

KREM, 2026, 1(1011): 179–200
ISSN 1898-6447
e-ISSN 2545-3238
<https://doi.org/10.15678/krem.18693>

Forms of Employment and Green Project Management in Non-profit Organisations

Anna Zabłocka-Kluczka¹, Anna Marciszewska², Renata Brajer-Marczak³

¹ Wrocław University of Science and Technology, Faculty of Management, Department of Management Systems and Organizational Development, Wybrzeże Stanisława Wyspiańskiego 27, 50-370 Wrocław, Poland, e-mail: anna.zablocka-kluczka@pwr.edu.pl, ORCID: <https://orcid.org/0000-0002-4743-2375>

² Wrocław University of Economics and Business, Faculty of Business and Management, Department of Economics and Organization of Enterprise, Komandorska 118/120, 53-345 Wrocław, Poland, e-mail: anna.marciszewska@ue.wroc.pl, ORCID: <https://orcid.org/0000-0001-6182-5821>

³ Wrocław University of Economics and Business, Faculty of Business and Management, Department of Economics and Organization of Enterprise, Komandorska 118/120, 53-345 Wrocław, Poland, e-mail: renata.brajer-marczak@ue.wroc.pl, ORCID: <https://orcid.org/0000-0003-3920-2016>

This is an open access article distributed under the terms of the Creative Commons Attribution 4.0 License (CC BY 4.0); <https://creativecommons.org/licenses/by/4.0/>

Suggested citation: Zabłocka-Kluczka, A., Marciszewska, A., & Brajer-Marczak, R. (2026). Forms of Employment and Green Project Management in Non-profit Organisations. *Krakow Review of Economics and Management / Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 1(1011), 179–200. <https://doi.org/10.15678/krem.18693>

ABSTRACT

Objective: The paper discusses the topic of non-profit organisations (NPO) with a particular emphasis on the relationship between Green (Sustainable) Project Management (GPM) and the forms of employment. NPOs strive to meet both social and business requirements, which makes them a unique type of organisation. The specific nature of their functioning, the scope of application of various types of project management concepts, methods and techniques, and especially the application of sustainable approach is still unclear. The aim of the paper is to determine the relationship between the way work is performed in a non-profit organisation and the frequency of using green project management practices (People, Planet, and Prosperity).

Research Design & Methods: To verify the hypotheses, quantitative research was carried out and the CAWI technique was used. Respondents were people representing non-profit organisations in Poland with project experience.

Findings: As a result of the research, it was found that the form of employment has little relationship with the frequency of application of green project management solutions. Statistically significant differences appear mainly in the People area (in particular in the areas of Work practices and decent work, and Training and Education).

Implications/Recommendations: The configuration of employment structures in NPOs is a complex process requiring flexibility and strong relationship-building from managers. It results from formal and informal actions and operates under specific funding conditions. The research shows that employment form has little link to the frequency of GPM use. However, implementing GPM in NPOs demands more effort than in companies, as most funds are allocated to statutory goals, limiting incentives. Therefore, sustainable management culture and continuous stakeholder communication are essential.

Contribution: The topic of the article should be considered important and current because in the literature on the subject, despite research in the area of green (sustainable) project management, the issue of NPOs has not been discussed very often so far. This study is the first to explore the relationship between forms of employment provision and the use of GPM practices.

Article type: original article.

Keywords: project management, green project management, non-profit organisation, sustainable project management, volunteering, forms of employment.

JEL Classification: L31, Q56.

1. Introduction

Organisations, including non-profit organisations (NPOs), need resources to achieve their goals. Among these, people and their knowledge, skills and commitment play a key role. The variability of projects, as well as their uniqueness, size, specificity and duration, determine the variable demand for human labour. In addition to implementing various projects, non-profit organisations also need people to undertake activities to ensure the continuity of such organisations, performing management, administrative, project acquisition, billing and supervision activities, etc. In hiring such people, they have a wide range of employment options (employment contracts, commission contracts and voluntary work), and use these according to the roles the people fulfil in the organisation and in projects.

NPOs should have a high degree of flexibility, openness to new, hitherto unrealised ventures, the willingness to take on challenges, and the creativity. At the same time, consistency in action and, above all, the ability to set goals and find ways to achieve them are essential. Understanding the objectives and nature of the work can help with the management of projects in NPOs. This is all the more so because NPOs tend to operate with social objectives that are complex, multidimensional and context-dependent (Gee *et al.*, 2023). Despite the popularity of NPOs as a research topic, a relatively small proportion of these studies deal with project management

and sustainability issues. At the same time, it should be noted that NPOs usually work for the benefit of the community, and have an ethical obligation to conduct their activities responsibly and transparently (Gazzola, Ratti & Amelio, 2017), which fits in with green (sustainable) project management practices.

The ecological and social sensitivity that underpins sustainable practices in project management is inherently close to the values shared by NPOs. Respect for the rights of employees and other stakeholder groups providing work and services to NPOs should be reflected, among other things, in the forms of employment or how relationships between colleagues are formed. Therefore, the study aimed to determine the relationship between the form of work provision in NPOs and the frequency of green (sustainable) project management practices. In adopting such an objective, the authors considered that by delving more deeply into the study of such relationships, new circumstances could be identified and results obtained that could expand knowledge in the area indicated.

2. Theoretical Approach

2.1. Green (Sustainable) Project Management

Green (Sustainable) Project Management is a current trend in project management (Pollack & Adler, 2015; Wawak & Woźniak, 2020). It is founded on the thinking that the needs of the present generation can be met without detracting from the chances of future generations meeting their needs (Trocki, 2019). It is defined as “the planning, monitoring, and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life-cycle of the project’s resources, processes, deliverables, and effects, aimed at realising benefits for stakeholders, and performed in a transparent, fair and ethical way that includes proactive stakeholder participation” (Silvius & Schipper, 2014, p. 79). This view of project management considers responsibility for a project’s long-term impact and its outcome on society and the environment. This, in turn, requires the rational pursuit of a specified goal at all stages of the project management cycle, from a project’s initiation to its delivery of a product for use (Jakubczyk & Kitowski, 2015). Green (sustainable) project management is a values-based concept based on a community built around a specific idea (Ćwikła, 2023). The issues of responsibility and the pursuit of sustainable positive project outcomes relate to three pillars: People, Planet and Profit, with their extension to include Process and Product. A fundamental tenet of green (sustainable) project management is that project success should be evaluated based on the triple bottom line (economic, social and environmental dimensions) (Baba, Mohammad & Young, 2021). GPM Global, an organisation that has been working since 2009 for company economic development that does not have a negative impact on society and the environment, has proposed

an integrated approach to project implementation, calling it Green Project Management (GPM). It has also developed tools to determine the sustainability impact of the project process and the project product (GPM, 2023). Among these, one can point to the P5 Standard for Sustainability in Project Management (Carboni *et al.*, 2022). Its implementation makes it possible to understand the impact of projects with regard to achieving the UN Sustainable Development Goals. The standard provides information on how and why to implement sustainable practices in ongoing projects. It considers the social dimension of sustainability, the environmental aspect of sustainability, and guidance related to the financial dimension. In the remainder of this article, the term GPM will be used to refer to the subject matter covered.

