a roadmap and a target for the organization to achieve. Hence, the principles are good and if they are followed religiously, it will help in a lot of ways. (Participant 8)

4.1.3 Relevance of the SMPs at Friends of the Earth International

Taylor's principles were deemed to be especially applicable to managing projects sponsored by donors. In order to satisfy project deliverables, participants stressed the significance of task specialisation and timely execution. The participants shared the relevance associated with the application of the principles taking into account the time limit involved in accomplishing projects. To support the argument, one of the participants explained that:

Our work involves timely execution of tasks, timely interventions, and because it is donor funded, it is time bound. It is the case of you having to work closely with management and ensure that the tasks are executed. The former meets the principle of a true science due to the

time limit in executing task and with the latter, having to work closely with management ensures a hearty cooperation. (Participant 2)

4.1.4 Measuring Productivity and Performance

The main goal of SMPs is to enhance productivity within organization, which according to Taylor, can be achieved through a collaborative effort by the staff and management. Bell and Martin (2012) opine that managers would frequently find that their staff members would understand and not cut back on their productivity or quit the company if they only spoke with them and explained the requirements at a particular position. This makes the task idea important as efficiency is realized in uniformity.

Participants were asked about how productivity in their organization was measured. This is because the end goal of the principles is to enhance productivity. The responses provided suggested as an INGO, mechanisms such as performance appraisal, outcome harvesting and feedback mechanisms were used to measure their activities at the end of the day. One participant explained that:

In our case of work, when funding comes, before you kickstart, you are given what to achieve by the end of the day or the projects. Basically, that is what you are measured against. If you are able to satisfy whatever conditions in the project, that will give you the urge to get another opportunity. Productivity is being measured against the project you have started from the beginning, as you know what must be achieved. This forms the basis for performance appraisal as a way of measuring productivity. (Participant 9)

The interviewee added that:

As we are working with diverse stakeholders, we want to hear from them what their thoughts are and how they see what has been done. One of the ways we gather such details is through

evaluation of activities or programs we undertake. There is a simple questionnaire designed to get feedback from the stakeholders we engage with. (Participant 9)

One other participant touched on outcome harvesting as productivity is assessed through both outputs and outcome. The participant said in relation to output that:

There is the outcome harvesting as well. We do it with the local communities and the other civil society groups we have worked closely with. In that instant, we are not only looking at the output. For example, we did a training session for the local community and 50 local community people were trained in A, B, C, D. That will be the output. (Participant 10)

The participant went further to speak on the outcome and said:

Nonetheless, we go beyond that to see what the outcome of that training has been. We try to find out the change that has resulted from the training, which constitutes the harvesting. In most cases, you cannot attribute the total change to your organisation alone. It is linked with other organisations. (Participant 10)

One other participant complemented the outcome harvesting with previous experience and noted that partnerships with other NGOs play a crucial role in enhancing productivity and accountability. The participant explained that:

We have been working with other civil society organisations to push for the passage of a particular bill, which we call the “Ghana Wildlife Resources Management Bill” which took more than 15 years for that to come to pass in 2023. It was with the help of several NGOs. In this case, when we are doing our evaluation, we do not attribute it to our organization alone. We do this to know whether what we are doing is right or not, and what to change. Internally, we do that to assess ourselves and see. (Participant 11)

4.2 The effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International.

This thematic analysis highlights how Taylor's Scientific Management Principles (SMPs) have been instrumental in shaping Friends of the Earth International's approach to humanitarian service delivery, ensuring efficiency, accountability, and community empowerment.

4.2.1 Division of Labor and Task Allocation

The division of tasks according to Taylor's principles is one of the main themes in the responses as participants emphasize how designated responsibilities are given to staff members to guarantee that tasks are completed effectively and in line with the organization's goals. Adam Smith claims that the division of labor is an effective way to boost output since it increases dexterity, reduces time spent switching between activities, and results in better tools and machines (Wadeson (2013). In explaining how the principle of equal division of labor has resulted in effective response at FoEI, one of the participants emphasized that the organization has effectively driven change at the landscape and national levels by dividing tasks and assigning specific roles, which has facilitated efficient management and data collection for their interventions. The participant argued that:

The division of tasks has been effective in our center of work. For example, in the Volta Region, we are doing a mangrove restoration activity. We have those who are working in the nursery establishing tree seedlings and there is a field officer who goes in to ensure that everything is being done right in planting in the field. (Participant 12)

A detailed division of labor involves breaking down a production process into several jobs carried out by different members (Huang et. al., 2013).

