



Anup Acharya

**ANALYSING THE ROLES AND RELATIONSHIPS OF NGOS: A CASE
STUDY OF ODL'S PHILANTHROPIC PROGRAM FOR REHABILITATION
OF TRAUMATIZED IMMIGRANTS**

Master's Thesis

Department of International Business Management

May 2023

ACKNOWLEDGEMENTS

First, I would like to express my immense gratitude and countless thanks to my thesis supervisor, Akram Hatami, for the guidance and support I got during the entire thesis process. Your suggestions and advice have helped me throughout my studies. Second, I would like to express my sincere thanks to Tanja Tanhua and the entire ODL Foundation for their cooperation related to this thesis. I am also grateful to all the interviewees in this study for their time and participation. At last, I would like to thank my family for their never-ending support and to my friends, who have supported me and provided me with much-needed help during this research process.

Unit Department of International Business Management			
Author Anup Acharya		Supervisor Akram Hatami	
Title: Analysing the roles and relationships of NGOs: a case study of ODL's philanthropic program for rehabilitation of traumatized immigrants			
Subject International Business	Type of the degree M.Sc. (Econ & Bus. Adm)	Time of publication April 2023	Number of pages 84+2 Appendices
<p>Business academics and professionals, both, have well recognized that NGOs are very dynamic, non-state, and non-profit actors in the market, which can impact several operations and strategies of businesses. NGOs operate in a different way than public and private institutions and have diverse relationships among public and private institutions. The roles and relationships of NGOs with other institutions have an impact on their own operations. This study examines the roles and relationships of NGOs in three spheres, i.e., business, society, and the state. Also, this study does a case study of ODL's philanthropic program for the rehabilitation of traumatized immigrants to explore the impacts of this philanthropic deed on ODL, which is a 127-year-old NGO operating in Finland. Immigration has been increasing in Finland, and ODL, as a Finnish NGO, has recognized the challenges faced by immigrants in Finland and has launched a rehabilitation program to help immigrants facing traumatic experiences since 2006.</p> <p>This study is non-positivist, exploratory, single-case study-based qualitative research that uses abductive reasoning. This study has two major questions, i.e., "Why do NGOs matter to business, society, and the state?" and "What are the impacts of ODL's philanthropic program of rehabilitation of traumatized immigrants?" In this research, semi-structured interviews were conducted in a detailed manner. The narrative data is extracted from the views of six NGO professionals who have long experience in top management positions in the NGO sector. One interviewee in this study is the beneficiary of ODL's rehabilitation program for traumatized immigrants. QSR NVivo has been used in this study to transcribe and code narrative data from interviews.</p> <p>The findings of this research show that, in fact, NGOs have very influential impacts on businesses, society, and the state. Their collaborative relationship with businesses is formed based on matching interests, whereas NGOs must prove themselves in society through their different successful social initiatives to maintain their worth and also to gain credibility, trust, image, and capital. NGOs connect with state agencies and desire to go along with state policies to gain legitimacy, resources, and flexibility in their operations. On the other hand, philanthropy is both the income and the action of NGOs, and it is very essential for them to function. The case study of the impacts of ODL's philanthropic program of rehabilitation of traumatized immigrants has revealed two sorts of impacts: impacts on ODL as a service provider and impacts on beneficiaries of this program. The generalization of this study in NGO research, however, would be challenging despite of its high relevance to ODL. This study has been done in conjunction with a Finland-based NGO and Finland-based interviewees; thus, more exploratory, comparative, and multiple case study-based research is needed to explore more about NGOs in the future. This research has stepped in as preliminary exploratory, single-case study-based qualitative research. Also, this study has put its efforts into answering business researchers' call for independent study on NGOs as separate institutions.</p>			
Keywords: Civil society, NGOs, business, society, state, philanthropy, ODL, immigrants, trauma, and rehabilitation			
Additional information			

Table of Contents	
ACKNOWLEDGEMENTS	2
1 INTRODUCTION	7
1.1 Background	7
1.2 Research Gap	8
1.3 Research objectives and questions	10
1.4 Research problem	11
1.5 Motivations and Contribution of the study	11
1.6 Research Methodology	12
1.7 Structure of Research	13
2 THEORETICAL FRAMEWORK	14
2.1 Definitions and Concepts	14
2.1.1 Civil society	14
2.1.2 Non-Governmental Organizations (NGOs)	15
2.1.3 Nomenclature of NGOs	16
2.1.4 History and Emergence of NGOs	17
2.2 Roles and Relationships of NGOs	20
2.2.1 NGOs and Businesses	20
2.2.2 NGOs and Society.....	23
2.2.3 NGOs and State.....	24
2.2.4 NGOs and Philanthropy	27
3 IMMIGRATION, TRAUMA REHABILITATION AND NGOS	29
3.1 Immigration and causes of trauma to immigrants In Finland	29
3.2 Trauma to immigrants and NGOs providing Mental Health care to rehabilitate traumatized immigrants	30
4 RESEARCH METHODOLOGY	33
4.1 Research Method	33

4.1.1	Data Collection	36
4.1.2	Case NGO	37
4.1.3	Interviewees selection and conducting interviews.....	38
4.2	Data Analysis	40
5	FINDINGS AND DISCUSSION	41
5.1	Civil society and non-governmental organizations	41
5.2	NGOs-Business	43
5.3	NGOs and Society	45
5.4	NGOs and State	47
5.5	NGOs and philanthropy	51
5.6	ODL as an NGO providing rehabilitation service to traumatized immigrants in Finland	53
6	CONCLUSIONS	61
6.1	Conclusion	61
6.2	Answering the research questions of study	61
6.3	Contribution of this study	69
6.4	Evaluating the study	71
6.5	Limitations of this study and suggestions for future research	73
7	REFERENCES	75

Figure 1: Depicting Constituents of Civil Society (Modified from Teegan et al., 2004)..... 16

Figure 2: Conceptual history of NGOs as described in theoretical framework..... 20

Figure 3: Conceptual figure depicting roles, relationship and purpose of NGOs discussed above..... 28

Figure 4 : Depicting research method of this study..... 35

Figure 5: Summarizing findings about why NGOs matter to business, society, and the state. 65

Figure 6: Summarizing the impacts of ODLs' rehabilitation program for traumatized immigrants..... 68

Appendix	86
-----------------------	-----------

TABLES

Table 1 : Details of interviewees and interview.....	39
--	----

LIST OF ABBREVIATIONS

NGOs- Non-Governmental Organizations,
ODL- Oulu Deaconess Institute Foundation
UN- United Nations

1 INTRODUCTION

1.1 Background

To begin, in today's globalized world, non-governmental organizations (NGOs) play a pivotal role in a wide range of spheres, such as society, business, the state, environmental concerns, charity, humanitarian efforts, and so on (Lewis, 2010). After the market and the state, NGOs are the most acceptable third-sector institutions in society. NGO activity, persuasion, and agenda-setting are attributed to social transformation. NGOs flourish because they can influence, collaborate, and convince business and government entities to address social, economic, and environmental issues. (Lewis, 2010; Brass et al., 2018). NGOs can use external funding or mobilize their own resources, but if they do not have enough resources, they may fail shortly after starting. Some NGOs are liberal and independent, while others may aim to achieve a certain goal, showing their slightly odd method of functioning (Lewis, 2010).

The rise of globalization, the internet, and the media have enabled NGOs to raise their voices and communicate with the public in the present context (Ranis et al., 2012). All institutions are affected by social issues; hence, social issues are genuinely concerning. NGOs are powerful institutional players because they address social issues. NGOs' dual public-private connection helps them promote their causes (Millar et al., 2004). Additionally, their legitimacy and authority depend on their social influence, resource availability, and trust within the political and economic system. Numerous actions conducted by NGOs can have substantial effects on other parties within their area of influence. Since NGOs have deep roots in the community, they are used by both the government and businesses to fulfill their social duty (Brass et al., 2018).

Strategically developed NGOs can interact legally with other groups if they fall within their focus and NGOs are continually creating new methods and agendas for interaction (Lambell et al., 2008; Korula and Lassonen, 2010). Their influencing role in international arenas such as the United Nations (UN), the World Bank, and many other nations adds to their credibility and power. They could base themselves locally, nationally, or internationally. Moreover, they could be providing certain social

services, collaborating with other organizations, or doing advocacy on social and environmental issues (Lambell et al., 2008). Their influence in business organizations' social and environmental responsibility programs, states' welfare and humanitarian actions has been well recognized (Korula and Lassonen, 2010).

NGOs have a very high profile in most of the areas being the part of civil society (Lewis, 2001, p.24). In terms of working for social welfare, poverty alleviation, and economic growth, NGOs are more prominent in developing economies. NGOs also link developing nations to developed nations for global well-being. (Ranis et al., 2012).

Banerjee & Linstead (2001) explain globalization as a tool that is spreading serious social and economic issues across many countries. Tacoli and Okali(2001) argue that globalization has also boosted the rate of immigration towards developed economies from developing economies because of political instability, war, lack of infrastructure or peoples' hope for better and safe future. Foster (2002) mentions of language and cultural barriers, personal expectations, lower social standing, and lack of social integration can create trauma and psychological issues for immigrants in host nations.

NGOs have been able to maintain their unique identity and promote their own social values in various parts of the world that makes them different from other organizations (Hailey, 2000). As NGOs deal with social issues, they have been working in developed economies too to advocate for various social rights and status of immigrants (Zogata-Kusz, 2022). Various drawbacks in economic and state policies towards social issues make NGOs effective as they work to solve negative consequences of such policies and aim for social wellbeing (Teegan et al., 2004). Thus, NGOs can be better understood from the research of their operations and areas of operation.

1.2 Research Gap

The business research area is running out of ideas and areas for future research despite gaining popularity for some time (Buckley, 2002). Business research has been unable to develop new insights on various research topics previously developed. One of the areas where business literature lacks research is on various new factors such as NGOs arising due to changes in political, economic, and social areas that affect businesses.

(Peng et al., 2008). Many new institutional changes in globalization and various agents involved in it should be studied throughout to understand the dynamics that affect business sphere (Mudambi and Navarra, 2002). Despite recognizing various institutional effects in business environment, business research has not yet have clear insight on how NGO study will work on business literature and produce applicable knowledge out of such NGO research (Peng et al., 2008).

There is an imminent need to study NGOs in interdisciplinary ways to enrich the business research and to expand the understanding of NGOs (Lambell et al., 2008; Kourula and Laasonen, 2010). NGOs have wide connections and can have punitive as well beneficiary impacts to business organizations (Kourula and Laasonen, 2010). Also, NGOs have been expanding in both numbers and operations thus, business literature needs to do separate research on such institutions. Business research needs to focus on its relationship with social science and carry out comparative research with other literatures. This existing research in business has not sufficiently explored NGOs as they are. (Buckley, 2002; Doh and Teegan ,2002; Teegan et al, 2004; Peng et al., 2008; Buckley et al., 2017.)

Businesses are under immense pressure to address social responsibility concerns, and NGO-business partnerships are growing. However, companies do not fully understand NGOs' role, capabilities, or operation. Thus, business literature must expand its research domain and use flexible and varied research methods to provide meaningful findings about NGOs. (Buckley et al., 2017.) Fassin (2009) argues that NGOs have been powerful stakeholders in many multinational corporations. There is a huge gap to find NGOs, their ways of operations in society, relationship with state and the social capital they have.

Business research must study NGOs as separate entities since sociology, economics, and other fields recognize their influence and effects. Business researchers must study NGOs independently and transdisciplinary ways to fully understand civil society's other impacts (Teegan et al., 2004; Kolk, 2016). This research therefore tries to comprehend the many functions and effects of NGOs to contribute to the business literature that views NGOs as influential institutions.

1.3 Research objectives and questions

The main objective of this research is to explore more about NGOs as a separate entity coming out from third sector whose influence is continuously growing in business field. This research aims to understand the roles and relationships of NGOs with business, society, and state with interdisciplinary research. This research does a case study of ODL(Oulu Deaconess Institute)'s philanthropic program for rehabilitation of traumatized immigrants. The research will provide managerial and organizational implications to ODL. This research looks to find out what sort of relevance and impacts ODL is having in Finnish society through its philanthropic program of rehabilitating traumatized immigrants. This research seeks to strengthen business literature by providing a holistic knowledge of why other state and commercial sectors should engage with NGOs and build partnerships.

To accomplish the research objectives, this research aims to answer three main research questions.

Q.N. 1 Why do NGOs matter to business, society, and state?

Q.N.2 What are the impacts of ODL's philanthropic program of rehabilitation of traumatized immigrants?