2.2. Specificities of Working in Non-profit Organisations

NPOs are often described as organisations that focus on fulfilling a specific mission rather than generating profit (Gee *et al.*, 2023), serving people with different preferences and perceptions of the world (Cabral *et al.*, 2019). The value they create can only be identified in relation to the processes that give rise to it (Cabral *et al.*, 2019).

Among these processes, one can point to the processes of human resource acquisition and labour provision. This involves people working for the organisation at different levels and with different statuses (e.g., paid staff, unpaid volunteer work). Both paid employees and volunteers tend to be guided by certain personal values, such as commitment, altruism, public service and working for others (Powell & Bromley, 2020), which correspond to the organisation's goals (Egri & Herman, 2000). NPOs attract the attention of individuals who believe in the qualitative goals of the organisation (Rothschild & Milofsky, 2006). These individuals determine the goals of these organisations, whereas in business organisations, human capital is acquired and developed in order to achieve the goals. Thus, it can be concluded that human capital creates opportunities to meet societal needs through the use of knowledge, skills, motivation, abilities, health and professed values (Pauli & Poczowski, 2008).

There are three very different groups in the staff structure of NPOs: employees (persons employed under a contract of employment, contract for specific work or commission), members (e.g., associations), and volunteers (persons working voluntarily and without remuneration for the benefit of a specific organisation) (Bogacz-Wojtanowska, 2005; Zawadzki, 2007; Wronka-Pośpiech, 2016).

In NPOs, the career path most often starts with volunteer work. This offers the volunteer the opportunity to become, after a certain period of time, part of a project team (work based on a contract for a specific task or commission). The person can also become a project coordinator, who manages the work of a team of several people. Project coordinators are better paid and can participate in the management

of the organisation's activities. However, this requires knowledge of the specific functioning of this type of organisation. In addition, it is worth noting that volunteers can support the operation of NPOs at different levels and to different extents. They may be people performing basic duties or high-level specialists in the organisation's management. Their importance is high, which is why it is becoming increasingly important to define rules of conduct and precisely define and formalise their rights and responsibilities (Gach, 2019; Almas, Chacón-Fuertes & Pérez-Muñoz, 2020).

Volunteers help to achieve the goals of NPOs (e.g., reduce poverty, increase educational support). Therefore, volunteering is largely value-oriented work (Boezeman & Ellemers, 2014). Borzaga and Tortia (2006) showed that volunteer satisfaction is related to intrinsic motives (e.g., opportunities for self-fulfilment and social contribution) and the building of relational capital (e.g., opportunities for new relationships), and has little to do with economic incentives. Compared to paid employees, volunteers are more independent and relatively free to decide when to join and when to withdraw from projects (Boezeman & Ellemers, 2014; Hopkins & Dowell, 2022).

Due to limited resources in NPOs, both staff and management perform multiple functions at the same time. Employees can be at the same time volunteers, project coordinators, people representing the organisation externally to gain public support for their activities, or people coordinating the work of the whole organisation (Marciszewska, 2019).

2.3. The Specifics of Forming Project Teams in Non-profit Organisations

In NPOs, project teams are primarily formed by and made up of people, sometimes very young people, who are often only at the beginning of their career path. They choose to work for NPOs primarily because of the values they share, a good atmosphere, a close-knit team, a high degree of freedom of action, independence or the opportunity to gain professional experience in a relatively short time. They are often empathetic, loyal, open to challenges and committed to stakeholders. NPOs tend to have a less hierarchical structure and are primarily driven by the needs of their colleagues in their activities. They are characterised by their attention to interpersonal relations, rapid employee development, work flexibility or the subjective treatment of employees. In the case of such organisations, one of the main reasons for creating new jobs is to start new projects. Project implementation is based primarily on human capital, not financial capital. It therefore becomes necessary to have the ability to use volunteers to attract and involve cooperation partners, build trust, build strong relationships, have positive attitudes and emotions towards their actions, and to react quickly. On the other hand, this diversity of forms of action, variability and the task-based nature of the work are the cause of employment instability in these organisations. Moreover, this results in situations where

people involved in projects decide to leave due to the lack of guarantee of further participation in projects, or the desire for further professional development in business or public organisations (Marciszewska, 2019; Klafke *et al.*, 2021). The majority of NPOs operate based on projects funded by grants or subsidies obtained through competitions.

In practice, still a lack of access to funding the project team has to deal with unstable salaries and irregular working hours (Szmyt-Boguniewicz & Romanowski, 2012). In 2022, the average salary per full-time employee of NPOs was 5.3 thousand PLN, compared to 7.2 thousand PLN in the national economy as a whole. In contrast, 26.3% of registered NPOs with contracted employees indicated a salary size of 3.0 thousand PLN, which was the level of the minimum wage in 2022. Foundations (31%) were paying the minimum salary the most often, followed by associations and similar social organisations (25.6%). In these entities, the number of employees receiving the lowest salary was also higher than average (8.7% and 7.3%, respectively) (GUS, 2024)

2.4. Forms of Employment and Frequency of GPM Practices

Contract based on the legal regulations of the Labour Code secures the interests of employees to the greatest extent, ensuring stability of employment and dignity. Using various forms of fixed-term employment allows the employer to test the employee before tying him or her to the organisation permanently, and an open-ended contract is the perfect tool for retaining valuable employees and building their loyalty (Piowar-Sulej, 2016). From a social perspective, the use of this form of employment should go hand in hand with the increased use of GPM practices. This relationship appears to be two-way: On the one hand, adopting a sustainability ethos means putting into practice solutions in the project management process that mitigate adverse impacts on human rights, e.g., through employment contracting; on the other hand, employment contracting forces organisations to comply with the Labour Code and thus translates into a better assessment of the organisation from the People perspective in terms of applying GPM practices (Ćwikła *et al.*, 2020). However, the high cost of maintaining an employee due to the need to pay various social contributions, combined with the high variability of tasks carried out in project form, is probably why this is the least common form of employment in NPOs (GUS, 2023). GPM starts at the planning stage but is also present at the implementation stage of projects, and requires constant monitoring of the cost-benefit ratio of the projects implemented. One of the main factors to be monitored here are labour costs. From a purely economic perspective, the limited access to financial resources and the high variability of implemented projects mean that the employment contract, as the most cost-intensive form of employment, is not preferred (Charycka, Gumkowska & Bednarek, 2022; Bogacz-Wojtanowska, 2024).