The participant added that:

There is also the manager who ensures that other activities are being carried out according to the stipulations of the project document. Because of this initiative, the staff do things according to the expectations of the organization. (Participant 12)

Management's role in this regard is not different from the argument that the management should specify the precise pace at which the work must be carried out and finished (Prujit, 2003). Thus, the structured division of labor ensures productivity, enhances efficiency, and allows for better monitoring and evaluation. This notion converges with Blake and Moseley as they argue that the managers take on the responsibility of compiling all of the conventional information that the workers once held. After that, they categorize, tabulate, and simplify this information into scientifically sound formulas, laws, and regulations (Blake & Moseley, 2011).

4.2.2 Training and Capacity Building

Taylor's principle of training is crucial in improving humanitarian responses. Participants describe how equipping local communities with knowledge and skills has resulted in positive interventions. According to Omolo (2019), organizations with a high-capacity building rate are likely to have improved performance.

In response, one participant shared that the organization is working with oil palm-affected communities in the Eastern Region and has identified their challenges through discussions, allowing for the design of targeted interventions to help them. The participant states that:

We are able to design appropriate interventions to help them address some of these challenges. We were able to achieve this by virtue of the training we received from our international partners which helped in building our capacity as an organization. In some instances, employees are allowed to work with their superiors as they get to learn from them. You get to learn through observation during the field or in the office. (Participant 3)

This idea behind training implies that in order for employees to be more effective at doing the tasks that are given to them, they must continuously get training and development (Huang et. al., 2013) as the organization is in charge of making sure that workers are still relevant in their positions (Wagner Tsukamoto, 2007).

One other interviewee reflected on the impact of the training in overcoming a challenge dating back to 2018. The interviewee explained that:

In 2018, one of the key challenges was the intimidation by the oil palm company taking over their land. What we did was build the capacity of the local communities in monitoring environmental and human right abuses. With this education or awareness ongoing in the landscape over time we decided to harvest some outcomes to see what the difference or change has been. (Participant 13)

One other participant recounts the success chalked in the Western North Region of Ghana as local communities whose farms were destroyed without compensation by a timber company eventually found a reason to smile after the intervention of FoEI (Ghana).

The participant emphasized that:

Eventually, the local community got compensated for their food crops that were destroyed. This was led by a queen mother in the area who was part of our activities. She stood in for her community and people. There have been positive outcomes as a result of our intervention. (Participant 14)

The ability possessed by the organization to participate in effective response to humanitarian challenges was realized during the fight against the mining of forest reserves in 2024. The participants appreciated the principle of training and teaching as emphasized by Taylor as it contributed massively towards discharging their duties. One of the participants acknowledged that training received from international partners and working under supervisors has shaped in

building capacity, which extends to vulnerable individuals. Citing one of the incidents, the participant noted that:

We were part of a number of civil society organizations led by Eco-Conscious Citizens where there were a number of demands to repeal the L.I 2462 to stop mining in forest reserves, to investigate or apply the recommendations given by the Professor Frimpong Boateng led report. We built the capacity of local communities to know what is legal and illegal and there was a good outcome based on the initiative. (Participant 14)

It is evident that Taylor's SMPs have had a significant impact on the INGO as the principle of training and teaching of the workmen has resulted in some positive responses. Training and education empower communities, ensuring sustainability and foster self-advocacy.

4.2.3 Collaboration and Cooperation

The principle of cordial relations between management and workers is highlighted as a critical success factor in international organizations. In Taylor's theory of cooperation, division of labor plays a key role because employee-management collaboration creates an environment that is conducive to assigning tasks to staff members based on their credentials and skill sets (Huang et. al., 2013). One of the participants explained the joint effort between officials and management in the field as the joint efforts between field officers and management, fosters a cooperative working environment. He said that as part of the intervention by the INGO during the exploitation done by the timber company that:

This activity was not done in isolation. Managers or the top officials were on the field as well with the field officers and that brought about the cooperation that exists between the two. On the field, workers were allowed to share ideas they deem realistic to complete the task which was embraced by the managers. With this kind of relationship, there was a hearty relationship

between the managers and the workmen thereby upholding the principle of a cordial relationship between management and the workmen as espoused by Taylor. (Participant 15)

4.3 The factors that impede the successful implementation of the Scientific Management Principles at Friends of the Earth International

The principles of scientific management have been at the received end of criticisms over their applications. This results from the inability to realize the principles in totality. As part of the challenges faced by international organizations, Prujit (2002) postulates that the idea of task allocation has been criticized for being rigid; as the standard spreadsheet of activities explicitly states the time cycle, it is difficult or impossible to extend the time allotted for operations.