The first research questions aim to develop a holistic and general consensual understanding by building theory from multiple literatures of NGO research that involves NGOs definition and history along with NGOs' relationship with business, society, and state. Further this research question will study NGOs' relationship with philanthropy in general. Such an approach will try to bring important scattered insights together that depict the importance and influence of NGOs. The second research question aims to understand various impacts of ODL's philanthropic program for rehabilitation of traumatized immigrants. Overall, both research questions are interconnected as first research question analyses NGOs in general while second research question studies the philanthropic program of Oulu Deaconess Institute Foundation (ODL).

1.4 Research problem

According to Vakil (1997), NGO research has been diverse and dense across many literatures. Also, NGOs are understood differently in various parts of the world (Salamon and Anheirer, 1992b; Vakil, 1997). Since NGOs have several acronyms, academics disagree on their functions and kinds. Due to their varied responsibilities and structures, NGOs are challenging to generalize. NGO definitions have been debated for years. They demonstrate organizational flexibility, varied values, and competence in political, economic, and social domains. Their roles and relationships are also hard to define with businesses or with society and state. Thus, NGO literature lacks generality and pinpoint analysis. NGOs do more than is known of them. (Lewis, 2006, pp. 8-12.)

Due to the ongoing discussion on NGOs among scholars in various literatures, this study's theoretical framework is challenging to develop. There is no past study on NGOs' trauma rehabilitation programs for immigrants. However, this research has concentrated to establish general understanding on the value of NGOs by defining the NGO concept while analyzing their roles and relationships with business, society and state. The ODL's philanthropic rehabilitation program is also examined to understand how a NGO runs its voluntary activities and what sort of impacts such program can have.

1.5 Motivations and Contribution of the study

Yin (2018, p. 85) argues that studying a phenomenon through a case study contributes to enrich existing theoretical model by challenging, confirming, or expanding the theory. Gioia et al. (2013) argue that doing a case study of organization not only confirms existing literature but also builds new managerial and strategic knowledge for an organization. Moreover, findings from case studies can be applied with other cases to contribute to scientific research of any field as such findings can act as initiating point to generate new ideas for further research. (Gioia et al., 2013.)

This study in general aims to contribute in two ways. First by building deep understanding of NGOs. The research will follow interdisciplinary framework to bring

scattered important insights together which can be developed more profoundly in future to enrich business literature that already considers NGOs as important actors in business sphere however lacks competent and independent research on NGOs. Secondly, this research aims to contribute to ODL by providing knowledge in managerial and strategic level about the effects of philanthropic rehabilitation program of traumatized immigrants that the ODL has been conducting in Finnish society and the value of such philanthropy for ODL.

Maxwell (2022, p. 47) argues that there can be various goals associated with research that can be the motivation for carrying out any scientific research. Scientific research is motivated by personal, practical, or intellectual goals that keep a researcher motivated. Scientific research with purely personal goals might introduce bias and compromise study's reliability and validity. Scientific research needs a mix of intellectual, practical, and personal motivations to produce meaningful and reliable results. (Maxwell, 2022, p. 47.) For this research, the researcher's initial motivation comes from the desire to learn how NGOs relate with society, business, and state to accomplish social well-being. This research is also motivated to find impacts of case NGOs' philanthropic program as it will help to ODL to evaluate effectiveness of such program. This research is also motivated by the researcher's intrinsic desire to examine NGOs as actors coming from social science, political, and economic sphere influencing business literature.

1.6 Research Methodology

The research will be qualitative in nature and follows a case study approach . Since this study is qualitative, no numerical data will be analyzed. The theoretical framework will be constructed by using relevant scientific literatures and guidance provided by University of Oulu. Qualitative research is descriptive research. The qualitative case study of an organization examines specific phenomenon in depth of that organization and builds profound understanding of that phenomenon (Gioia et al., 2013). Qualitative research aims to understand the world through diverse ways such as talks, ideas, opinions, descriptions etc. The qualitative research examines interrelated connection of social elements and builds a vision to look the world in unique way (Denzin & Lincoln, 2011, pp. 45-46).

Chapter 4 in this study elaborates the research methodology in detail.

1.7 Structure of Research

The structure of research will follow the guided process of master's thesis research from University of Oulu. The research will have introduction and background as first chapter where the predesigned goals or objectives will be described. The structure will be followed by literature review, that would define the research topic. The existing literatures would be analyzed to define roles and relationships of NGOs with business, society, and state along with significance of philanthropy for NGOs. Third chapter will research about immigration in Finland, trauma to immigrants and NGOs providing mental health care to rehabilitate traumatized immigrants

Research methodology would be the fourth part of this research and would explain the chosen research methods, data collection and data analysis approaches. Findings and Discussion section as fifth chapter will explain collected data from various sources and present what the research has gained. The findings will be outcomes of the research, and in the discussion section those findings will be explained and interpreted. The last part will be the sixth chapter as conclusion section. Here the thesis will be restated and a summary of the important aspects of the paper and will be provided as a conclusion. This chapter will also have managerial and organizational implications for case organization, evaluation of the study , limitations of the study and future research suggestions.

2 THEORETICAL FRAMEWORK

2.1 Definitions and Concepts

This chapter will focus to define various concepts to conceptualize definition, history, and nomenclature of NGOs.

2.1.1 Civil society

Civil society are non-governmental and non-market associations formed by actors having common interests which aim to raise collective voice among social issues, carryout changes, and influence social, economic, and environmental issues (Teegen et al., 2004; Lambell et al., 2008). Despite some disagreements regarding the structure and functions of civil society, most scholars from a variety of disciplines agree on the fundamental concept of civil society, i.e., civil society is a societal element and a type of society that exists in the public domain (Edwards, 2009). Civil Society construct societal view and ideology to react on the different issues with in the state and pursue the mutual path for state and society to move forward on various issues (Whaites, 2000, pp. 125-127).

The reason civil society emerges is due to the inability of single member of society to raise voice for its concerns due to various legislative, social, or political barriers (Chandhoke, 2007). Also, they emerge because of ignorance or marginalization of their key societal concerns by governmental or economic institutions. The autonomous organizational form of civil society focused on agenda gives birth to NGOs. (Teegen et al., 2004.) There might be several formal and informal associations within civil society. They consist of numerous community organizations, such as neighborhood associations and local youth clubs, advocacy groups, NGOs, cultural, labor, and professional associations, and many others. In general, civil society comprises all organizations and entities outside the state and market. (Carothers et al., 1999.)

2.1.2 Non-Governmental Organizations (NGOs)

NGOs are having diverse viewpoints from various literatures such as from political science, cultural ideologies, sociological theories, economic concepts, environmental theories, humanitarian principles, legal aspects and so on (Demars, 2005, pp. 1-5; Davies, 2019, pp. 1-4). NGOs are very hard to put inside common definition. Many scholars across different literatures mention that NGOs are the organizational form of civil Society, and they are constituted within civil society; however, there is no common consensus to define what NGOs are. They have often been understood as civil society or voluntary organizations doing advocacy and campaigns and providing services to people in need for social wellbeing. (Salamon and Anheier, 1992; Vakil, 1997; Lewis and Kanji, 2009, p.2, Davies, 2019, p.1.)

NGOs have been mostly defined as organizations that do not belong to the state and their tasks are financially non-profitable (Joachim, 2003; Lewis, 2010; Aboramadan, 2018). NGOs are private institutions which are formally organized, are philanthropic by soul and have self-governing (Gordenker and Weiss 1995). Their functions and organizational structure vary according to their types, nature, and objectives (Vakil, 1997). NGOs are considered as a part of third sector in institutional perspective (Lambell et al., 2008; Lewis, 2010). According to Salamon and Anheier (1992a), NGOs are organized, non-profit, self-governing institutions which are operating in society for voluntary purposes. Vakil (1997) argues that NGOs work mostly for people or groups lacking access to different public and humanitarian services. NGOs are organizational forms of civil societies, pursuing social desires in various social, political, environmental, economic and in legislative levels (Teegen et al., 2004).

NGOs advocate non-commercial activities in economic, social, environmental, and political spheres (Salamon, & Anheier, 1998). NGOs are non-profit, non-criminal, and neutral regardless of their size or field. NGOs are created under state laws and operate differently. Thus, NGO status relies on a country's laws (Davies, 2019, pp.1-3). The expansion of democracy in the globe has made legislative processes easier to form NGOs by private citizen groups (Brass et al., 2018).

NGOs are mostly the products of social movements, however institutional pressures/contexts are also the cause of their birth (Teegan et al.,2004; Kourula and Laasonen, 2010). The civil rights movement in the US or global human rights movement etc., can be exemplified as social movements that helped to formalize labour institutions, human rights agency etc. as NGOs across the globe (Teegan et al.,2004). NGOs are also formed by grouping of private citizens who aim to raise social and environmental concerns that governments neglect (McCormick, 1999). Kourula and Laasonen, (2010) argue that social, environmental, cultural, and other operational groups can be NGOs with legal organizational bases and independent, non-profit activities.

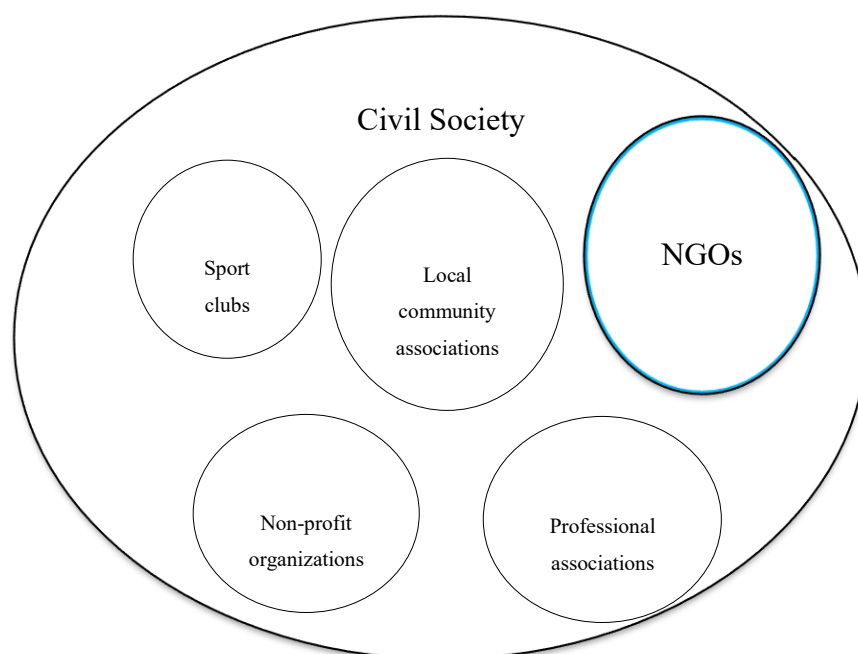


Figure 1: Depicting Constituents of Civil Society (Modified from Teegan et al., 2004)

2.1.3 Nomenclature of NGOs

According to Götz (2008: 233) there are various names and phrases for NGOs, making them hard to recognize. Many overlapping terminologies make it hard to grasp their structure and functioning. The clear terminological understanding of various NGOs will give an insight into their agendas, organizational structure and overall create a better understanding of NGOs. However, sorting out NGO acronyms is a challenge because NGOs serve distinct purposes but overlap in their operations.(Götz, 2008, p.

233.) According to Vakil (1997, pp. 2058-2060) the most associated term with NGO is nonprofit organization (NPO) and other is (Private Voluntary Organization) PVO however they have differences. NPOs could be financial or economic institutions or other civil society groups that do not distribute profit which are excluded in NGO concept. Another term associated with NGO is (Private Voluntary Organization) PVO which generally means that they are funded by donors from Western economies (Götz, 2019, p .19). Other term that is associated with NGOs is International Non-Governmental organization (INGO) which generally means international NGOs and they have transnational operations (Teegen et al.,2004). Other terms related to NGOs are Northern NGO(NNGO) and Southern NGO (SNGO) where NNGO (Northern NGO) means NGOs from developed and industrialized countries and SNGO means NGO operating in developing countries (Fowler, 1991). Also, NGO acronyms are Donor organized NGOs (DONGOs) and Quasi-NGOs (QUANGOs). DONGOs are the NGOs formed by donors with their interest. QUANGOS are NGOs which receive fundings from the public sector and are based in developed economies. (Vakil, 1997, pp. 2058-2063.) According to Nasiritousi (2019, pp. 335-337) other terms related with NGOs are business and industry NGOs (BINGOs), trade union NGOs (TUNGOS), environmental NGOs (ENGOS). BINGOs are NGOs that are founded and run by businesses or industries. TUNGOS are NGOs established and run by trade unions. ENGOS are NGOs that work on environmental issues and conservation efforts. (Nasiritousi, 2019, pp. 335-337.) Götz (2008, p. 232) mentions of religious NGO (RINGO) and Development Justice and Advocacy NGO (DJANGO) as other terms related with NGOs.