On the other hand, the need to include non-financial costs and benefits, which are difficult to express in monetary terms, is increasingly emphasised in these calculations. The benefits behind the employment contract taken into account in GPM practices, in terms of the possibility for the long-term commitment to the organisation of more engaged employees, and the overall positive impact on the economy (e.g., job creation, reduction of unemployment) may argue in favour of an employment contract (Ćwikła *et al.*, 2020; Bogacz-Wojtanowska, 2024). Therefore, the following hypothesis may be formulated:

H1(a–c): The frequency of the use of GPM practices (including in particular People (a), Planet (b), Prosperity (c)) in NPOs with contracted employees differs from the frequency of the use of such practices in NPOs without hired employees.

The specific nature of the operation of not-for-profit organisations is the creation and implementation of the projects, the launch of which is often contingent on obtaining funding but also on finding project contractors. However, the variable, often unique and task-orientated nature of project work, as well as limited financial resources, results in employment instability and a high turnover of project contractors. In such situations, civil law contracts (contracts of mandate or contracts for specific work) work well. Their limited duration, the greater freedom to terminate them than in the case of an employment contract, and the guarantee of a very high degree of freedom in the manner in which the work is carried out, are ideally suited to the needs of not-for-profit organisations. They are also often desirable for project contractors themselves, as they enable them to carry out their work at their convenience and thus combine it in a balanced way with other professional activities or leisure time (Ilyas *et al.*, 2020; Bogacz-Wojtanowska, 2024). On the other hand, civil law contracts do not guarantee the employee a workstation that, for example, meets spatial and legal requirements or health and safety regulations, nor do they provide the privileges inherent in employment contracts (e.g., paid holidays or days off). Therefore, questions arise as to whether such forms of procuring project team members take into account the safeguarding of their interests, e.g., security or stability of employment and remuneration adequate to requirements. In terms of its nature, each of these contracts has its specificities. While a contract of mandate (if paid) guarantees the contractor a minimum hourly rate, a contract of specific work does not. In addition, the high turnover of co-workers in fluctuating projects on the one hand necessitates the retraining of new team members, but on the other also fosters knowledge sharing and knowledge acquisition from newly recruited co-workers. It seems, therefore, that in the case of the forms of employment discussed, the frequency of the use of GPM solutions in the area of People may be higher, especially if training and education or organisational learning is taken into account. Labour practices, however, indicate the opposite relationship (Ćwikła *et al.*, 2020; Hopkins & Dowell, 2022). Therefore, the following hypothesis may be formulated:

H2(a–c): The frequency of the use of GPM practices (including in particular People (a), Planet (b), Prosperity (c)) in NPOs with employees on a civil law contract differs from the frequency of the use of such practices in NPOs without employees on a civil law contract.

In order to operate effectively, NPOs rely on volunteers besides regular staff to deliver sustainable service to the community (Ilyas *et al.*, 2020). NPOs work with limited resources. The salaries they offer are much lower than in other sectors, and the career or promotion path is not very extensive. Consequently, these organisations are limited in their ability to attract highly qualified staff with project management experience. This is usually compensated by a less restrictive approach to work or by rarely subjecting work to performance evaluation. In such conditions volunteer engagement becomes the driver of NPOs' success. "Volunteerism can be defined as long-term, planned, prosocial behaviours that benefit strangers and occur within an organizational setting" (Penner, 2002, p. 448). By definition this is the work provided without remuneration by members and non-members of an organisation. From an economic perspective, this situation is ideal for non-profit organisations. They have a valuable resource at their disposal for which they do not have to pay a fee, while at the same time they are not *de facto* obliged to provide the working conditions imposed by Labour Code contracts. Among other things, this raises the risk of unequal treatment of project participants based on their status (form of employment). However, any such "insincerity" on the part of the organisation is a reason for terminating the cooperation. Therefore, the frequency of GPM practices in the context of equal opportunities (Diversity and Equal Opportunity) should be at least the same as in the case of Labour Code-based modes of employment. In terms of turnover rates, volunteers are a group very similar in their characteristics to team members employed under civil law contracts. They are often associated with multiple organisations, which may favour the diffusion of knowledge about GPM practices, but they also require further training (Almas, Chacón-Fuertes & Pérez-Muñoz, 2020; Bogacz-Wojtanowska, 2024). In this context, very similar results can be expected here. Therefore, the following hypothesis was formulated:

H3(a–c): The frequency of the use of GPM practices (including in particular People (a), Planet (b), Prosperity (c)) in NPOs using volunteers differs from the frequency of the use of such practices in NPOs not using volunteers.

The most exciting research perspective would be to compare the frequency of GPM practices in NPOs using the different forms of employment. However, this is not possible because they are not used in isolation but co-occur. For this reason, the adopted research perspective was decided upon. A diagram illustrating the adopted research hypotheses is presented in Figure 1.

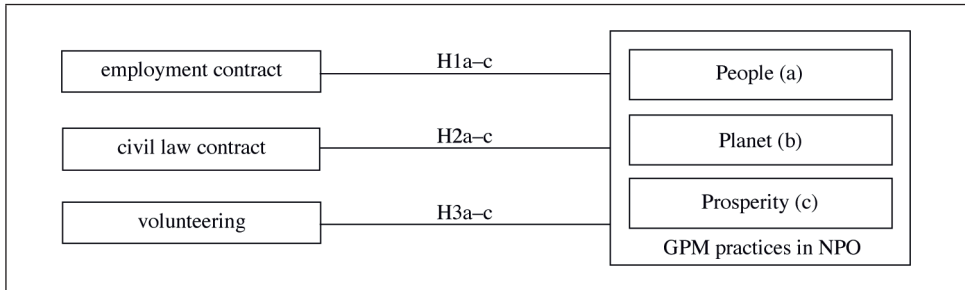


Fig. 1. Forms of Employment in NPOs vs. Frequency of Use of GPM
Source: the authors.

3. Methodology

3.1. General Remarks

The research aimed to identify the relationship between the frequency of the use of green project management solutions and the form of employment in NPOs. The quantitative study was preceded by a literature search, which was conducted with Polish- and English-language keywords: “project management, sustainable project management, green project management, nonprofit organisations, forms of work provision, forms of employment, volunteering” in the Scopus, WoS and Polish BazEkon databases. The review was limited to 10 years, and scientific publications from 2013–2023 were analysed. Boolean operators were applied during the search. The study confirmed that a relatively small number of publications address issues linking GPM to non-profit organisations’ project activities, particularly regarding the forms of employment and the type of work provided in these entities. The literature survey results allowed for development of the research hypotheses outlined above and the design of the quantitative study.