4.3.1 Resistance to Change and Unwillingness to Adhere to Standard Procedures

One major obstacle to the adoption of SMPs in international organizations was found to be resistance to change. New employees frequently find it difficult to break free from old work patterns and instead turn to tried-and-true methods that might not meet company requirements. Operational inefficiencies result from this resistance to implementing standardized procedures. One of the participants said:

With the principle of a true science replacing the rule of thumb, there is always resistance to change. A new employee may want to work based on the standards of his or her previous organization, which may not be in line with the standards of our organization. Thus, there is resistance to change which makes it difficult for us to deal with. (Participant 15)

Following the standardization emphasized by Taylor, some employees prefer to follow their own methods rather than adhering to organizational standards. This challenge stems from a preference for familiar approaches and a reluctance to adopt new methodologies prescribed by

SMPs. Such resistance results in inconsistencies in operational processes. One of the participants addressed the issue and revealed that:

Sometimes, people choose the way they deem fit for a particular task and that remains one of the challenges as they are unwilling to abide by the standards of the organization as some people say that they are comfortable doing it in a particular way. (Participant 15)

4.3.2 Inequitable Division of Workload and In-house Training

The investigation found that employees were assigned different tasks based on their unique capabilities, job descriptions, and experience levels. Certain workers wind up taking on more duties than others, which lowers productivity and causes job discontent. In response to this challenge, one of the interviewees emphasized that:

When it comes to the equal division of tasks, there are some people who do a lot of work than the others. This results from different levels of experience and job descriptions. As such, employees are entrusted with some workload which ought to have been completed amidst some top officials. (Participant 5)

In response to the question of training that the INGO receives, one participant describes how frequent training sessions are arranged by the FoEI, as staff members occasionally decide to educate and train themselves in areas where they appear to be deficient. The internal management structures of the organization do little to train its employees, regardless of the training that is provided by foreign partners. While participants acknowledged the benefits of systematic practices, they noted gaps in the frequency of internal training programs. Employees are often expected to take the initiative for self-development, which can be hindered by resource limitations. The participant said that:

On the scientific selection, training and teaching the workmen, I will say that in this instant, when it comes to training, teaching or development of the workmen, you have to take that

initiative yourself by identifying where your weakness is. You have to identify where you have to develop so that you give up your best for the organization. (Participant 15)

The participant added that:

If you are managing a project and you think you need project management skills, you have to take courses that will help you to develop those projects. I do not think your director will come and tell you to go and get training. You have to identify your own strength and where you wish to specialize in. (Participant 15)

4.3.3 Alignment with Organizational Strategy and Incentives

One of the main issues noted is the complexity of coordinating project-specific goals with the overarching organizational plan. Project officers frequently have creative ideas that are not always compatible with the organization's established values and strategic orientation. Field operations and management expectations clash as a result of this misalignment, which impacts SMP implementation. One of the participants shared that:

Every sector has its own challenges. As project managers for instance, you would have certain targets or ideas which you would want to have implemented. In contrast, you have to ensure that it aligns with the overall strategies of the organization. In that instance where there are deviations, it becomes a bit of a challenge. (Participant 1)

The participant further added that:

Since we are part of an international body or federation which is bound by rules and regulations, everything we do must reflect the principles of the organization. When it happens, management is unable to cooperate with the officers in the field as the ideas of project officers may be in sharp contrast with the overall aims and objectives of the organization. (Participant 1)

The idea of incentives has been emphasized as one of the leading themes in Taylorism as the principles are centred on the satisfaction of employees and management. The participant emphasized on incentives schemes as a challenge faced in successfully implementing the SMPs. The participant thereby stated that:

At the moment, there is not any clear incentive scheme that employees benefit from.
(Participant 3).