2.1.4 History and Emergence of NGOs

According to Lewis and Kanji (2009, pp. 25-28) NGOs and their concept started to evolve from eighteenth century. In the 19th century, other civil society organizations started to emerge, and NGOs started to take transnational shape (Götz, 2019, pp. 25-26) Philanthropy, peace movements, the abolition of slavery, and tariffs motivated most such organizations back then (Lewis & Kanji, 2009, pp. 16-31). They were non-profit, humanitarian, religious, formed for social welfare, and most importantly, independent of governments depicting NGO traits (Lewis & Kanji, 2009, pp. 18-32). Religious charities funded such organizations at that time (Lan, 2018).

Distinct political, social, and economic causes caused diverse types of NGOs and their distinct roles throughout the 20th century (DeMars, 2005, pp. 34-35). Various global events such as post world war situations, decolonization campaigns, the cold war, labor rights, peace movements, rise of significant human right movements, environmental issues and globalization caused the meteoric rise of NGOs across the globe (Lewis & Kanji, 2009, pp.30-35).

The early twentieth century saw the formation of prominent NGOs like International Labour Organization (ILO) and Save The Children, a humanitarian organization in UK (United Kingdom) whereas NGOs started to gain status of third sector in internationally (Reinalda, 2019, pp. 237-243). However, the world wars and complex geo-political and economic contexts heavily affected NGOs' activism and most of the NGOs collapsed until 1945 (Davies, 2014, p. 137). After World War II, the United Nations formation in 1945 legitimized and formalized NGOs (Charnovitz, 2012; Reinalda, 2019, p. 246). Article 71 of the UN Charter formalized NGO involvement in UN tasks and NGOs were provided consultative position in The United Nations Economic and Social Council (ECOSOC) (Götz, 2008, p. 232; Reinalda, 2019, p.246).

Moreover, according to Korten, (1987) , in the 1960s and 1970s, many NGOs focused on global governance, advocacy, economic development, and global South development, helping needy and disadvantaged communities with healthcare, education, and inclusive growth. NGOs were getting invitations to UN meetings and conferences to help to achieve the UN's sustainable goals. (Korten, 1987.) Since the 1980s, NGOs began to influence state and businesses legitimately and successfully across boundaries, especially in developing countries (Brass et al., 2018). Also, 1980s decade was affected by transnational co-operation of Northern and Southern NGOs who focused on peoples' participation and based on social-liberal ideology (Yanacopulos, 2019, p. 158).

Expanding neo-liberal policies in 1980s strengthened NGOs in social, economic, and political areas.(Roth, 2019, p. 268). Due to globalization, NGOs were increasingly important in governmental, economic, social, and environmental roles in the 1990s. Globalization caused transfer of science, technology, commerce etc. in positive side but also it created development of uneven societies, caused exploitation of labor across

poor countries and became a tool for mass immigration. (Bradshaw and Schafer, 2000, pp.100-103.) The rise of internet and influential media was also the cause for dramatic rise of NGOs in 1990s (Petrova, 2019, p. 321). After the Soviet Union collapsed in 1991, democratic social, economic, and political order arose, that facilitated NGOs role in many areas (Lan, 2018). During the 1990s, shareholder's views were evolving toward a more open approach where a variety of stakeholders' opinions were valued for dynamic decision making. This opened the way for NGOs to engage in influential corporate organizations' decision-making processes. (Doh and Teegan, 2002.)

The history of NGOs in 21st century comprises of NGO expansion, growing influence, and gradual evolution across many fields such as in philanthropy, volunteering, socio-economic development and addressing environmental issues (Davies, 2014, p. 168). NGOs grew more prominent and successful at providing humanitarian aid, promoting ethical standards, and rebuilding war-torn nations like Afghanistan, Somalia, Iraq, and so on (DeMars, 2005, pp. 182-189). The establishment of Millennium Development Goals (MDGs) by UN in 2000 to eradicate poverty and uplift human living standard provided place for NGOs to monitor and advocate the progress of designed goals (Brinkerhoff et al., 2007, pp. 1-4). However, the 2008 recession and financial crisis created some hindrance in NGO development (Davies, 2019, p.8). NGOs in recent period have also been involved in monitoring and pressurizing businesses to have transparent sustainable reporting and promoting sustainability (Sisaye, 2021).

Recent concerns with NGOs' accountability and transparency have led academics to criticize their funding and operations (Crack, 2019, pp. 621-623). The COVID-19 epidemic pushed NGOs to adapt their operational approach and their financing also decreased (Waniak et al., 2019). However, NGOs were helpful in campaigning for fair vaccination distribution in impoverished countries, distributing useful information about COVID-19, and helping pandemic-affected families worldwide (UNESCO, 2022). Despite numerous challenges, 21st-century NGOs have grown and transformed. They monitor global challenges, promote innovation, research, ethics, and influence policy making at various levels. Rise of social media and internet access have improved their effectiveness. (Davies, 2014, pp. 170-173).

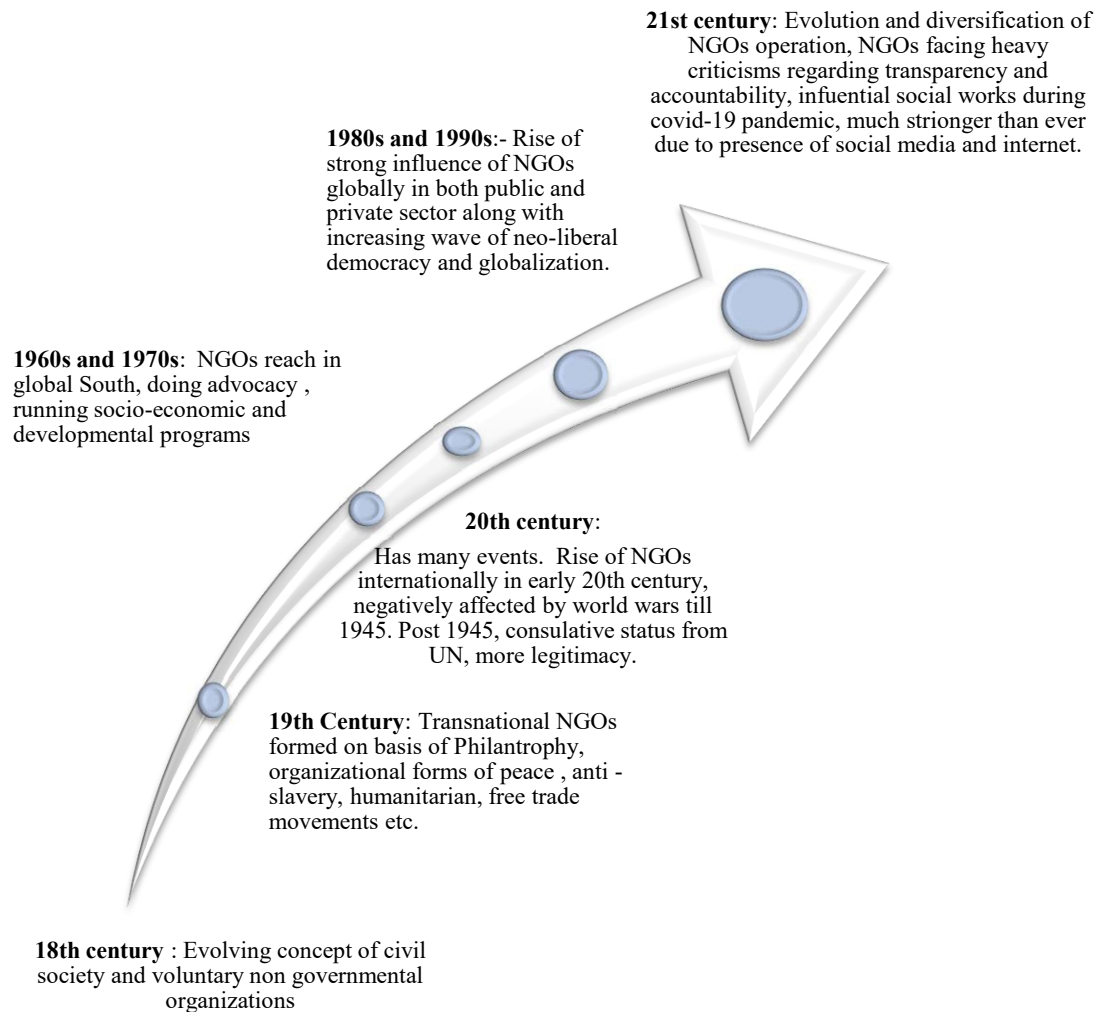


Figure 2: Conceptual history of NGOs as described in theoretical framework.

2.2 Roles and Relationships of NGOs

This section provides a holistic theme about NGOs' different linkages with business, society, and state. Further this section examines the essence of philanthropy to NGOs.

2.2.1 NGOs and Businesses

The research to explore the NGO-business relationships has been businesses researchers' interest as NGOs have been impacting business operations and decision making constantly (Doh and Teegan, 2002; Teegan et al., 2004; Kourula and Laasonen,

2010). Millar et al. (2004) discuss that NGOs also serve as a bridge for enterprises, assisting them in transitioning into uncharted markets. The escalation of globalization, liability of foreignness and non-market challenges compels firms to work with NGOs. NGOs offer access to social capital and institutional connections that are crucial for companies to function successfully in the market. (Mudambi and Navarra, 2002; Teegan et al., 2004 ; Millar et al.,2004.) NGO-business relations is very hard to predict as it varies how both parties develop relationships because of their own interests (Lewis, 2019, p. 177).

NGOs are recognized as legitimate stakeholders in the business arena and can impact business operations (Ottaway, 2001; Doh and Teegan ,2002; Teegan et al., 2004; Oetzel and Doh, 2009; Fassin, 2010). NGOs play key role to handle the institutional pressure that businesses get during market expansion (Peng et al.,2008). NGOs are deeply rooted in society and have access to a variety of information, businesses should be extremely cautious and evaluate the potential effect of NGOs on their investments and projects (Doh and Teegan, 2002). NGOs can negotiate, engage, and play a collaborative role with companies. Additionally, NGOs are very much capable of building exchangeable connections that businesses require for a variety of investment projects. (Doh and Teegan ,2002; Teegan et al., 2004.) For example, NGOs can advocate and lobby with governments to enact fair economic policies that can affect business operation and investments in that host country (Teegen, 2003). In addition, NGOs contribute greatly to the infrastructure privatization process by bringing up important concerns, such as rising costs, job losses, etc. and find a path for mutual benefit among businesses, public and government (Doh and Teegan, 2002). NGOs may also push for more equitable trade and tax laws, as well as reforms to combat corruption in the corporate world (Pearce, 2003, pp. 7-11). Investments and strategic choices businesses can be affected by NGO activism (Doh and Teegan ,2002).

NGOs must be taken into consideration while formulating strategy by businesses as NGOs can lobby consumers and governments for particular action that can affect MNEs in either way. Better results can be achieved by co-operation and partnership with businesses and NGOs. (Lambell et al.,2001; Dahan et al., 2010; Kourula and Laasonen, 2010.) Foreign markets typically provide businesses with unanticipated obstacles, preventing them from generating comparable profits to their local

counterparts. As neither businesses nor NGOs can achieve their aims or create good changes on their own, collaborative connections between them can be effective. (Teegan, 2003; Dahan et al., 2010.) NGOs may provide firms with knowledge, expertise, and networks that they cannot get from their corporate counterparts. NGOs also add credibility to businesses by helping them address stakeholders' social and environmental concerns. (Peng et al., 2008.) In addition, such cooperation between NGOs and businesses can result in micro-level improvements in socioeconomic and environmental challenges (Dahan et al., 2010). However, they must maintain clear communication, transparent financial and management systems to avoid partnership problems (Oetzel and Doh, 2009).

NGOs have a critical need to establish links and alliances with companies, and analyses NGOs from the perspective of resource dependency theory (Yanacopulos, 2005; Lambell et al., 2008). NGOs also create cross-sectoral coalitions to influence, negotiate, or campaign for their causes. Alliances with corporations are necessary for NGOs to obtain the finances and resources necessary to function otherwise they might collapse (Ottaway, 2001, Yanacopulos 2005; Lambell et al., 2008).

NGOs and companies can complement one another by covering operational capacity shortages, and they can also collaborate to create unique, cross-sectoral business models (Dahan et al., 2010). Examples of such collaboration include the creation of a new service or product that neither firm could create alone. This can develop and share social and economic value for both parties, which can mutually support one another. (Dahan et al., 2010.) NGOs monitor and put pressure on corporations that do not practice ethical, social, and environmental responsibility, compelling them to admit the existence of their negative externalities and find a way to co-operate (Vachani et al. 2009, Buckley et al., 2017). Partnerships between business corporations and NGOs may be able to address both ethical and social/environmental challenges, which increases confidence in such cross-sector partnerships (Lue et al., 2020). Companies have started collaborating with NGOs to engage in corporate volunteering to generate a positive reputation and social impact (Brzustewicz et al., 2022).