3.2. Description of the Research Sample

The results presented in this article are part of a broader study whose topic was Green Project Management in NPOs. The survey was conducted using the CAWI method. A research platform was used in the data collection process, which enabled the e-form to be completed online. The respondents were nonprofit organisations in Poland. The research was focused on a combination of two topics: Green Project Management and methodologies used in project management.

The research process was carried out in three stages between January and May 2023. Purposeful sampling was used. In the first part, an invitation to participate in the survey was sent to publicly available e-mail addresses of foundations and

associations operating in Poland that met the conditions of the project experience. The invitation to participate in the survey was sent to 684 organisations. Twenty-two completed questionnaires were received. The survey return rate was therefore 3.2%. In the second stage – using the LinkedIn Sales Navigator tool – project managers/project coordinators/project leaders and people managing projects and performing one of the above functions in non-profit organisations operating in Poland were reached directly with an invitation to participate in the survey. The list covered 94 organisations. Eighteen questionnaires were received in return. In this case, the return rate was much higher at 19.15%. Next five questionnaires was achieved due to snowball sampling. Finally, the survey was conducted on a group of 45 non-profit organisations. With 88.4 thousand foundations and associations operating as NPOs and registered in Poland in 2022 (GUS, 2024, p. 27), unknown distribution of characteristics (use of specific project management solutions: Green Project Management and methodologies of project management) and the assumed significance level of 0.05, such a sample size gives an acceptable measurement error of less than 15%.

Table 1. Description of the Research Sample

Characteristics of the Organisation in the Research Sample		Associations (N)	Foundations (N)	Together	
				N	%
Public benefit organisation	yes	14	12	26	57.78
	no	8	11	19	42.22
Employment contract	not used	13	5	18	40.00
	used	9	18	27	60.00
Civil law agreement	not used	7	7	14	31.11
	used	15	16	31	68.89
Voluntary work	not used	5	5	10	22.22
	used	17	18	35	77.78

Source: the authors.

The questionnaire was addressed to and completed by people who have the widest possible knowledge of project management in NPOs. Respondents were individuals with project management expertise (62.2% were board members, 22.2% were project coordinators/managers, and 15.6% were other organisation members). Detailed information on the surveyed NPOs is presented in Table 1 and differences in the forms of employment used in the general population in Poland in 2022 and the surveyed sample are presented in Figure 2. It must be added that in 2022, 64.7% of registered non-profit organisations in Poland did not use paid work at all, while 95.1% of them declared that they used social work, with approx. 3.1 million volunteers (GUS, 2024, p. 27).

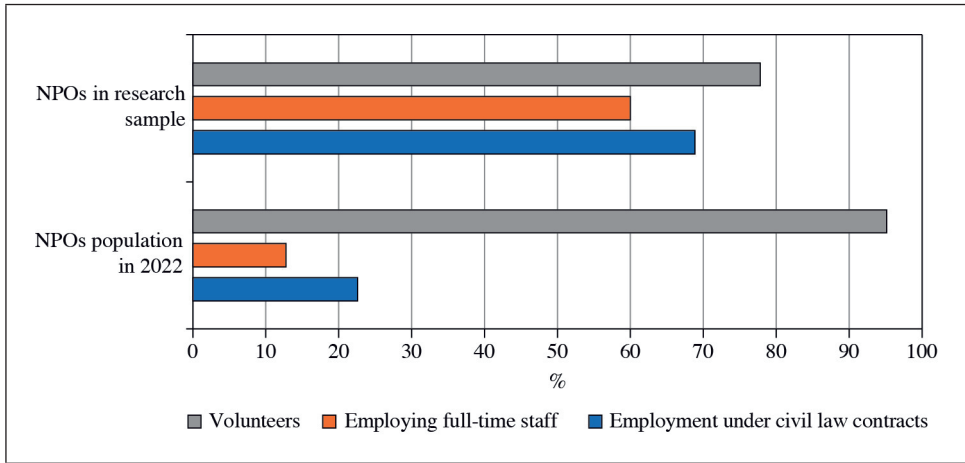


Fig. 2. Forms of Employment in the Population (in Poland in 2022) and in the Research Sample Source: the authors.

Less than 5% of the organisations (in research sample) operate on the international market, with the overwhelming majority operating in Poland (58% on the local market or regional market, and approx. 38% on the national market). In this respect, the structure of the sample is quite similar to the structure of the population of NGOs operating in Poland (where approx. 5.5% operates on the international market, 18.4% – on the national one, and 76.1% – on the local or regional one) (GUS, 2024, p. 20). The overwhelming majority of the organisations (60%) have operated on the market for 15 years or more. There is a slightly lower percentage of organisations operating solely based on voluntary work (48.8%). In contrast, there is a higher percentage of organisations offering paid work under civil law contracts (approx. 69%) and employment contracts (60%), with the latter form of employment being encountered least frequently. The organisations have varied experience in project implementation. Almost half of them (49%) declare that they implement several individual projects, while the others implement many projects continuously and in parallel.

3.3. Characteristics of Research Variables

To assess the frequency of GPM practices in the NPOs studied, the variable GPM Practices was constructed. The items comprising the variable and the scale by which they were assessed were taken from the literature (Juchniewicz, 2019) and adapted for NPOs. The variable *GPM practices* is constructed using a 3-point scale (never, usually, always) as an average of three auxiliary variables: *People*, *Planet*

and *Prosperity*. The *People* variable was constructed from 41 questions grouped into 16 sub-variables describing the organisation's behaviour toward different stakeholder groups (employees, colleagues, customers). In relation to employees and co-workers, solutions were assessed in areas such as working practices, employee-management relations, project health and safety, training and education, organisational learning and equal treatment. The *Planet* variable was constructed from 12 questions grouped into three sub-variables: *Transport*, *Energy* and *Consumption*.

The variables describing the ways of work provision (employment contract, civil contract, volunteering) are nominally zero-one, where one indicates that the organisation uses the form of work provision referred to in the question, while 0 means that it does not.

3.4. Descriptive Statistics and Scale Reliability Analysis

The description of the research results was preceded by an assessment of the reliability of the scales. Analysis was performed using PS Imago Pro ver. 7.0. For all variables studied, Cronbach's α value was acceptable (over 0.7) or high (over 0.8), indicating high internal reliability of the scales and measurements. In the next step of the analysis, the normality of the distribution of variables was examined. Due to the sample size, the Shapiro-Wilk test was used, which turned out to be statistically insignificant for the variables *GPM practices* ($W(41) = 0.976$; $p = 0.522$), *Planet* ($W(41) = 0.949$; $p = 0.063$) and *Prosperity* ($W(41) = 0.950$; $p = 0.071$). This means that the distribution of the variables studied does not differ from the normal distribution. For the *People* variable, the test results turned out to be statistically significant ($W(41) = 0.908$; $p = 0.003$), however the standard error of kurtosis and skewness is in the range $<-2, 2>$, which means that the distribution of this variable is close to normal. This is a left-skewed, leptokurtic distribution. For the remaining variables studied, there are no grounds to reject the assumption of normality of distribution. The results of this analysis are presented in the Table 2.