4.4 Discussion of Findings

The findings of the study have shown the flexibility of Taylor's principles, to have influenced the internal human resource operations of international non-governmental organizations. These principles have, nonetheless, ensured the productive responses of the INGO (FoEI), thereby attesting to the fact that the numerous roles played by international organizations are complemented by the adoption of the SMPs.

With Friends of the Earth International (Ghana) working with local authorities to develop interventions to resolve internal issues related to oil palm, the study's findings demonstrate the importance of INGOs in developing countries. (Hammad & Morton, 2011) support this claim by stating that INGOs with a significant presence in developing countries are more likely to connect with local government officials and exert greater influence on decision-making processes. Thus, it demonstrates the strength of INGOs as FoEI (Ghana) liaise with local authorities to enhance the relevance of humanitarian efforts (Ramalingam et. al. 2013).

In relation to the above and as part of objective 1, the study's findings highlight the important role of training in accomplishing such tasks. The study found that staff at FoEI (Ghana) receive training from their international partners to help build the capacity of their staff. The most common part of such training entails being groomed by supervisors, as the study emphasized how employees are allowed to learn from the heads of various units. This concurs with

Messmann et. al. (2022) on coaching where employees receive on the job training by a seasoned staff or a supervisor, wherein they can observe to polish their skills (Dessler (2013)). The findings from the study reflect the relationship between the advancement of Taylorism within the traditional industrial setting to the development of human resources within international organizations (Ochieng (2023)). Participants acknowledged the adoption of the principles within international organizations, as participants reflected on the interplay of the principles within various units such as administration, Forest and Biodiversity, Climate Justice and Energy. Thus, the work culture of the INGO reflects Taylorism. The principle of replacing the rule of thumb with standardized means coincides with (Cristofaro et. al. 2025), who argue that the best management of the human resources is the development of a true science. The notion of a true science by replacing individual judgements and opinions with scientific knowledge (Warham, 2024) concur with the study's findings as the opinions and views from previous workplace were not permitted to be enforced. This is because of the differences in organizational cultures hence, the study's findings present evidence of enriching employees with the standard procedures which are acceptable within the organization. As such, tools such as time and motion study by Taylor were seen to be relevant as federations of the INGO, are provided with detailed goals and objectives for the entire year, and the time limit assigned to each task.

Furthermore, in relation to objective 2, it is worth mentioning that the study's second findings on training (Manimala & Kurian, 2024), cooperation Dar (2022), division of labor (Cappelli, 2020) and a true science (Cristofaro et. al. 2025) are catalyst for productivity OECD (2017) in international organizations. The principles, in addition to scientific selection (Mosbiran et al. (2020)), have yielded enormous benefits, thereby increasing the productivity of the INGO by ensuring productive response and effective resolution to humanitarian service. By incorporating these principles, FoEI (Ghana) has been able to collaborate with CSOs in the

fight against illegal mining in Ghana, popularly referred to as “galamsey” through constant lobbying and education, as part of the study’s findings. Thus, it concurs with the normative approach to the study of the sources of legitimacy (Keohane (2011), whereby INGOs through their advocacy roles influence global governance and policy (Mburu et. al., 2024).

Therefore, FoEI being an environmental INGO (Grimm, 2016), has per the study, worked with CSOs (Lewis et. al. 2020) to introduce the L.I 2462 regulation in an attempt to check illegal mining in the society. By embracing the SMPs in this regard, FoEI contributed to capacity development of the local people, which is a key element of INGOs (Weiss, 2014).

On the flip side, incentives as motivation presented a factor that impedes the successful implementation of SMPs. The satisfaction of workers in INGOs plays a leading role in rekindling their spirit being and improves the employment relationship (Mikkelsen et. al., 2017). This finding of the study differs from Nordin et al. (2020), who lay the claim that employees are entitled to a fair distribution of compensation corresponding with their efforts.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the key findings derived from the examination of Taylor's SMPs within the context of Friends of the Earth International in Ghana, an international non-governmental organization. The analysis reveals critical insights into how these principles have been operationalized in the organization, highlighting both their effectiveness and the challenges encountered in their application. In the conclusion, the chapter reflects on the implications of these findings for the broader field of management in INGOs, emphasizing the importance of adapting classical management theories to fit contemporary organizational dynamics. Furthermore, the recommendations provided aim to guide Friends of the Earth International and similar organizations in optimizing their management practices.