2.2.2 NGOs and Society

NGOs have diverse and multifaceted roles and relationships linked with society (Frantz 1987, Lewis, 2001). The origin, capital and strength of NGOs all lie in their social relationships and most of their origin is because of organized social movements (Frantz, 1987). Lewis (2001, pp. 146-148) argues that NGOs advocate for the rights of disadvantaged individuals by bringing attention to social concerns and improving social welfare via legislative and policy reform. They also carry out many voluntary and philanthropic deeds at the community level. This may enable them to advocate for marginalized communities and hold corporations and governments accountable for their activities- (Lewis, 2001, pp. 146-148.) All these grassroots ties of NGOs to the community enable them to build social capital that bolsters their institutional standing (Millar, 2004).

NGOs do deep interactions through smooth and efficient channels to bring up social issues to the surface (Lnag, 2012, p. 54). NGOs act as watchdogs for various actions of other organizations that impact society (Carroll, 2018, p. 9). NGOs play an active role to raise awareness in societies in many issues such as of sustainable social consumption (Kong et al., 2002). NGOs serve local communities by addressing social issues that companies and governments ignore. NGOs defend human rights, lobby governments and businesses to safeguard them. They connect societies to mainstream political and economic organizations. (Salamon and Anheier, 1998a, Stromquist, 1998.) They speak for the poor and push for a moral society in vulnerable societies (Stromquist, 1998).

NGOs are also providing jobs and promoting social investments in developing countries (Woller and Parsons 2002). NGOs involving in micro credit programs and significant philanthropic deeds to uplift poor communities in Nepal and in Bangladesh (Rankin, 2001). NGOs are effectively advocating women, labor, and child rights in developing countries. The continuous decline of socialist views and governmental inability to address micro level societal concerns has raised the value of NGOs at the societal level globally (Trivedi & Stokols,2011). Social transformations and developments are mostly possible because of NGOs' activism (Aboramadan, 2018). NGOs also play a crucial role in establishing global social contracts based on equality,

fairness, and mutual benefit, carrying out their own social responsibilities and in fostering social justice (He, 2007). NGOs also ensure that companies fulfill their corporate social responsibility (CSR) whereas monitor its implementation (Dahan et al., 2010). The effective institutional linkages, successful social incentives, and their level of trust in societies provides NGOs legitimacy in their operations and increases credibility (Dahan et al., 2010).

2.2.3 NGOs and State

Non-Governmental Organizations (NGOs) and states have a most complicated and multifaceted relationship that has been the subject of broad research across many literatures (Bratton 1989; Lewis, 2010). The political climate, the aims of the NGO, and the degree of cooperation between the NGO and the state all play a role in shaping the nature of this relationship (Edward and Hulme, 1998).

Traditionally, NGOs are civil society organizations that pressure the state if it neglects socio-economic issues or the detrimental effects of its policies and activities in that area (Marcussen, 1996). However, the state is the most complicated entity, with a high degree of bureaucracy, political parties, and a constitution on one side and complex social structures and people on the other (White, 1999). Thus, how the state perceives the NGOs is a difficult theme to explain. The regional government and central government within one state might have different views on NGOs. Similarly, political parties within the state can also oppose or use NGOs for their own agendas, which may not be relevant to the state's interests. NGOs are also affected by other public sector institutions, despite states' concerns. (White, 1999.)

The ineffectiveness and lack of state's engagement in developmental and social projects led to the rise of NGOs (Marcussen, 1996; Jordan and Tujil, 2000; Nega and Schneider, 2014). The state cannot oversee all social and economic levels, creating a large space through which third sector groups like NGOs can operate (Edwards and Hulme, 1998). NGOs are often used by states to provide social and humanitarian care to most marginalized societies in order to control national and international backlash (Keck, 1998). In developing states, NGOs have been seen delivering services or engaging in local development processes. While in modern, democratic states, NGOs

are seen as a kind of pressure group, advocating, lobbying, and pressuring for robust democratic processes. (Whaites, 2000, p. 131.)

According to Jordan and Tujil, (2000) for four key reasons, nations engage with NGOs. First, NGOs can execute social initiatives cheaply and efficiently. Second, NGOs can reach the most vulnerable groups and individuals. Third, they provide innovative, rapid, agile, and adaptable services. Fourth, government and state entities benefit from NGOs' effective social welfare programs. (Jordan & Tujil , 2000.) Moreover, it also perceived that strengthening co-operation with NGOs leads to enhance state legitimacy if NGO and state work together in socio-economic and environmental issues (Mercer, 2002).

NGOs, on the other hand, engage with the state to obtain legitimacy, extend their operations, and get funding to operate in state-controlled society. To reduce legislative barriers and establish operational legitimacy, NGOs choose to engage and communicate with the state. (Mercer, 2002; Nega and Schneider, 2014.) Only with strategic partnership with the state, NGOs can work on policy reforms, advocacy in national and international level and run effective projects (Clark, 1992). NGOs have been helping developing states such as in Asia, South America, and Africa mostly in achieving sustainable socio-economic system (Flower, 2013). By co-operating with elected governments, NGOs can ensure political and institutional support for long term (Edwards and Hulme, 1998). In most situations, NGOs aim to maintain positive connections with state governments while keeping a safe distance because they fear that extensive bureaucratic governmental processes would slow them down in providing social services (Lewis, 2002, pp .148-149).

Moreover, state -NGO relationships are also full of issues, doubts, and conflicts. State always has lack of trust with NGOs (Bratton, 1989; Clark, 1992). State laws and institutional policies can change as NGOs grow. Governments expect public support through working with NGOs on social development. However, NGOs' incapacity to offer services and lack of transparency and accountability can seriously jeopardize any state government's legitimacy by sparking widespread outrage. Thus, states want to regulate NGOs by monitoring, coordinating, regulating, and prohibiting their operations.(Lewis, 2002, pp. 150-151.) NGOs also struggle to gain public image

because state governments might perceive them as competitors in providing socio-economic services and try to interfere in their operations (Bratton, 1989). If NGOs criticize government policies and bring large foreign funds to oppose the state, the state can respond aggressively to liquidate and punish NGOs (Clark, 1992). Transnational NGOs can be very challenging to handle for state. They can use their international linkages to bring funds and resources to work for social welfare or use those linkages such as media and resources to pressurize state against its policies and activities. (Marcussen, 1996.)

Clark (1992) mentions that state -NGO relationship can vary in different states. For instance, in states with authoritarian and corrupt regimes, NGOs usually oppose the regime or side with political opposition and NGO-state partnership rarely occurs. In Marxist states where is single party rules the state, there is higher mistrust between government and NGOs, however there can be some sort of partnership in developmental programs. If NGOs go against the government in such states, they are dissolved or face punitive legal charges and if they become successful, the state can absorb them so that they promote the political agenda at the grassroots level. In liberal democracies, NGO-state relationship is hard to predict. (Clark, 1992.) In such states, each level of government can have varied views on NGOs' actions, although liberal democratic states are most favored by NGOs to operate in (Clark,1992; Mercer, 2002).

Nega and Schneider (2014) argue that the NGOs can have popular success in social and economic areas while they do not last long. NGOs have limited resources for certain time and if they continue to expand their operations, they might face problem of their own bureaucracy and lack of resources. NGOs can never be understood as long term solution for social, environmental and market issues despite the weakness of state in those areas (Nega & Schneider, 2014). Any civil society association cannot weaken state capacity (Carothers & Brandt, 1999). NGOs should never aim to replace state institutions in socio-economic areas. Also, they cannot focus on donor concerns or government objectives because this would cost them legitimacy as they can forget their objective of providing aid to poor. (Edwards and Hulme, 1995.) Long term socio-economic solutions are hard to achieve through NGOs activism. State institutions through elected national and regional governments perform socio-economic services more effectively and sustainably than NGOs. (Edwards and Hulme, 1998.)

Despite difficulties, state-NGO partnerships are growing internationally due to strong neo-liberal governments in the west that support NGOs (Mercer, 2002). Western nations also encourage developing nations to work with NGOs on social, economic, and environmental issues. NGO-friendly states are also more respected in Western nations. (Mercer, 2002.) NGOs provide social services without endangering state sovereignty since they have no voting rights and are regulated by the state (Raustiala, 1997). NGOs must collaborate with the state to achieve sustainable socio-economic development. To build confidence with state agencies (Jordan & Tujil, 2000), assure credibility, resources, legitimacy, flexibility in operations, and for long-term survival, NGOs must be ethical, accountable, and transparent (Edward and Hulme, 1995). In a state where the government is populist, confident, and wants to tackle socio-economic issues in the short and long term, NGOs can function more effectively (Clark, 1992).

2.2.4 NGOs and Philanthropy

There is no specific and universal meaning of the term philanthropy, and many researchers describe it from their own perspective (Sulek, 2010; Salamon, 2014). Philanthropy often involves donating money, time, or other resources to a cause or organization. Philanthropy seeks to benefit others. Ethics and morality drive philanthropy. (Sulek, 2010.) Philanthropy may have some interests that benefits public and environment (Andreoni, 2006, p.1). Philanthropy refers to the voluntary contribution of available capital for humanitarian or environmental causes. Philanthropy has been practiced worldwide since ancient times. Increasing business dominance in societies has led to growing demands for their social responsibility, altering the dynamics of conventional philanthropy. (Salamon, 2014, pp. 7-20.)

According to Ott and Dicke (2021, pp. 35-38), NGOs through their collective efforts organize and philanthropic deeds in order volunteer something better for others. Oruç and Sarikaya (2010, p. 89) mention that NGOs are the most influential organizations to provide philanthropic contributions by donors in grassroot level in various social and environmental needs. The public and private sectors engage with NGOs to perform philanthropic and voluntary work because they are trustworthy and capable to do such tasks. (Oruç and Sarikaya, 2010, p.89.)

NGOs and philanthropy are often intricately linked, as NGOs are often recipients of philanthropic support (Smith, 2019, p. 204). NGOs are non-profitable, operate independently so they accept funding from a variety of sources, including individuals, corporations, foundations, and government agencies. They typically rely on philanthropic support to carry out their work.(Smith, 2019, p.204.) Philanthropy is a sort of income for nonprofit sector like NGOs (Salamon and Anheier,1992a, p. 130).

Philanthropy is important for NGOs to interact with the community, demonstrate accountability and transparency, build credibility, and trust. Their performance in social wellbeing yields them more philanthropic support. (Oruç and Sarikaya, 2010, pp. 82-89.) By philanthropic support, NGOs can carry welfare actions that state and economic institutions are unable to do (Zhan, 2020). Many poor societies in developing countries are dependent on such philanthropic and voluntary deeds of NGOs in the field of child support, health care and education. Having effective philanthropic tasks gives them access to novel resources while promotes legitimacy of their vision and increase the likelihood of future support (Smith, 2019, pp. 529-537.)

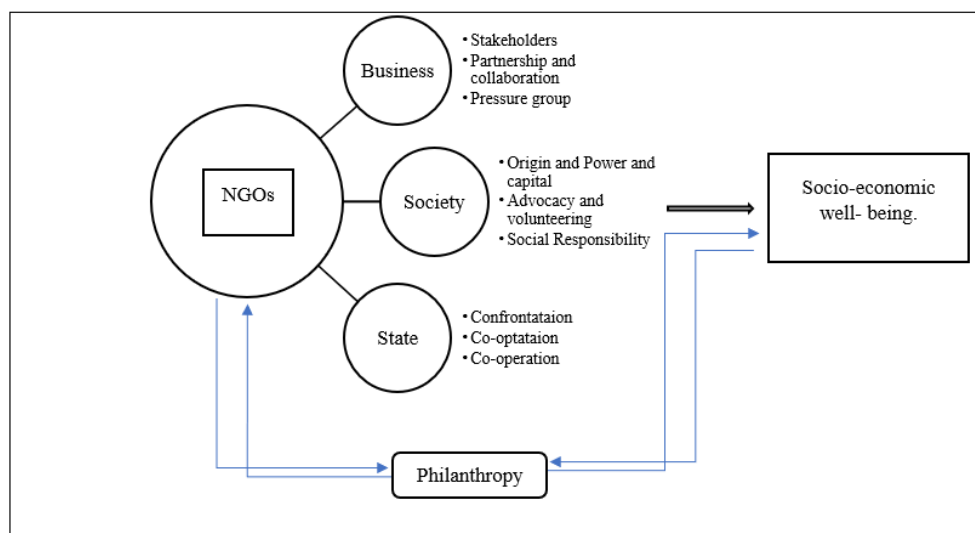


Figure 3: Conceptual figure depicting roles, relationship and purpose of NGOs discussed above

3 IMMIGRATION, TRAUMA REHABILITATION AND NGOS

This chapter will discuss in depth about Immigration in Finland, several factors that can cause trauma to immigrants in Finland. This chapter will also analyse how NGOs are conducting various social responsibility program of rehabilitating traumatized immigrants.