Table 2. Defined Variables along with Descriptive Statistics and Scale Reliability Analysis

Variable Characteristics	GPM Practices	People	Planet	Prosperity
Number of scales	3	16	3	5
Cronbach's α	0.726	0.906	0.847	0.914
% var	66.754	85.958	78.114	75.148
<i>M</i>	2.331	2.541	2.217	2.167
<i>SD</i>	0.409	0.329	0.506	0.594
Skewness	-0.038	-1.027	-0.018	-0.223

Table 2 cont'd

Variable Characteristics	GPM Practices	People	Planet	Prosperity
<i>SE</i> skewness	0.354	0.354	0.361	0.365
Kurtosis	-0.600	1.132	-0.668	-0.736
<i>SE</i> kurtosis	0.695	0.965	0.709	0.717

Source: the authors.

4. Description of the Research Results

In order to verify hypotheses H1(a–c)–H3(a–c), a relationship was sought between the frequency of using GPM practices and the choice of a specific method of “employment.” In all cases, the variable related to the way work is provided is nominal, and the variable describing the frequency of GPM practices is quantitative. Due to the unequal number of responses in the studied groups (as well as $n < 30$ in each group), in all cases the nonparametric equivalent of the *t*-Student test for independent samples was used – the *U* Mann-Whitney test. Additionally, to assess the size of the effect, the Eta-squared correlation was calculated. The results of this analysis are presented in the Table 3.

Table 3. The Results of Nonparametric *U* Mann-Whitney Test and Eta-squared Correlation (η^2)

Variable	People (a)	Planet (b)	Prosperity (c)	GPM Practices
	$N = 45$	$N = 43$	$N = 42$	$N = 45$
Employment contract (H1)	$\eta^2 = 0.003$	$\eta^2 = 0.145$	$\eta^2 = 0.027$	$\eta^2 = 0.036$
	$U = 240.5$ $p = 0.954$	$U = 119.5$ $p = 0.011$	$U = 170.0$ $p = 0.240$	$U = 187.0$ $p = 0.194$
Civil law contract (H2)	$\eta^2 = 0.013$	$\eta^2 = 0.036$	$\eta^2 = 0.032$	$\eta^2 = 0.013$
	$U = 240.5$ $p = 0.564$	$U = 146.5$ $p = 0.202$	$U = 155.0$ $p = 0.284$	$U = 178.0$ $p = 0.339$
Volunteering (H3)	$\eta^2 = 0.011$	$\eta^2 = 0.188$	$\eta^2 = 0.030$	$\eta^2 = 0.094$
	$U = 126.0$ $p = 0.189$	$U = 65.0$ $p = 0.007$	$U = 106.0$ $p = 0.202$	$U = 104.0$ $p = 0.053$

Source: the authors.

The results obtained show that there are no statistically significant relationships between employment under an employment contract and the frequency of using *GPM practices* (in general), as well as in relation to the areas of *People* and *Prosperity*, although the frequency of using *GPM practices* is generally lower in NPOs that employ employees under an employment contract. Therefore, there are no grounds to accept hypotheses H1, H1a and H1c, however H1b hypothesis can be accepted.



Fig. 3. The Average Ranks in the Groups for the Tested Variables

Source: the authors.

The research results show that the frequency of using *GPM practices* in the *Planet* area is lower in NPOs employing employees under an employment contract (see Fig. 3 showing the average ranks in the groups for the tested variables), and the analysis with the Mann-Whitney U rank test showed that the differences between the groups were statistically significant ($U = 119.5$; $p = 0.011$). The Eta-squared measure also confirmed the existence of a strong effect between the studied variables ($\eta^2 = 0.145$). The results are similar when the variable under study is volunteering, perceived as a way of doing work. Again, there are no grounds to accept hypotheses H3 (although here the results are on the verge of statistical significance), H3a and H3c, and at the same time the H3b hypothesis can be accepted (the frequency of using *GPM practices* in the *Planet* area is lower in non-profit organisations using the work of volunteers, and the analysis with the U Mann-Whitney test showed that the differences between the groups are statistically significant ($U = 65.0$; $p = 0.007$). The existence of a strong effect between the variables studied is also confirmed by the Eta-square measure ($\eta^2 = 0.188$). Moreover, it should be emphasised that the frequency of using solutions in the field of GPM in general and in the areas of *Planet* and *Prosperity* is higher in the case of NPOs that do not employ employees under civil law contracts (while in the area of *People* the relationship is reverse), but

these are not statistically significant differences. Therefore, there are no grounds to accept hypotheses H2(a–c).

Solutions in the areas of *People*, *Planet* and *Prosperity* constitute the overall GPM practices in the surveyed non-profit organisations, but they are so diverse that it is worthy of delving deeper into each sphere in the research. Solutions in the areas of *Planet* (*Transport*, *Energy* and *Consumption*) and *People* are particularly noteworthy. Therefore, in a manner analogous to the above, partial hypotheses were tested verifying whether a specific form of “employment” was related to the frequency of using GPM practices. The research was preceded by an analysis of the internal consistency of the partial scales (in all cases, the Cronbach’s α value exceeded 0.7). The results of these analyses are presented in the Table 4. It is limited to showing only those variables for which statistically significantly different results were obtained.

Table 4. The Results of Nonparametric *U* Mann-Whitney Test and Eta-squared Correlation (η^2)

Variable	Area				
	Planet (b)			People (a)	
	Transport	Energy	Consumption	Work practices and decent work	Training and education
	<i>N</i> = 42	<i>N</i> = 34	<i>N</i> = 40	<i>N</i> = 45	<i>N</i> = 43
Employment contract (H1)	$\eta^2 = 0.137$	$\eta^2 = 0.061$	$\eta^2 = 0.149$	$\eta^2 = 0.143$	$\eta^2 = 0.147$
	<i>U</i> = 121.0 <i>p</i> = 0.021	<i>U</i> = 89.5 <i>p</i> = 0.127	<i>U</i> = 104.5 <i>p</i> = 0.019	<i>U</i> = 338.5 <i>p</i> = 0.024	<i>U</i> = 122.5 <i>p</i> = 0.013
Civil law contract (H2)	$\eta^2 = 0.000$	$\eta^2 = 0.188$	$\eta^2 = 0.004$	$\eta^2 = 0.062$	$\eta^2 = 0.045$
	<i>U</i> = 183.5 <i>p</i> = 0.923	<i>U</i> = 45.5 <i>p</i> = 0.007	<i>U</i> = 157.0 <i>p</i> = 0.760	<i>U</i> = 257.5 <i>p</i> = 0.311	<i>U</i> = 149.0 <i>p</i> = 0.232
Volunteering (H3)	$\eta^2 = 0.068$	$\eta^2 = 0.278$	$\eta^2 = 0.194$	$\eta^2 = 0.010$	$\eta^2 = 0.019$
	<i>U</i> = 86.5 <i>p</i> = 0.114	<i>U</i> = 16.0 <i>p</i> = 0.004	<i>U</i> = 38.0 <i>p</i> = 0.004	<i>U</i> = 193.0 <i>p</i> = 0.638	<i>U</i> = 118.5 <i>p</i> = 0.510

Source: the authors.