5.1 Summary of Findings

The three primary objectives of the study are used to summarise the findings.

Objective 1: Examine the Scientific Management Principles by Frederick Winslow Taylor by INGOs, including Friends of the Earth International (Ghana).

Objective 2: Examine the effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International.

Objective 3: Assess the factors that impede the successful implementation of the Scientific Management Principles (SMP) at Friends of the Earth International.

Objective 1: Examine the Scientific Management Principles by Frederick Winslow Taylor by INGOs, including Friends of the Earth International (Ghana).

The results pertaining to the first goal showed that the SMPs are not new to the INGO's operations. Since the principles have been accepted and are still a part of the FoEI federation, the replies that were given and used as the foundation for the analysis demonstrate familiarity with them. According to the study, the organisation has seen positive results from applying the four principles at different phases of its operations. The survey discovered that other INGOs have embraced the idea, making it essential to their methods of operation.

Furthermore, it became evident that the principles were being applied when staff members received capacity training from foreign partners, went through an interview selection process to find the best talent, and, most importantly, divided labour with management to ensure that the work was planned, carried out by the field officers, and that there was a relationship between them. Additionally, the organisation creates tools for measuring productivity, like performance reviews and outcome harvesting. These aid in influencing the choice of whether to continue with the current strategy or adopt new ones for their activity. The way the concepts are applied has a big impact on these productive indicators.

Objective 2: Examine the effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International.

The second goal of the study sought to consider the impact of the principles in meeting the needs of the INGO, which is chiefly centred on the humanitarian services regarding the environment. Notable among the effects of Taylorism in ensuring productive response and effective resolutions to humanitarian service was the collaborative effort with other civil organizations in the fight against illegal mining. This was attributed to the training received from their international partners which ensured that they were capacitated enough to educate the local people on the legality of the acts against their lands. As such, being led by Eco-Conscious Citizens, there were demands to repeal the L.I 2462 to stop the mining of the forest

reserve. The principle of uniformity in the field was realised during the fight against timber exploitation in the Western North Region as the collaboration between the field officers and managers or other high-ranking authorities was facilitated by their being on the field together. The principles were evident in the activities of the organization as they contributed to effective responses to humanitarian services which the study sought to achieve.

Objective 3: Assess the factors that impede the successful implementation of the Scientific Management Principles (SMP) at Friends of the Earth International.

Philosophical writings without criticisms are yet to be unravelled. The third objective tried to investigate some factors that inhibit the INGO from realizing the principles to the letter. The study revealed that FoEI, like any other INGO, was not spared in the factors impeding the successful implementation of the principles. The results realised were unwillingness to divorce traditional standards from previous work experiences, lack of incentives, inequitable division of labour due to job descriptions and working experiences and alignment with the organizational strategy. The latter was expanded to cut the ideas of field workers provided they are not reflected in the overall objectives and program for the federation. Regardless of the numerous justifications, such ideas are disregarded by management as they are parallel to the vision of the INGO. These mountains stood the way of the international organization in realizing the successful implementation of the principles.

5.2 Conclusion

To sum everything up, Friends of the Earth International has shown a great deal of promise in improving organizational effectiveness and efficiency in the provision of humanitarian services through the use of Taylor's Scientific Management Principles. Task specialization, methodical training, and organized management techniques are all tenets that enhance accountability and empower communities.

The study was able to appreciate the application of SMPs in INGOs, with the findings suggesting the possible application of the principles in other civil society organizations. This is a testament to the universality and flexibility associated with the principles as opposed to the traditional manufacturing industry which the pioneer prioritised. Hence, if applied religiously, regardless of the organization, it is bound to thrive as justified in the operations of FoEI.

The application of these management concepts can result in more fruitful outcomes and long-lasting effects as INGOs continue to negotiate the complexity of humanitarian issues. The study's conclusions highlight how crucial it is to modify conventional management theories for use in modern organizational settings in order to keep them applicable and useful in meeting the needs of the communities that groups like Friends of the Earth International serve.