3.1 Immigration and causes of trauma to immigrants In Finland

According to Hoskin, (2017, pp. 3-7) immigration refers to the movement of individuals who leave their country of origin to reside permanently in another foreign country. The people who move to foreign country are called immigrants. Immigration is the process of moving to a completely new nation, establishing new roots there, and assimilation into the local culture and laws. Immigration is a prevalent word for those who leave their own country in pursuit of better education, work or seek refuge from political or social tyranny. (Hoskin, 2017, pp.3-7.)

The wave of immigration started in Finland from the decade of 1980s and 1990s. (Matikainen, 2003; Välimäki, 2019) . Saarinen (2011, pp.145-155) states that the influential wave of immigration started in Finland since Finland joined European Union (EU) in 1995. Finland as compared with other western EU countries has very recent history of immigration. Finland follows EU immigration policies and has also own national immigration policies. To make immigration process smooth and reliable, The Finnish Immigration Service, Migiri was established in 2007 as decision making institution as well as many institutional and policy level reforms were carried out in 2007. The political ideology of Finnish government has been affecting Finnish immigration policies. (Saarinen, 2011, pp. 145-155.)

Finnish population has constantly faced decrease in its population and fertility rate while constant rise in the number of ageing populations. Similarly, shortage of labor is also a problem that Finland is facing continuously. In this situation Finnish government sees the immigration as possible solution to this population crisis problem. (Saarinen, 2011, p. 149; Välimäki, 2019.) According to the data from Statistics Finland (2021) the total population of people with foreign background consisted of 469, 633

which is 8.4% of the total population of Finland. In 2021, Finland saw the entry of new 36,364 immigrants while as in 2020 the number was 32,898 (Statistics Finland, 2021). Kärkkäinen, (2017, p.25) mentions that Finland has now diverse society with people from 200 countries living here and speaking more than 150 languages.

Kärkkäinen, (2017, pp.22-25) mention that there are many reasons which is because of which Finland is seeing rise in the number of immigrants. The greatest number of immigrants that Finland is receiving consist of people who are coming for family reunification. However, Finland has also received substantial number of refugees as humanitarian task. Moreover, after war in Ukraine, Finland has received approximately 45,000 Ukrainian refugees as asylum seekers. (Finnish Government, 2023.) Other reasons why Finland is receiving immigrants is because of international students, work-based immigration, and humanitarian immigration (Lehti et al., 2016). Finland being a safe country where foreign nationality does not play a role in accessing social welfare system and being a Eurozone are also major reasons why immigration is increasing in Finland for various reasons (Statistics Finland, 2014).

3.2 Trauma to immigrants and NGOs providing Mental Health care to rehabilitate traumatized immigrants.

According to Luckhurst, (2013, pp. 1-22) trauma is defined as the failure of an individual to cope with or control their emotions because of extremely unpleasant and unsettling situations. A person can experience trauma for a variety of reasons, including abuse, isolation, accidents, violent attacks, natural catastrophes, wars, etc. Trauma may have both physical and mental effects on an individual. Stress, flashbacks, nightmares, sadness, anxiety, etc., are among the various symptoms of trauma. Sometimes, many people get Post-Traumatic Stress Disorder (PTSD) which happens after the end of trauma. Traumatic individuals can be rehabilitated through therapy or other supporting methods that enable individuals to regain control and experience well-being. (Luckhurst, 2013, pp.1-22.)

Bhugra and Becker (2005) argue that frequent obstacles, such as cross - cultural adaptation stress, social isolation, and language limitations, can result to mental health issues for immigrants. Studies indicate that immigrants are more likely than the overall

population to have mental health conditions. Immigrants' mental health can have a substantial influence on their well-being and capacity to adapt into their new communities. (Bhugra & Becker, 2005.) Migration-related trauma can result in a variety of mental health problems, including post-traumatic stress disorder (PTSD), depression, and anxiety, among others (Hollifield et al., 2002).

Traumatic experiences among immigrants is also common in Finland because of the inability of immigrants to communicate in local language, and also because of their social and cultural differences (Lehti et al., 2016). Liebkind and Jasinskaja (2000) mention that lack of proficiency in the Finnish language can make it difficult for immigrants to communicate with others and access important services, such as healthcare and education. Such inability to communicate also hinders them to get employment and thus immigrants are forced to do unskilled jobs despite of their professional ability. Immigrants may face discrimination in the job market and have difficulty finding work. Also, immigrants are seen to have lack of trust in Finnish authorities. These all scenarios also contribute to stress and traumatic effects in Finnish immigrants. (Liebkind & Jasinskaja, 2000.)

Lehti et al. (2016) mention that among various types of immigrants such as refugees and asylum seekers are most prone to traumatic experiences. People of Kurdish, Somali and Russian background have been seen with significant traumatic experiences in Finland (Castaneda et al., 2020). The new society, fear of getting negative decision on visa or residence permit are other reasons that are causing trauma to immigrants (Castaneda et al., 2020). Masoud et al. (2021) state that education and training are the foundation of Finland's immigrant integration programs. However, such policies try to make immigrants more like Finns. Finnish society expects well-integrated immigrants, which is difficult for immigrants to achieve. Thus, immigrants have various challenges in integrating into Finnish society. (Masoud et al., 2021.) Bešić et al. (2022) state that if societal integration of immigrants fails, they are much prone to psychological health problems and trauma.

As of getting mental health care, immigrant living in Finland with a valid residence permit and a municipality of residence will be eligible for various health care services of the Social Insurance Institution i.e., Kela. (Finnish Institute for Health and welfare,

2022). However, Castaneda et al. (2020) mention that there is no uniform policy in place in Finland to assist newly arrived immigrants in need of mental health treatment or rehabilitation programs. But immigration and other factors are already making Finnish population diverse. As a result, Finland's system of mental health treatment for foreign nationals is in dire need of institutional and regulatory improvements. Immigrants' mental health care difficulties in Finland can be effectively addressed via the support and engagement of other actors providing mental health services (Castaneda et al., 2020).

NGOs have recognized the need for mental healthcare services for immigrants and have been providing rehabilitation services to traumatized immigrants (Bäärnhielm et al., 2021, p.442). There are various examples of NGOs providing mental health care, psychological and trauma care services for immigrants (Bäärnhielm et al., 2021, p.442; Bešić et al., 2022). Refugee Trauma initiative is one of the NGO working such sector across Greece and United Kingdom (Refugee Trauma Initiative, 2023). This NGO helps traumatized immigrants like refugees recover from mental health issues in host nations. This NGO promotes community, trust, and psychiatric treatment for traumatized immigrants. (Refugee Trauma Initiative, 2023.)

The Deaconess Foundation as an NGO has been also working actively in Finland to provide rehabilitation services to traumatized to immigrants in Finland (Deaconess Foundation, 2023). It runs The Centre for Torture Survivors (CTSf) and War Trauma Rehabilitation as an adult psychiatric outpatient clinic, that provides aims to rehabilitate traumatized immigrants through psychological and physiological treatments. The Deaconess Foundation provides mental health services to immigrants and refugees who have experienced torture or other forms of trauma. In addition to counseling and group therapy, its services have successfully assisted immigrants in recovering from traumatic events. (Deaconess Foundation, 2023.)

4 RESEARCH METHODOLOGY

This chapter examines the research methodology used to evaluate NGOs' relevance, including a case study of ODL's responsibility program for traumatized immigrants. This section discusses research method, data collecting, and data analysis method used in this research .

4.1 Research Method

Wilson (2014, p. 26) defines research as the answering the research questions to advance the knowledge on any topic through gradual and scientific processes that include systematic investigation and analyzing and interpreting the discovered knowledge. The research methods can be qualitative and quantitative (Wilson (2014, pp. 38-40). The quantitative research uses statistics whereas qualitative research uses narrative and descriptive methods. Qualitative research is popular in sociology, anthropology, psychology, business, etc. (Denzin and Lincoln, 2017, pp .45-50; Yin, 2016, p. 4; Flick, 2022, pp.1-2.) This research uses qualitative research method as the research aims to analyze the NGOs in multiple paradigms with a case study of an ODL as NGO that seeks to understand the role of NGOs in rehabilitation of traumatized immigrants.

According to Berends and Deken, (2021) qualitative research examines the phenomenon's emergence, development, and evolution. Qualitative research describes the context and its dynamics. Gephart (2004) states that qualitative researchers notice various elements and construct ideas to understand them. Alvesson et al. (2022, pp. 36-39) mention that qualitative research employs creative or reflexive methods to study informal and behavioral elements that cannot be researched formally. It helps us scientifically evaluate our surroundings with innovative ideas. (Alvesson et al., 2022, pp. 36-39.) Qualitative research may examine any event however research should be transparent, methodical, and focused on well-articulated evidence for validity and reliability.(Yin, 2016, pp.3-10)

There are three ways of building logical approach in qualitative research method which consist of deductive, inductive, or abductive reasoning (Thornberg, 2022, p.244) .

Deductive reasoning is the process by which existing theory is built first and investigation is carried out based on that theory. In Inductive reasoning first observations are carried out and hence hypothesis is built based on that observation. (Thornberg, 2022, p. 244.) Dubois and Gadde (2014) argue that abductive reasoning whereas goes back and forward with both observations and theory that enables a qualitative researcher to understand the phenomenon in new angle. Abductive approach in qualitative research promotes innovation of scientific literature whereas researchers have flexibility to choose relative theories or define observations through utmost scientific reasonings (Thornberg, 2022, pp. 244-254). This research uses abductive approach as this research combines both deductive and inductive methods. It aims to develop new concepts by combining relevant previous theories and new ideas generated with the examination of new phenomenon.

This study aims to conduct qualitative research by answering ``why`` and ``What`` questions along with a single case study of an NGO as a research design. Yin (2018, p. 40) mentions that both questions ``why`` and ``What`` are exploratory and they aim to examine the social phenomenon to provide suggestions and implications for further research and develop new insights from existing phenomenon. Denzin and Lincoln, (2017, pp. 45-50) argue that qualitative research uses talks, opinions, recordings, descriptions, and other methods to comprehend the world. The qualitative research analyzes social aspects' interconnectedness and creates a new perspective which can be multiparadigmatic, inter, trans, or counter disciplinary. Gioia et al. (2013) argue that the organizations are socially constructed and thus employing qualitative research to organizations will elaborate thoughts, actions, and processes of the organization. As NGOs are products of social developments and are social elements (Salamon and Anheier, 1998 ; Teegen et al., 2004), qualitative research is relevant to examine their nature, functions, and impacts.

Stake (2008) mentions that studying about a case in qualitative research means to study about a certain phenomenon as a case. The case study can be conducted by using a single case or multiple. Any incident, instance, or a unit of anything can be a case which can be related person, organization, society, state or to any decision or action. (Schwandt and Gates, 2017, pp. 591-597; Yin, 2018, pp. 45-47; Tight, 2022, pp. 400-403.) Yin (2018, pp. 84-92) argue that a single organizational case study explores the

organization's setting and procedures. A single case study analyzes and explains organizational environment that is novel or poorly understood. Knowledge of organizational procedures and broad organizational traits may help forecast how an organization will operate in any situation.. (Yin, 2018, pp. 84-92.) The single case study provides the way for a researcher to investigate a phenomenon in depth, in particular details and allow researcher to study a context that has never studied before (Schwandt & Gates, 2017, pp. 597-598). This research examines a previously unstudied case study of ODL's social responsibility program for traumatized immigrants. NGOs' value is examined in this single case study. It also seeks to determine why the case organization is running such a program and what benefits it hopes to get.