In the *People* area, the subject of analysis was the practices of non-profit organisations in the field of: work practices and decent work, relations between employees and management, occupational health and safety in the project, training and education, organisational learning and equal treatment. Statistically significant differences were obtained only in two cases: *Work practices and decent work*, and *Training and education*. In the surveyed organisations using employment contracts, the frequency of *GPM practices* in the area of *Work practices and decent work* is statistically significantly higher than in organisations that prefer other forms of work

($U = 338.5$; $p = 0.024$; $\eta^2 = 0.143$) and lower in the area of *Training and education* ($U = 122.5$; $p = 0.013$; $\eta^2 = 0.147$).

In the surveyed organisations using employment contracts, the frequency of using *GPM practices* in the areas of *Transport* and *Consumption* is statistically significantly lower than in the organisations preferring other forms of work ($U = 121.0$; $p = 0.021$; $\eta^2 = 0.137$ and $U = 104.5$; $p = 0.019$; $\eta^2 = 0.149$, respectively). However, in relation to the *Energy* area, it is lower in the case of organisations employing under a civil law contract ($U = 45.5$; $p = 0.007$; $\eta^2 = 0.188$) and using unpaid work in the form of volunteering ($U = 16.0$; $p = 0.004$; $\eta^2 = 0.278$).

5. Discussion

The purpose of the presented study was to verify whether there is a relationship between employment methods in NPOs in Poland and the frequency of using GPM practices. In the course of the research, GPM practices were both treated as one overall variable and considered separately in three main dimensions considering the social dimension of sustainability (*People*), the environmental aspect of sustainability (*Planet*) and guidelines related to the financial dimension of sustainability (*Prosperity*) (GPM, 2023). The results obtained indicate the lack of a significant relationship between the employment method in NPOs and the frequency of applying *GPM practices* in general (overall variable), however, going into the particular dimensions constituting the *GPM practices* variable provided interesting results. GPM practices are used less frequently in organisations that use the services of volunteers (although it must be underlined that the results are on the verge of statistical significance here and a tendency toward negative correlation is observed). Perhaps this is related to the informal relationship of volunteers with the organisation, their high turnover, and the lack of greater influence of managers on their attitudes and behaviours. Volunteers focus on assigned tasks; the most important thing for them is the implementation of the project in accordance with the set goals, and they are often not sufficiently prepared to take actions according to a specific project management methodology. They may also want to demonstrate their effectiveness so that they can eventually have paid employment. Perhaps when they stop providing unpaid work, their attention can be redirected to aspects of GPM. It was expected that a greater frequency of GPM practices in the *Prosperity* area would be associated with a preference for forms of employment other than an employment contract. However, although the frequency of GPM solutions is higher in organisations that prefer other forms of employment, the results turned out to be statistically insignificant and did not confirm this relationship.

In general, in the *People* area there was also no statistically significant relationship with the frequency of using GPM practices. However, due to the diverse nature and large number of partial variables that constitute this variable, in-depth

analyses were carried out, which revealed some differences between various forms of work. It was noticed that in the case of employment contracts in the surveyed organisations in the area of *Work practices and decent work*, the frequency of using GPM practices is higher than in organisations preferring other forms of work, but lower (in comparison to other forms of employment) in the area of *Training and education*. And these are statistically significant relationships. This is confirmed by studies indicating that many non-profit organisations, due to financial constraints, do not invest in training and development of project competencies of their employees (Hassan, Bashir & Abbas, 2017; Jałocha & Bogacz-Wojtanowska, 2017). In Poland, many non-profit organisations base their activities on volunteer labour, only 41% of them have paid project teams, and only 22% of them have employees under employment contracts. As a result, project competencies are often not recognised, and it is difficult to invest in their development, as the work in these organisations tends to be action-oriented or temporary (Charycka, Gumkowska & Bednarek, 2022). Additionally, a phenomenon known as “project-free time” is observed: A period when the organisation is not implementing any projects but is instead focused on applying for new ones, waiting for the launch of new funding opportunities or programmes. Undoubtedly, this affects the organisation’s activity levels and hinders the implementation of training processes.

Nowadays, attention is increasingly drawn to the fact that without effective project teams, these organisations will not be able to effectively manage projects, which will translate into limited opportunities to obtain external financial resources to achieve their statutory goals. Without the ability to manage projects, especially teams within ongoing projects, donors will be reluctant to co-finance even noble social goals. Pressure from external funders forces non-profit organisations to increase the professionalisation of project management (Anderson & Lannon, 2018). This leads to the organisation of processes, knowledge generation within organisations, stabilisation of finances, strategic shaping, and the fostering of innovative processes (Bogacz-Wojtanowska, 2024).

One of the solutions, and also a necessity nowadays, is to employ people with project experience gained in the private sector. And this is related to the signed employment contract, the level of remuneration, exposure to a different management culture, thinking, and motivation to work. According to Jałocha *et al.* (2023), projects introduce a new institutional logic to non-profit organisations. They foster relationships with the external environment, cultivate a project-oriented culture, and, at the operational level, contribute to the development of a management system. As LeRoux and Wright (2010) note, the gradual increase in managerial skills observed over time can contribute to the enhancement of project management competence.

However, the result in the areas of *Consumption* and *Energy*, which shows that the frequency of using GPM practices is significantly lower in NPOs using employment contracts than in the organisations preferring other forms of work (especially volunteering), is surprising. Perhaps this is the result of focusing a lot of attention on projects that concern the so-called soft aspects (e.g., education, fighting poverty). This is confirmed by research conducted by the Klon/Jawor Association (Charycka, Gumkowska & Bednarek, 2022), which shows that in 2022, the most common activities among non-profit organisations included conducting training and courses, as well as providing counseling and expert advice. Additionally, these organisations offered free services to mobilise and educate the public. One in three foundations (30.3%) also engaged in activities aimed at providing social and humanitarian assistance. Furthermore, 27.9% of non-profit organisations undertook additional initiatives to support those affected by the war in Ukraine (Charycka, Gumkowska & Bednarek, 2022).