The theoretical framework of constructivism, pertaining to the important role of ideas and values, have been tested in the study. Taylor's ideas, envisioned in the principles, have thrived in organizations including INGOs. In International Relations, states have been recognised as the most important actors in the international sphere. Nonetheless, the roles and significance of non-state actors (NSA) cannot be undermined. These NSA contribute to the success of states as evident in the fight against illegal mining by FoEI (Ghana). Thus, the ideas and values, embodied in constructivism through the principles of Taylor continue to be in spirit with International Organizations (Ios), INGOs and international actors. The principles may not be termed scientific management, but the tenets of the organizational structure and operations of organizations reveal the reason behind Taylor's status as the father of scientific management.

5.3 Recommendations

The interview conducted, and the analysis drawn have ignited the need for recommendations to aid in realizing the SMPs. Consequently, the subsequent recommendations are being put forward and categorized into three groups: theory, practice and research.

1. Incentives should be prioritized, as they serve as a catalyst for workers' willingness to the course of actions by organizations. It is important to recognize the hard work of staff members, as emphasized by Taylor in the ideal principles of scientific management. Staff members who adhere to the standards of the organization ought to be rewarded with incentives such as an increment in salaries and bonuses. These will help raise the spirit of employees and encourage others to follow the laid down principles of the organization which are geared towards productive responses. Thus, INGOs need to establish incentive schemes to recognize and reward staff members who effectively implement and follow established protocols. Fostering a culture of compliance and encouraging others to follow suit can be achieved by recognizing and applauding accomplishments. In theory, fostering a culture of compliance and recognition aligns with classical management theories like Taylor's scientific management principles, which advocate for motivation through incentives and standardized procedures.
2. There is the need to establish a structured internal training program within IINGOs, with emphasis on the frequency or regularity of the in-house training. INGOs stand at a risk of losing out on staff members who bear the cost involved in educating and training themselves, as compared to those organizations which cater for the cost involved in training their staff. It is prudent for INGOs to develop an extensive internal training program tailored to each employee's unique requirements. To determine skill shortages and areas for improvement, this program should be based on a needs assessment. In addition, organizations ought to establish a dedicated budget for staff development and training programs. This fund should be used to pay for outside workshops, courses, and other resources that staff members might require to improve their abilities. In practice, establishing a structured internal training program with dedicated budgets and needs assessments is a practical step towards capacity building and staff development.

3. Inasmuch as Taylor called for task allocation between the management and the workmen, the findings of the study suggest the need to further enhance cooperation between the management and the workmen through stakeholder engagement in strategic development. The execution of task and its management should be done amidst the workmen as they tend to have firsthand idea of the actual job. Their expertise would go a long way to drawing a strategic roadmap for international organizations as the plan seeks to cover where the organization lacks and needs strengthening. The recommendation calls for a broader stakeholder engagement by incorporating the workmen in planning of the work. In relation to FoEI (Ghana), project managers and field workers may guarantee that their perspectives and innovative ideas are taken into account during the strategic planning phase, resulting in a more unified approach. In research, there remains a gap in exploring how these practices influence organizational performance and the success of projects within the INGO sectors. Additional research could explore optimal stakeholder engagement methods and their impact on organizational strategies, especially within the context of INGOs and their operational environments.



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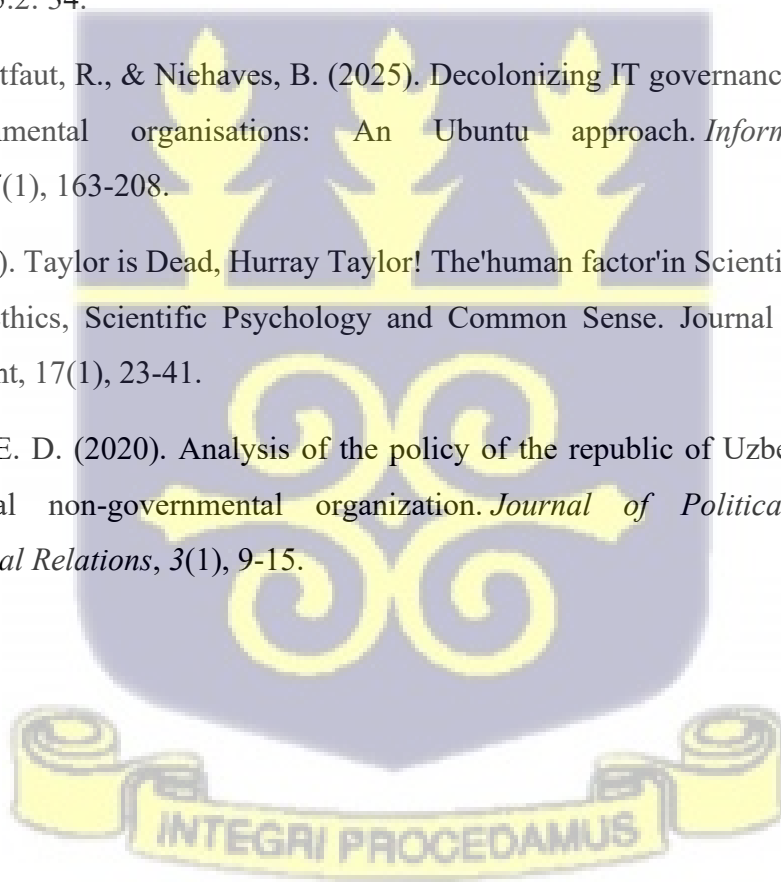
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Appendix