The research hence is exploratory, applies abductive reasoning and is non-positivist qualitative research. Non-Positivist qualitative research acknowledges that social world is complex, is subjective and it aims to investigate the phenomenon by using interviews and examining participant's subjective experiences (Dubois & Gadde, 2014). The research method can be summarized from the following figure: -

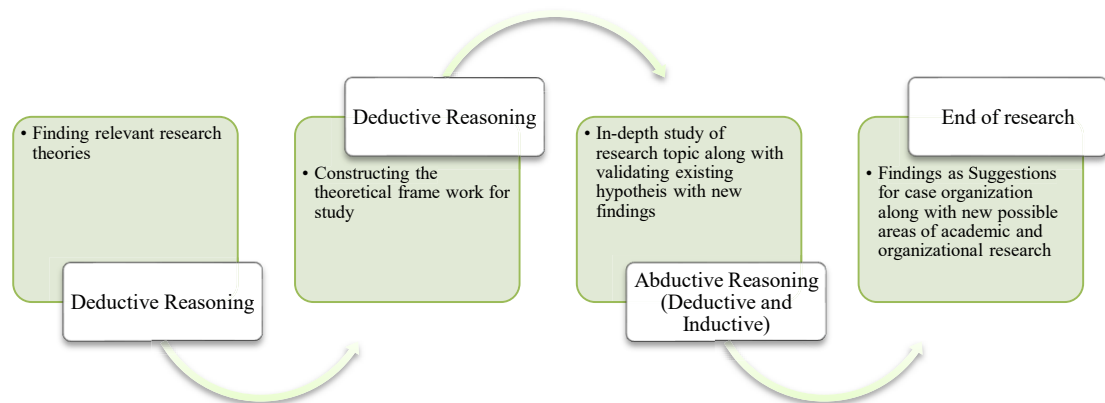


Figure 4 : Depicting research method of this study

4.1.1 Data Collection

To conduct any type of research, a reliable collection of data is required since data is the fundamental building block of study (Yin, 2018, p. 138). Many scholars argue that various data archives, internet sources, interviews, constructed questionnaires, observations etc. can be used as data collection method (Meyer, 2001; Gephart, 2004; Yin, 2018, p.144). Qualitative research uses primary and secondary data. Primary data are research-specific data. Interviews, observation, surveys, etc. can generate primary data. Secondary data are already gathered and published. Secondary data can be found in academic publications, internet pages, encyclopedias, etc. Qualitative research uses primary and secondary data. Primary data are research-specific data. Interviews, observation, surveys, etc. can generate primary data. Secondary data are already gathered and published. Secondary data can be found in academic publications, internet pages, encyclopedias, etc. Wilson (2014, p. 200.)

The research objectives and plan should guide data collection methods. Data collection also depends on resources, scheduling, and data source availability. (Meyer,2001.) Qualitative research uses verbal format to obtain data and has open and flexible approach to gain data (Elliott & Timulak,2005; Roulston and Halpin, 2021: 667). Interviews are most common approach used by qualitative researchers in various types. (Elliott & Timulak, 2005; Yin, 2018, p. 141). The interviews help to evaluate the phenomenon by building concepts through detailed conversations in research topic. Well-argued conversations produce scientific knowledge (Denzin & Lincoln, 2017, p.996). The interviews are conducted to open up experiences, values, opinions, and knowledge of respondents which help to examine research topic (Roulston and Halpin, 2021, pp. 667-668).

In qualitative research there three types of interviews as structured, unstructured, and semi-structured interviews that are used for data collection (Wilson, 2014, p.166). In structured interview various questions for interview are drafted before conducting interview whereas interview is within the boundary of interview questions. In unstructured interview, interviewers have the list of discussion areas and interviewer tries to build meaningful conversation as information provided by respondent. The Semi-structured interview has some questions drafted before, but the interviewer can

alter the interview questions according to the information provided by respondent. It means that semi-structured interview is the combination of both structured and unstructured interview. (Wilson, 2014, pp. 166-177.) Meyers (2001) argues that semi-structured interviews are the most preferred methods by qualitative researchers for data collection.

This study uses only semi-structured interviews as primary sources of data collection. Sample questions were provided to the participants before conducting the interview, and the study has focused on extracting rich information on the research topic by being flexible and building meaningful conversation that enriches the study. This research aims to investigate the value of NGOs along with the impacts that the case NGO is having through its philanthropic and social responsibility programs. Thus, the semi-structured interview method was chosen to explore various themes associated with the research topic so that meaningful insights can be gained for the study.

4.1.2 Case NGO

The case NGO of this study is ODL (Oulu Deaconess Institute) which is an NGO that has been actively working to promote the social wellbeing of people in Northern Finland. Many social welfare actions, such as rehabilitation programs, coaching, and wellbeing services for youths, elders, athletes, and immigrants, are also ODL's current activities. The organization was founded in 1896. (ODL, 2023.)

ODL actively promotes human rights, and the organization runs on the principle of diaconia, which means to help people who need special care in their daily lives. ODL runs various philanthropic projects in Finnish societies to serve the poor, the sick, and those who need special sort of care. The rehabilitation program for traumatized immigrants is one of the pure philanthropic incentives of ODL, which is also named KITU. ODL seeks to help immigrants with trauma by providing free rehabilitation therapies so that immigrants can integrate into Finnish society and do not feel marginalized or ignored in Finland. Various professional doctors, psychiatric nurses, therapists, and language translators are involved in this program. ODL understands that being an immigrant and starting a new life in Finland is full of obstacles that can trigger various traumatic experiences for immigrants. As ODL promotes, advocates

for, and works to ensure the wellbeing of most needy people, it has identified mental health issues among immigrants in Finland that need to be addressed immediately. To get access to this rehabilitation program as an immigrant, one must be at least 16 years of age with a valid residence permit, have a referral from a health care professional on trauma, and have traumatic experiences that are not the most acute and critical. Also, the person needs to have good motivation to be in the program. (ODL , 2023.)

4.1.3 Interviewees selection and conducting interviews.

It is very important to find out the right candidates for interview if the research uses interviews for the source of data collection. There can be many respondents however, researchers must select the appropriate and qualified interviewees to ensure the effectiveness of qualitative research (Yin, 2015, p.146.). Interviewee expertise significantly affects data quality (Fielding & Thomas, 2008; Wilson, 2014, pp. 167-169).

Meyer (2001) argues that single case study research benefits from several interviews and multiple interviewees. Multiple interviewees supply a lot of research information that can be cross-checked. By resolving inconsistencies in other interviewees' information, this strategy also increases data dependability. (Meyer, 2001.) This research was conducted with the intention of describing and analyzing the various viewpoints expressed by the respondents using a pluralist methodology as stated by (Elliott & Timulak, 2005).

This study has placed a strong emphasis on respondent empowerment to get the most insightful information about the phenomena from the multiple interviewees' perspectives. This research focuses on in-depth, semi-structured interviews to find out deep understandings on research issues from interviewees. Finland-based respondents were chosen based on their professional experience and connection to the study's topic. Various NGOs professionals were interviewed to understand the significance of NGOs. Moreover, Managers involved in rehabilitation program and rehabilitated traumatized immigrants were also interviewed to analyze the impacts of case organization's philanthropic program for rehabilitation of traumatized immigrants.

The interviewees were contacted through the help of case organization, researcher's social media and LinkedIn connections.

Roulston and Halpin (2021, p. 672) argue that it is vital to consider interviewees' time, condition, venue, and availability to conduct interviews. Interviewers should be flexible and agree on an interview strategy with participants. Interview formats may include face-to-face, phone, online software and so on (Roulston & Halpin, 2021, p. 673). This research conducted interviews using Microsoft Teams and delivered sample interview questions before through email. Theoretical and case study objectives guided the sample questions. The interviews were in-depth, semi-structured, and in English. Interviews were recorded with participants' consent. Table:1 presents the different details on the interviewees and the interviews.

Interviewees	Related Organization	Working Position and experiences	Date(dd.mm.yy) and Duration of interview(hour:min)
1	ODL	Chief Executive Officer Top level managerial tasks, looks operational and financial functions, decision making, Monitoring organization etc.,	02.03.2023/ 53 min
2	ODL	Development Manager (Works in strategic planning, researching new areas for funds, fundraising, does social impact studies etc.	02.03.2023/ 56 min
3	Partner of ODL	Director of Diaconia and Development Top level organizational tasks, decision making etc.)	07.03.2023/ 1h
4	ODL	Team Manager Long term experience in ODL's trauma rehabilitation program, psychiatric nurse	8.03.2023/1hr 40 min
5	International NGO	Fundraising coordinator (5 years of experience in Finland based INGO, Fundraising program manager	26.03.2023/40 min
6	International NGO	Team Manager (Worked in UN based NGO projects, Worked across global south, African states, 8 years of experience in NGO sector)	27.03.2023/1h
7.	Beneficiary of ODL's trauma rehabilitation service	Rehabilitated Traumatized Immigrant	27.03.2023/ 30 min

Table1. Details of the interviewees and the interview

4.2 Data Analysis

Data analysis is an important part of qualitative research because it helps researchers figure out what the data, they have collected means. This process is highly creative and dynamic, so it needs scientific reasoning and sorting to work.(Graue, 2015.) Processing qualitative research data is not an easy task as qualitative research is neither entirely technical nor completely mechanical. Instead, it must evaluate social phenomena, which makes it a difficult task. Also, the qualitative data is dispersed, descriptive, and non-numerical. (Basit, 2003.)

In qualitative research, there are several techniques to systematically arrange and code interview-derived verbal data (Graue, 2003). This procedure incorporates methodically reviewing the data to uncover processes, themes, and relationships, and to produce knowledge and insight about the investigated topic. It entails organizing, classifying, categorizing, and analyzing the raw data to provide reliable and understandable results (Basit, 2003) Manual coding can be time and resource consuming. In recent years qualitative researchers have increasingly utilized computer software for data coding, as such software speeds up the collection, organization, and processing of speech data. (Basit, 2003.)

The use of NVivo for coding not only saves time but also facilitates the methodical categorization of data since it makes tagging, sorting, and retrieval of data simple. The usage of NVivo for coding not only saves time, but also helps to categorize data systematically by making labeling, categorizing, and retrieval of data simple. (Jackson and Bazeley, 2013, pp. 2-3.) After finishing interviews, all audio files were uploaded to NVivo, and new projects were created in NVivo by naming each file uniquely. Then, each interview's audio was transcribed using NVivo, and the generated transcript was personally reviewed to ensure the transcription's consistency with the interview dialogues. Coding proceeded after collecting the transcription and classifying it under several code headings. After a sequence of data evaluation and coding, it was transferred into Microsoft Word to explain the new findings by comparing them to the study's theoretical framework. This thorough categorization using NVivo also made it possible to investigate topics that were not part of the theoretical study at first. This helped the researcher produce new conclusions in later steps.

5 FINDINGS AND DISCUSSION

This chapter addresses the interviewee's perspective on the scientific concepts previously placed into the theoretical framework. Consequently, the purpose of this chapter is to validate the theoretical portion using interviewee data.

5.1 Civil society and non-governmental organizations

This chapter examines the definitions and concepts of civil society and nongovernmental organizations from the interviewee's perspective.

Interviewee 6 mentions civil society as associations formed by common public to raise voices for social concerns. Interviewee 3 mentions civil society as a social element within the public sphere. Both interviewees 3 and 6 mentioned that civil society associations are formed in various forms according to social needs. They shape the place because private and public sector institutions ignore social concerns. All civil society associations are not related to the state and run profit less activities.

“(....) As you see in the media, there are usually community expectations raised by civil society. Civil society is not a state institution and is formed by people for concerns in society. It is always nonprofit, and people form and run civil society organizations voluntarily. I would say for example youth clubs formed to do cleaning campaigns, also advocacy groups that are commenting on political, social, and economic changes.”
(Interviewee 6)

“It exists in each society formed by common public, as in every society, many essential services are not provided or ignored by government. “(.....) sometimes, better results are achieved easily if people join common hands and form voluntary groups for social works.”
(Interviewee 3)

Both interviewees 1, 2 and 5 explicitly mention NGOs as part of civil society. They argued that NGOs are organized institutions having formal organizational structure. They run non-profit and voluntary activities. Both interviewees provided insight into the fact that NGOs generate their resources through their own efforts and do not necessarily rely on any institutions for funding.

“We cannot make money with our services. NGOs do not and cannot operate for profit. "We as an NGO exist for voluntary purposes, and our organization represents a part of civil society.” (Interviewee 1)

“Our organization has its own structure; it has organizational structure like any other organization with definite area of operation. (...) our organization manages resources independently from many sources and does not depend only on government funding or on other donors.” (Interviewee 2)

“Our organization works voluntarily for the people who need our help. We have our own area of work. We have been conducting rescue, safety and first aid program inside Finland for people going for trekking for example and we do not seek money out of it.” (Interviewee 5)

Interviewees discuss that NGOs provide humanitarian and public services to needy people. Interviewees 2 and 6 agree with this statement that NGOs emphasize working for the well-being of humanity and reducing suffering.

“(...) we always look for areas where there are problems and people need our service. Our services always aim to provide help to the people who need it most you know.” (Interviewee 2)

“Look in Asian and African countries, its easily visible how effectively NGOs are conducting relief programs. There are very poor societies who can barely ensure food and water, forget about doing other things. (...) NGOs are always helping such societies.” (Interviewee 6)

Interviewee 6, however, mentions various acronyms assigned to NGOs is because of their area of operation, structure, and functioning. Interviewee 6 explicitly elaborates this fact and opens the idea of several types of NGOs.