6. Summary

Project management is a concept that is widely used in NPOs around the world, regardless of their nature and focus of operations (Golini, Kalchschmidt & Landoni, 2015). This article attempted to determine the links between the forms of employment in NPOs and the frequency of GPM practices. It was noted that the provision of work in NPOs is a complex process that requires a great deal of flexibility and relationship-building on the part of managers. This process results from specific formal and informal managerial actions, and takes place under conditions of specific access to funding sources. Based on the quantitative research, it can be concluded that the form of employment used in the organisations studied has little connection with the frequency of the use of GPM solutions. However, it is worth noting that for NPOs, taking action in this area requires much more effort than in the case of business entities. This is because these organisations allocate a significant portion of the funds they generate to statutory purposes, and there are limited opportunities for their use in influencing those employed on projects. In the case of GPM, it seems necessary to rely on the instruments of sustainable management culture to influence those employed and volunteers. These assumptions must be constantly disseminated to an organisation's internal stakeholders so that they are aware of them and make decisions based on them aimed at a sustainable approach to project implementation. On the other hand, the goals adopted by NPOs and the projects undertaken by them are largely driven by the values recognised by their managers, which are often based on a high degree of social and environmental sensitivity, which one might think could translate into greater implementation of GPM practices.

The authors recognise the limitations of the study, which relate primarily to the size of the research sample. Therefore, the study's conclusions can only be applied

to the study population. Another limitation was the adoption of a 3-point response scale. Its use was due to the adopted research tool described in the literature, which referred to business organisations. Investigating more interdependencies between areas of GPM in NPOs may require modification of this scale. A final limitation was that the survey was conducted in NPOs operating in Poland, where the professionalisation of project management is still at an insufficient level.

Further research into the relationship between employment types and the frequency of green project management solutions could focus on meaningful green projects implemented by non-profit organisations. Project managers play a key role in project implementation. Therefore, research among non-profit organisations employing project managers with a high degree of environmental awareness, particularly those under formal employment contracts, seems promising. In this case, qualitative research, especially using structured interviews, could be useful.

Authors' Contribution

The authors' individual contribution is as follows: Each contributed a third.

Conflict of Interest

The authors declare no conflict of interest.

References

- Almas, S., Chacón-Fuertes, F., & Pérez-Muñoz, A. (2020). Direct and Indirect Effects of Transformational Leadership on Volunteers' Intention to Remain at Non-profit Organizations. *Psychosocial Intervention*, 29(3), 125–132. <https://doi.org/10.5093/pi2020a17>
- Anderson, K., & Lannon, J. (2018). Project Management Performance Assessment in the Non-profit Sector. *Project Management Research and Practice*, 5, 5910. <https://doi.org/10.5130/pmrp.v5i0.5910>
- Baba, S., Mohammad, S., & Young, C. (2021). Managing Project Sustainability in the Extractive Industries: Towards a Reciprocity Framework for Community Engagement. *International Journal of Project Management*, 39(8), 887–901. <https://doi.org/10.1016/j.ijproman.2021.09.002>
- Boezeman, E. J., & Ellemers, N. (2014). Volunteer Leadership: The Role of Pride and Respect in Organizational Identification and Leadership Satisfaction. *Leadership*, 10(2), 160–173. <https://doi.org/10.1177/1742715012467487>
- Bogacz-Wojtanowska, E. (2005). *Wzory zatrudnienia w organizacjach pozarządowych*. Instytut Spraw Publicznych.
- Bogacz-Wojtanowska, E. (2024). *Druga twarz trzeciego sektora. Współczesne wyzwania zarządzania organizacjami pozarządowymi*. PWE.

- Borzaga, C., & Tortia, E. (2006). Worker Motivations, Job Satisfaction, and Loyalty in Public and Nonprofit Social Services. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 225–248. <https://doi.org/10.1177/0899764006287207>
- Cabral, S., Mahoney, J. T., McGahan, A. M., & Potoski, M. (2019). Value Creation and Value Appropriation in Public and Nonprofit Organizations. *Strategic Management Journal*, 40(4), 465–475. <https://doi.org/10.1002/smj.3008>
- Carboni, J., Duncan, W., Gonzalez, M., Milsom, P., & Young, M. (2022). *The GPM P5™ Standard for Sustainability in Project Management*. GPM Global. Version 2.0. Retrieved from: <https://greenprojectmanagement.org/images/PDF/P5/The%20GPM%20P5%20Standard%20for%20Sustainability%20in%20Project%20Management%20v2.0.pdf> (accessed: 23.05.2024).
- Charycka, B., Gumkowska, M., & Bednarek, J. (2022). *Kondycja organizacji pozarządowych – najważniejsze fakty 2021*. Stowarzyszenie Klon/Jawor.
- Ćwikła, M. (2023). Zrównoważone zarządzanie projektami. Krytyczny przegląd literatury. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, 67(5), 87–100. <https://doi.org/10.15611/pn.2023.5.08>
- Ćwikła, M., Góral, A., Bogacz-Wojtanowska, E., & Dudkiewicz, M. (2020). Project-based Work and Sustainable Development – a Comparative Case Study of Cultural Animation Projects. *Sustainability*, 12(16), 6519. <https://doi.org/10.3390/su12166519>
- Egri, C. P., & Herman, S. (2000). Leadership in the North American Environmental Sector: Values, Leadership Styles, and Contexts of Environmental Leaders and Their Organizations. *The Academy of Management Journal*, 43(4), 571–604. <https://doi.org/10.2307/1556356>
- Gach, D. (2019). Wybrane praktyki zarządzania zasobami ludzkimi w przedsiębiorstwach społecznych. *Edukacja Ekonomistów i Menedżerów*, 53(3), 52–71. <https://doi.org/10.5604/01.3001.0013.5254>
- Gazzola, P., Ratti, M., & Amelio, S. (2017). CSR and Sustainability Report for Nonprofit Organizations. An Italian Best Practice. *Management Dynamics in the Knowledge Economy*, 5(3), 355–376. <https://doi.org/10.25019/MDKE/5.3.03>
- Gee, I. H., Nahm, P. I., Yu, T., & Cannella, A. A. (2023). Not-for-Profit Organizations: A Multi-disciplinary Review and Assessment from a Strategic Management Perspective. *Journal of Management*, 49(1). <https://doi.org/10.1177/01492063221116581>
- Golini, R., Kalchschmidt, M., & Landoni, P. (2015). Adoption of Project Management Practices: The Impact on International Development Projects of Non-governmental Organizations. *International Journal of Project Management*, 33(3), 650–663. <https://doi.org/10.1016/j.ijproman.2014.09.006>
- GPM. (2023). *The GPM® P5™ Standard for Sustainability in Project Management*, ver. 3.0. Retrieved from: <https://gpm-emea.org/pl/gpm/standard-p5/> (accessed: 5.02.2024).
- GUS. (2023). *Działalność stowarzyszeń i podobnych organizacji społecznych, fundacji, społecznych podmiotów wyznaniowych oraz samorządu gospodarczego i zawodowego w 2022 r. – wyniki wstępne*. Retrieved from: <https://stat.gov.pl/obszary-tematyczne/gospodarka-spoeczna-wolontariat/gospodarka-spoeczna-trzeci-sektor/dzialalnosc-stowarzy->