INTERVIEW QUESTIONS

LEGON CENTRE FOR INTERNATIONAL AFFAIRS AND DIPLOMACY

TOPIC: An Examination of Taylor's Scientific Management Principles in International Non-Governmental Organizations: The Case of Friends of the Earth International.

INTERVIEW GUIDE FOR EMPLOYEES AT FRIENDS OF THE EARTH INTERNATIONAL.

SEMI-STRUCTURED INTERVIEW GUIDE

Introduction: The researcher is currently enrolled at the University of Ghana, pursuing a Master of Arts in International Affairs at the Legon Centre for International Affairs and Diplomacy. As part of the prerequisites for graduation, a dissertation requirement ought to be met prior to the successful completion of the MA degree. Therefore, the researcher wishes to engage you in this important part of the academic pursuit, which is the interview session. This semi-structured interview forms an integral part of the research study as it seeks to satisfy the relevant research questions that undergird the study. This academic research is geared towards examining the Scientific Management Principles (SMPs) espoused by Frederick Winslow Taylor in INGOs, with Friends of the Earth International standing tall among other organizations. The SMPs are underpinned by a **scientific approach towards work, cooperation between the employer and employee, equal division of work and a scientific selection, training and development of workmen.**

The researcher seeks to explore how these principles have enhanced the level of productivity in this reputable organization, and as well as considering the challenges surrounding the work process.

It is worth mentioning that your participation will be centred on sharing information about the SMPs, the effectiveness of these principles in the discharge of your assigned duties and the barriers to performing or meeting your set goals. Your participation in this study is entirely voluntary, in that, you have the right to join or withdraw at any desirable point in time, even after the commencement of the interview. It is pivotal to pinpoint the confidentiality of this interview as information provided would not only be kept confidential but be used for this study exclusively. Furthermore, participants' anonymity would be ensured in that regard. I sincerely appreciate your time and willingness to contribute to the success of this study. Thank you.

Section 1: Demographic information

- Personal Introduction
- Location
- Name of Organization
- Position
- Period Working in the Organization

Section 2: What are the Scientific Management Principles by Frederick Winslow Taylor by INGOs, including Friends of the Earth International?

1. How familiar are you with the principles of Scientific Management as proposed by Frederick Winslow Taylor?
2. How are these principles applied in INGOs, including Friends of the Earth International?
3. In your opinion, what are the key principles of Scientific Management that are relevant to the operations of INGOs, including Friends of the Earth International?

4. What methods do Friends of the Earth International use to measure productivity and performance among staff?

Section 3: What are the effects of Taylor's Principles in ensuring productive response and effective resolutions to humanitarian services by Friends of the Earth International?

1. In what ways have Taylor's SMPs contributed to productive responses in humanitarian services at Friends of the Earth International.?
2. Could you share examples of effective resolutions to humanitarian challenges that have resulted from applying these principles?
3. How do you assess the overall impact of SMPs on the effectiveness of Friends of the Earth International's operations?

Section 4: What are the factors that impede the successful implementation of the Scientific Management Principles at Friends of the Earth International?

1. What challenges does Friends of the Earth International face in successfully implementing the SMPs?
2. Are there specific organizational factors that hinder the application of these principles?
3. How does the organizational culture at Friends of the Earth International affect the implementation of Scientific Management practices?