“(...) sometimes saying only NGO is problematic because it hides about the type and work of NGO. I have worked mostly on developmental NGOs called DNGOs. You know mostly they were associated with NGO as common term and people just thought like that...(.) any way, calling NGO with its acronym gives a clear sight.” (Interviewee 6)

Referring to all those interviewees' perspectives, most of the interviewees depict the concept of civil society and NGOs. Interviewee 1 validated the idea that NGOs are organized institutions and represent themselves as a part of civil society group. Importantly, most of the interviewees were consistent on the concept that NGOs do

not make any profit and are not governmental organizations. They frequently emphasized the social welfare and humanitarian aspects of NGOs that try to tackle societal problems on a voluntary basis. Interviewee 6 shared the idea of NGOs of being type with a particular acronym. Such various discussion provided a way to explore more about how NGOs operate and maintain relationships with other parties such as business, society, and state.

5.2 NGOs-Business

Interviewee 6 argues that NGOs assist businesses to operate in unknown foreign markets by providing the knowledge of the market that they have. NGOs have an idea of various societal needs that businesses can provide. They can link businesses to new markets. Also, various non-market challenges also force businesses to work with NGOs.

“(...) I recall once a European company who manufactured pipes for drinking water came to Nepal and wanted to open a branch as Nepal has much drinking water infrastructure to develop. They had no idea about various ISO standards and national regulations for pipes manufacturing and use. You know there were different environmental regulations in Nepal which company had no idea about... (...) NGO, where I was working back then in Nepal was approached by that firm as we were helping to provide drinking water to rural communities.” (Interviewee 6)

Interviewees 5 and 6 share the idea that NGOs are raising social and environmental agendas that businesses should consider. Interviewee 5 further mentions that it would be hard for businesses if they did not hear the social demands raised by NGOs. Interviewee 6 also shares a similar idea. Interviewees that NGOs can take impact decision making of business and play a stakeholder role. They also make businesses aware of the consequences of business operations in society.

“(.....) now a days times have changed. Societal concerns are something that are abstract and have long term impacts. I would say that now a days society has been more reactive. Mostly businesses do not like to spend more. In other way they are aware too if their actions result in something bad to people and environment you know(...). I have seen many businesses doing meetings with NGOs for varied discussions.” (Interviewee 5)

“I remember our organization always advocated for clean and fresh drinking water in Asian and African countries. We were so concerned that waste disposal may contaminate the natural water sources. (...) we were participating in various business conferences and looking their operations to advocate for our cause.” (Interviewee 6)

Interviewees 2, 3, and 5 believe that as NGOs are not getting profits from their activities, partnerships with businesses would help them run their operations. Interviewees further discuss that NGOs form partnerships and cooperate with businesses for resources. Interviewee 2 mentions the need for innovative actions and policies for NGOs to form partnerships with business organizations. Interviewees elaborate that NGOs form partnerships with businesses only if the interests of both parties' match and win-win situation is insured. However, for NGOs, the need for resources is what compels them to go along with businesses. Successful partnership with businesses increases reputation, trust, and credibility of NGOs.

“You know, we have not yet formed any partnership with business organizations to gain resources, but this is our plan in future. We are very restricted in funds, so we always look for new and innovative ways to move forward. But we need to find businesses matching our interests you know.” (Interviewee 2)

“I remember once our NGO collaborated with a company as our interests matched, and we received funds from that collaboration which was really beneficial for us.” (Interviewee 3)

“(...) our organization is constantly collaborating with businesses and getting something out of this. Not necessarily money only, but also other things like pens, copies, computers etc.” (Interviewee 5)

Interviewees discuss that the best results can be achieved through NGO and business cooperation and partnership. Interviewee 6 elaborates on how exchangeable connections can be developed between NGOs and businesses, creating advantages for both parties. According to interviewee 5, cooperation is the only way to move forward, but there should be a clear plan, a clear strategy, and smooth communication channels to sustain such partnerships and get results.

“When I was working in an agricultural development project a few years ago in South Asia, our NGO acted as middle agent that was assisting farmers to modernize agricultural practices. (...) For this, we used and

developed new connections with firms that could provide necessary technology and tools to farmers in affordable cost and customize tools as farmers wanted. (.....) This initiative provided new market for ago-firms, where NGO was able to get additional funds from international donors and get credibility and farmers started using modern equipment.” (Interviewee 6)

“I have always noticed co-operation between my organization and companies. We sometimes approach companies and sometimes they approach us, in all scenarios, we all want to move together in the common field of interest. That is the only way to go forward.” (Interviewee 5)

Based on the interviews above, it can be understood that NGOs businesses can have different kinds of relationships. Interviewees mention NGO-business relationship are shaped by their organizational interests. Interviewees validated this point as they mentioned common field of interest as the requirement of NGO-business collaboration or partnership. If common interests match, NGO-business partnership can be seen delivering better results. Moreover, NGOs can be seen as influencing stakeholders specially in MNEs because of their large area of operation and their operations in foreign markets from the perspective of interviewees 5 and 6. Also Interviewee 5 and 6 indicate that in case businesses ignore their negative results of action and NGOs concerns NGOs can act as pressure group. Interviewees highlight that NGOs mostly prefer partnerships with business for the resources. Successful partnerships with businesses increase credibility and builds positive image of NGOs.

5.3 NGOs and Society

All interviewees who are NGO professionals expressed great enthusiasm about NGO-society relations. They all agreed that NGOs are the organizations with a social base that work to create better societies in different ways and for different purposes. Interviewees explain that NGOs originated because of societal demands. They capital and power lie in the social tasks they do and relationships they create in society. The nature of NGOs connections and their successful social programs generate high level of trust , give reputation, trust, and credibility. Interviewee 3 shares the idea of how NGOs originated in Finnish societies and explains how NGOs build social capital. Interviewee 2 hints that there can be different types of social concerns that are

important and need to be addressed systematically and effectively but are ignored by state institutions. Interviewee 1 highlights the value of supportive public opinion and the need for trust and credibility to run NGOs.

“If you look back in there were some sort of NGOs operating in Finland even from the time of Tsarist Russian empire. (.....) Initially our organization worked for sick and handicapped people. we are now 154 years old organization. (...) by helping most needy people in Finnish societies, we built our social capital. Currently we operate following this Nordic welfare model and provide services according to it. (...)” (Interviewee 3)

“(...) NGOs just go deeper into the society, deeper into the areas where usually business and government do not have their eye to focus on. We focus on various details relating social problems.” (Interviewee 2)

“(.) as we will be able in solving social needs in our society, people will support us in many ways, which gives us strength and motivation to work better. Public support is the thing we all have to show, and it matters us most.” (Interviewee 1)

Interviewees highlight that NGOs advocate for the needs and rights of unprivileged people in society and carry out many voluntary tasks. Interviewee 3 mentions how the Finnish society, despite being developed, still has many social problems. Interviewee 5 highlights about his organization exploring and solving community problems that other organizations do not even think about. According to interviewee 5, not everyone in society has the same life, and many people are left with basic problems, even though society is highly modern and systematic.

“(...) many problems are out there. People in Finland are not that expressive, so many problems are unheard of. We do our best to help the people in need among the services we provide. (...) the more you dig in, the more you can see people living with unheard problems.”(Interviewee 3)

“Could you imagine that many youngsters in Finland need support and need safe houses. (...) the society here is developed however, there are many youngsters who need care because of the lack of parental care and support in their age and we run safe houses for them.” (Interviewee 5)

Interviewee 6 mentions that NGOs in the global south doing exceptional work to provide aid and care for poor societies and help improve women's health. Interviewee 6 provides an example mentioning how NGOs were working in countries like Nepal, Bangladesh, and India to help marginalized communities, especially women, who always faced health issues due to the lack of necessary materials during critical periods such as menstruation and pregnancy. Interviewee 6 specifically mentions that NGOs' activism and social works are most visible in poor Asian and African communities.

“(..) because of extreme illiteracy, poverty and religious superstition women in Nepal, Bangladesh and India faced lack of sanitary material like sanitary pads, medicines etc. (..) problems are so deep rooted that it cannot be solved just by providing materials, people do not believe in modern science. NGOs did a significant job with community awareness classes and by providing free sanitary materials. (.....) people did not even had access to clean drinking water, I was working to establish community taps, so that people would get clean water from common tap at least. Other such NGOs works are visible in poor Asian and African societies.” (Interviewee 6)

Based on the interviewees' perceptions of NGO-society relations, it can be understood that NGOs are formed and operate for various social causes. Interviewees expressed the possibility that NGOs' tasks might be different in different societies. NGOs develop their purpose and tasks according to the problems and needs of communities, which can be solved by their advocacy and activism. Interviewees expressed that there are always people in each society with hidden problems that other organizations do not care about, and the government is unable to solve such issues whereas NGOs work for such people. Interviewees explicitly agree on NGOs' grass-roots relations with society. By solving social problems, NGOs can grow, gain trust, legitimacy, and funds.

5.4 NGOs and State

Interviewee 1 argues that the NGO-state relationship is determined by the NGO's goals, the political ideologies of the state government, and the level of cooperation between the two. Most of the interviewees have also expressed similar instances between NGO and state relationships. Interviewee 1 expresses that NGOs mostly want state support for their programs. According to interviewee 1, many factors shape the

state-NGO relationship, which can change over time because of changes in the political sphere and also in NGOs' work.

“Of course, we want that Finnish government supports our tasks, but we are very careful that we are in line with our goals. Some changes in state policies can affect us and it is difficult to predict.”(Interviewee 1)

Interviewee 6 states that states is very complex and hard to understand how exactly it treats to NGOs. Interviewee 6 specifically discusses NGOs having different sorts of relationships within various state institutions. The state can also have different stances in different situations and in different programs of NGOs. Moreover, state also has regional governments and bureaucratic organizations. Some projects are supported and highly appreciated by the state, while some projects have negative state opinions of the same NGO, according to interviewee 6.

(...) I will say that dealing for legitimacy and validity of any NGOs' social projects with public agencies is lengthy and bureaucratic task.(...) sometimes regional government was blocking our projects despite approval from central government. This is so long, time consuming process (...), and uncertain thing to say that state will have positive or negative view on our projects.” (Interviewee 6)

Interviewees 3,2 and 5 discuss NGOs emerge when the state is unable to provide for and engage with social needs and problems. Most of the interviewees shared a clear idea on this. Interviewee 3 says that the state cannot care for everyone. Interviewee 2 also shares a similar viewpoint. Interviewee 5 says that it is too idealistic to think that the state will engage and relate with micro-level social concerns. In fact, the state needs NGOs to develop societies from the ground up, according to interviewee 5.

“ It is not possible that state would just explore and provide for societies. State works in own system. (...) this is how NGOs grow.” (Interviewee 3)

(...)government does not listen to the people while providing services . For example. They do not use any customer-based planning.” (Interviewee 2)

“Look all problems of society in a way cannot be solved by state actions. State cannot reach to everyone’s door, and state needs our help in one way or another.” (Interviewee 5)

Interviewees 1,3 and 5 argue that the state needs NGOs to provide social services quickly in cheap and effective ways. Interviewees mention that NGO-state cooperation leads to social development in smooth way . Interviewees provide similar statements that there are many things that states want NGOs to do. Discussions reveal that NGOs are supporting the state with their projects, whereas the state benefits from their successful projects.

“ Sometimes state does not have proper structure to conduct short- or long-term social projects whereas things can be critical in society. State needs us in some areas to work.” (Interviewee 1)

“We are quick to respond, if we see someone who needs our help.(...) we are way flexible.”(Interviewee 3)

“Only going together will benefit both. People usually thank government when we do the tasks. Getting resources from government provides us a way to help societies.” (Interviewee 5)

Interviewee 6 argues that states always will control and regulate NGOs. Interviewee 1 mentions that that gaining legitimacy and working within state laws are very important for NGOs to function. Most of the interviewees pointed out the importance of state laws and regulations before developing any project. They mention that state laws give freedom and legitimacy while also allowing them to shut down their operations. Most interviewees agree that without complying with state laws, gaining legitimacy is impossible, despite the successful outcome of social projects.

“Only state will provide legal status, without state approval nothing can be done.(...) NGOs are within the control of various rules and regulations of state.” (Interviewee 6)

“We have to be very careful that we do not cross the laws of our country. (...) government gives us funds and allows us to carry out certain projects, but we have to be all time aware.” (Interviewee 1)

“We must be in order with state laws. Finland has its own policies how NGOs can open and operate in Finnish societies, there are some EU laws also”(Interviewee 3)

Interviewee 6 discusses that flexibility and more supportive environment is in neo liberal democratic states for NGOs rather than in autocratic or Marxist states. The NGOs mostly prefer to work in states where the government is not critical of them and poses regulative and operational barriers for them to function.