szen-i-podobnych-organizacji-spoecznych-fundacji-spoecznych-podmiotow-wyznaniowych-oraz-samorzadu-gospodarczego-i-zawodowego-w-2022-r-wyniki-wstepne,3,10.html (accessed: 5.02.2024).

GUS. (2024). *The Non-profit Sector in 2022*. Statistics Poland, Statistical Office in Kraków.

Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The Impact of Project Managers' Personality on Project Success in NGOs: The Mediating Role of Transformational Leadership. *Project Management Journal*, 48(2), 74–87. <https://doi.org/10.1177/875697281704800206>

Hopkins, B., & Dowell, D. (2022). Recruitment and Retention in Not-for-profit Organisations: Tailored Strategies for Younger and Older Volunteers. *Employee Relations: The International Journal*, 44(1), 259–273. <https://doi.org/10.1108/ER-10-2020-0450>

Ilyas, S., Butt, M., Ashfaq, F., & Acquadro Maran, D. (2020). Drivers for Non-profits' Success: Volunteer Engagement and Financial Sustainability Practices through the Resource Dependence Theory. *Economies*, 8(4), 101. <https://doi.org/10.3390/economies8040101>

Jakubczyk, K., & Kitowski, P. (2015). Społecznie odpowiedzialny projekt – opracowanie definicji na podstawie przeglądu literatury z zakresu społecznej odpowiedzialności i zarządzania projektami. *e-mentor*, 5(62), 50–64. <https://www.doi.org/10.15219/em62.1210>

Jałocha, B., & Bogacz-Wojtanowska, E. (2017). Project Portfolio Management: Tool for Strategy Implementation in Non-Governmental Organizations. In: L. L. West, A. Worthington (Eds), *Handbook of Research on Emerging Business Models and Managerial Strategies in the Nonprofit Sector* (pp. 87–103). IGI Global. <https://doi.org/10.4018/978-1-5225-2537-0.ch006>

Jałocha, B., Bogacz-Wojtanowska, E., Góral, A., Jedynak, P., & Prawelska-Skrzypek, G. (2023). Conflicting or Co-existing Logics – Doing Action Research within the Framework of a Project in a University. *International Journal of Management Projects in Business*, 16(1), 45–66. <https://doi.org/10.1108/IJMPB-08-2021-0213>

Juchniewicz, M. (2019). *Doskonalenie działalności projektowej w organizacji*. Oficyna Wydawnicza SGH. Szkoła Główna Handlowa.

Klafke, R. V., Gomes, P. M., Junior, D. M., Didonet, S. R., & Toaldo, A. M. (2021). Engagement in Social Networks: A Multi-method Study in Non-profits Organizations. *International Review on Public and Nonprofit Marketing*, 18, 295–315. <https://doi.org/10.1007/s12208-020-00273-0>

LeRoux, K., & Wright, N. S. (2010). Does Performance Measurement Improve Strategic Decision Making? Findings from a National Survey of Nonprofit Social Service Agencies. *Nonprofit and Voluntary Sector Quarterly*, 39(4), 571–587. <https://doi.org/10.1177/0899764009359942>

Marciszewska, A. (2019). *Dojrzałość projektowa organizacji non-profit*. Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.

Pauli, U., & Poczowski, A. (2008). Zarządzanie personelem w organizacjach sektora ekonomii społecznej. In: J. Hausner (Ed.), *Zarządzanie podmiotami ekonomii społecznej* (pp. 61–82). Małopolska Szkoła Administracji Publicznej Uniwersytetu Ekonomicznego w Krakowie.

- Penner, L. A. (2002). Dispositional and Organizational Influences on Sustained Volunteerism: An Interactionist Perspective. *Journal of Social Issues*, 58(3), 447–467. <https://doi.org/10.1111/1540-4560.00270>
- Piwowar-Sulej, K. (2016). Formy bezpośredniego zatrudniania kierowników projektu – dylematy stosowania w polskiej praktyce gospodarczej. *Marketing i Rynek*, 3, 736–745.
- Pollack, J., & Adler, D. (2015). Emergent Trends and Passing Fads in Project Management Research: A Scientometric Analysis of Changes in the Field. *International Journal of Project Management*, 33(1), 236–248. <https://doi.org/10.1016/j.ijproman.2014.04.011>
- Powell, W. W., & Bromley, P. (Eds). (2020). *The Nonprofit Sector: A Research Handbook* (3rd ed.). Stanford University Press.
- Rothschild, J., & Milofsky, C. (2006). The Centrality of Values, Passions, and Ethics in the Nonprofit Sector. *Nonprofit Management & Leadership*, 17(2), 137–143. <https://doi.org/10.1002/nml.139>
- Silvius, A. J. G., & Schipper, R. P. J. (2014). Sustainability in Project Management: A Literature Review and Impact Analysis. *Social Business*, 4(1), 63–96. <https://doi.org/10.1362/204440814X13948909253866>
- Szmyt-Boguniewicz, A., & Romanowski, M. (2012). *Zarządzanie w NGO. Zarządzanie zasobami ludzkimi w organizacjach pozarządowych*.
- Trocki, M. (Ed.). (2019). *Spółeczna odpowiedzialność działalności projektowej*. Oficyna Wydawnicza SGH. Szkoła Główna Handlowa w Warszawie.
- Wawak, S., & Woźniak, K. (2020). Evolution of Project Management Studies in the XXI Century. *International Journal of Managing Projects in Business*, 13(4), 867–888. <https://doi.org/10.1108/IJMPB-01-2020-0002>
- Wronka-Pośpiech, M. (2016). The Identification of Skills and Competencies for Effective Management in Social Enterprises. A Managerial Perspective. *Management*, 20(1), 40–57. <https://doi.org/10.1515/manment-2015-0023>
- Zawadzki, J. (2007). *Zarządzanie organizacjami non-profit. Zagadnienia wybrane*. Wydawnictwo Forum Naukowe.