“(..) what I have experienced is liberal democratic states have very supportive legal procedures for NGOs to establish, operate and collect funds for their operations. (...) government usually do not interfere much (...). Also, people are forming various civil groups freely and people are volunteering so (...)” (Interviewee 6)

Interviewee 1 also shares the theme that NGOs and the state need to have communication and several partnerships so that NGOs can provide meaningful results. Interviewee 6 provides an insight that NGOs have limited resources and a definite period to carry out certain projects. NGOs change their place and scope of operations and are not constantly working in one field; thus, according to the interviewees, state-NGO collaboration for social welfare actions can generate sustainable results. Discussions point that if long term social changes are needed then efficient NGO-state collaboration and communication is needed. State always shapes actions and policies of NGOs.

“We have to basically explain in detailed legal language in Finland to government about what we are doing.(...) if state supports us with funds , we can carry for a long time and generate long lasting results.” (Interviewee 1)

“(..) NGOs are very limited with their operations and resources. (..) you know social welfare projects are for a certain period like 3 or 5 years for example.(..) NGO can move away and abandon the task once project time is finished, what after that? only state has ability to carry out long term social projects.”(Interviewee 6)

Interviewee 2 describes that bureaucratic and formal state processes can make the operations of NGOs slow, despite smooth state-NGO relations. Interviewee 2 shares a

clearly similar theme about the state's bureaucracy making NGOs less effective in some situations and mentions that NGOs should really be careful of such scenarios.

“In Finland, we have certain governmental processes before we can start do something.(..) we cannot move ahead before we get permission. (..) but you always bureaucracy comes in the middle, and we have wait long.”(Interviewee 2).

Overall, from the above discussions, interviewees shared multiple insights about NGO-state relations. NGOs exist because the state is not able to solve social problems; however, most interviewees validate the point that it is the state that always controls NGOs. Despite being slow and lengthy in many instances, state processes are often necessary for NGOs to gain legitimacy, credibility, and resources. From the above discussion, it can be understood that NGOs should communicate with state agencies to work better and more effectively in societies. Interviewees have also expressed the theme that NGOs can flourish and work more effectively in liberal, democratic states.

5.5 NGOs and philanthropy

Interviewee 2 also mentions that philanthropic practices can also be guided by religious norms and ethics. Philanthropy in general voluntary donation of resources and money to benefit others . Philanthropy generally comes from ethical and moral practices of people living in society. Interviewee 5 argues that social norms guide such philanthropic contributions. Interviewee 6 mentions of various institutions or people doing philanthropy from various historical times.

“People donate money because they want to help others in need. Donations come from people who generally have high moral and ethical thinking.” (Interviewee 2)

“(..) look most of the religions speak for people if they donate something for others, they are serving God and for mankind (...)in fact it's a good thing because many disabled and helpless people actually get help.” (Interviewee 5)

“(...) actually in many societies, there are good people who want to help others because they have some sort of resources which can be food or money etc. I would say some rich people or business organizations are

constantly donating something voluntarily, to provide for people in need.”(Interviewee 6)

Interviewees discuss that NGOs receive philanthropic monetary donations from various organizations, people, governments, etc. These philanthropic donations are used by NGOs to carry out nonprofit tasks on their own. This is how they can carry out their own philanthropy also. Interviewee 3 states that for NGOs, philanthropic donations are sources of income. Interviewees mention various sorts of donations NGOs receive. Interviewee 2 describes why philanthropy is essential for NGOs to function. When it comes to running any organization, it should have stable resources, and for NGOs, various philanthropic donations keep them running.

“Our organization receives various donations from Finnish government occasionally. (...) our organization runs from philanthropic donation provided by Christian church as diaconia from its foundation mostly. (...) sometimes EU also donates some resources.”(Interviewee 3)

“(.)the organization is running because it gets most of philanthropic donations from church (...) “you know, the diaconia is Christian faith which is basic foundation theme of our organization which means to donate and help people in need. This Christian value base and charities from Church is our main source of funding.” (Interviewee 2)

Interviewees mention that NGOs also do philanthropic activities in societies to build credibility, public support, and trust, whereas their successful philanthropic initiatives generate more donations for them. Interviewee 1 mentions that public understands and evaluates their voluntary good tasks over time, which creates their positive image in society. Interviewee 6 elaborates with examples of NGOs providing drinking water, community education, food, and donating other resources voluntarily in various Asian and African societies. Interviewee 6 describes that in developing countries, many societies are often recipients of the philanthropic actions of NGOs.

“(...) we have been carrying out philanthropic tasks from our organization from very beginning and have been socially responsible. (...) it is very important how public thinks that we are using the donations we get.” (Interviewee 1)

“Many people in Uganda and Nepal were benefitted by our organizations’ philanthropic tasks. (...) we were donating funds to build community taps there and also for many community schools to conduct awareness raising classes locally.”(Interviewee 6)

From the above interviewee discussions, it can be understood that philanthropy is very crucial for NGOs to function. Interviewees mention that philanthropic donations enable NGOs to reach the needy and helpless while also covering their organizational expenses. It can be concluded that societies also expect NGOs to carry out their own philanthropy, from the interviewee's viewpoint. Also, interviewees provide an insight that cultural and religious beliefs set an ethical and moral perception to donate to those in need. Because of such religious and cultural beliefs, philanthropy occurs in various forms across many societies, according to interviewees' perceptions.

5.6 ODL as an NGO providing rehabilitation service to traumatized immigrants in Finland

Interviewees mention that NGOs in many developed countries have recognized that immigrants are facing mental health problems, and many NGOs have formulated their own social projects to provide rehabilitation programs for immigrants who have trauma or mental health problems. In this study, senior management of ODL is represented by interviewees 1, 2, and 4, who provide a detailed explanation of their organization's rehabilitation program. Interviewee 1 is the chief executive officer (CEO) of ODL, while interviewee 2 is the development manager. Interviewee 4 is the rehabilitation program manager who has the most experience and knowledge and has observed the results of the rehabilitation program that ODL provides as its philanthropic task in Finnish society for traumatized immigrants. Interviewee 7 is the beneficiary of the rehabilitation program of ODL and confirms the effectiveness of ODL’s rehabilitation service. An insight into how ODL has impacted personal life by providing such services for free and in an accessible manner is also shared by interviewee 7.

Interviewees also agree on the fundamental ideology that NGOs work where various state and other private organizations cannot reach in societies. Interviewees 1, 2, and 4 share the idea that ODL is in fact operating at the basic ground level. There are

different types of social problems in Finnish societies that are usually unheard of or ignored by other governmental and economic organizations. Rehabilitation, and especially that of traumatized immigrants, is a very much ignored problem as it does not affect Finnish society in visible and concerning ways, according to interviewee 4. Interviewee 2 expresses a similar sentiment by mentioning what social services ODL as an NGO provides in Finnish society that other organizations are unconcerned about. Interviewee 1 shares the idea that this rehabilitation program for immigrants who face trauma is a purely philanthropic task from which ODL does not expect anything in return and does it voluntarily as the organization perceives this program as its own social responsibility.

“We work for immigrants because no other place is providing them mental health care in easy way. (...) other hospitals have their long formal process of providing mental healthcare that delays getting actual help(..) they also cannot service what they want because they do not speak Finnish language.” (Interviewee 4)

“ (...)its fact that many problems exist in our society that people do not usually think of. (...) Even before I started working for ODL, it had started kitu services. (...) we saw gap where we could work for immigrants with traumatic experiences and developed a strategy (...).” (Interviewee 2)

“It’s a non-profit work we do not make any money or expect anything from it.(...) we believe that ODL also has some social responsibilities and work for that.” (Interviewee 1).

Interviewees 4 and 5 further explain that immigrants lack the Finnish language, have cultural differences, while various sorts of discrimination that exist in Finnish society and the lack of access in job market can cause traumatic experiences for immigrants. According to interviewee 5, it is very challenging to get a job that one is highly qualified to do just because of immigrant background, which can be extremely challenging and tough for someone. Interviewee 4 further states that the Finnish language is very hard to learn and that it is essential to access various services like health care and education, which can be problematic for some immigrants who have moved with family and are in constant need of services like health care. According to

interviewee 4, refugees and asylum seekers have most problematic situations in their personal lives, with their families, and in their home countries because of war, terror, natural catastrophes, or political instability in the countries where they are already facing mental torture. If they move to a new country, new and tough living conditions can trigger depression and trauma in such people. Interviewee 7, who is a rehabilitated traumatic patient from ODL, shares that the war in his home country of Iraq destroyed his home, where two family members were lost. Moreover, the tough journey to come to Finland, starting a new life here with a lack of Finnish language, getting proper legal documents and a job, etc. were reasons why interviewee 7 got trauma.

“(..) I remember one of friend was saved from committing a suicide and the reason for suicide was not getting job . (...) he had no money to live and also, he had no way to back his country, but he was a qualified engineer (...) there exists some sort of racism and discrimination, not everywhere but I have seen people affected by it and getting trauma (...) Lack of language is creates a lot of mental trouble(..)” (Interviewee 5)

“(..) I have seen many challenges that foreigners are facing because they do not speak Finnish. It will be hard for example if you have a family, and you need to take kids to school or hospital and if you cannot speak basic Finnish. (..) jobs are hard to find if you do not speak Finnish unfortunately and to connect with Finnish people.(...) it can be traumatic for someone who comes here to live.”(Interviewee 4)

“(...) uhh my two-family member was dead after I came to Finland, we also lost house and everything we had in war. (...) Finland is difficult to live. (...) I had no money and work at all for long time(..). Later I started to get head aches and feel some kind of torture with my life (..). (Interviewee 7)

Interviewees from ODL mention that ODL already recognized mental health problems among immigrants back in 2006 and launched rehabilitation program to cure traumatized immigrants. . Interviewee 4 shares about various experiences and knowledge that ODL as an organization and the employees that are involved in the program gain by being involved in the rehabilitation program for traumatized immigrants. Various people, as employees of ODL, are involved in various stages of

the rehabilitation process, whereas every traumatized individual has its own unique history. As an employee and rehabilitation program manager, interviewee 4 experiences new situations with different individuals in different stages of the rehabilitation process. Their past experiences from the rehabilitation program however help them to deal with new cases, and they are thus able to provide better services, according to interviewee 4. Interviewees in general mention that ODL, in fact, learns from its past experiences and routines mostly while working toward a certain goal. Organizational experiences in the past are one factor that guides organizational ways of operation in the current scenario and also in the future. From the viewpoint of interviewee 4, ODL in fact is learning from its past experiences and is constantly improving its way of providing rehabilitation services to traumatized immigrants.

“We started providing rehabilitation service to traumatized immigrants since 2006. We used to provide anyone with any kind of trauma in the beginning...later we developed our criteria for providing this service. (...) for example, people with acute and emergency needs cannot come here, we now provide service to people who need time. (...) our processes are evolved and modified than in 2006.”(Interviewee 4)

Interviewee 4 describes various reasons that provide personal motivation and energy to work in this field. The work is very challenging, time-consuming, and sensitive. Traumatized immigrants who come to get rehabilitation services lack trust with the professionals and with ODL, because of the trauma. Also, immigrants usually have a different background and culture, which is unique to the professionals working in rehabilitation programs. Such differences in language and culture make it even harder for the professionals involved in rehabilitation programs to provide service. However, interviewee 4 feels happy that people can get rid of trauma and start a new life. According to interviewee 4, bringing a meaningful positive change in someone's life is what inspires the people involved in the program. Interviewee 2 also shares a similar experience and mentions that ODL is committed to helping the immigrants with traumatic experiences and feels that helping such a group is part of its social responsibility and diaconia. According to interviewee 2, seeing positive changes and seeing people smile after having been through trauma increases job satisfaction and motivates employees involved in this program. Interviewees discuss that successful accomplishment of responsibility in the workplace and job satisfaction through positive results of the rehabilitation project are two of the greatest intrinsic rewards

that are essential for them which makes them highly motivated. The viewpoints of both interviewees 2 and 4, who are also employees of ODL, validate that the employees involved in this rehabilitation program have a good level of job satisfaction and are also well motivated to work in this program.

“(..)there is language and culture thing. Both things make us so difficult to build trust and connect with them...it is not money always that makes us happy. (...) immigrants are people and we take care of people, and not think of money in our work. (..) I am also diaconial nurse. (...) I feel so happy when someone calls me and shares stories. Seeing people good again makes us happy.” (Interviewee 4)

“(..)127 years ago, the persons who founded ODL, they wanted to work here as helping out people who need various social support people cannot get from other places. So, helping marginalized people is our basic culture. (...) if anyone get our service and becomes healthy and happy, it is the biggest source of motivation, (...) satisfaction and reason to work.” (Interviewee 2)

Interviewees 1 and 2 discuss the image of ODL in Finnish society. Both interviewees describe how ODL has been able to maintain a positive organizational image in society through its philanthropic tasks, such as rehabilitation programs for traumatized immigrants. Interviewee 1 argues that public sector institutions support the actions of ODL as the City of Oulu and other municipal institutions perceive ODL and provide legitimacy for ODL’s social programs. Moreover, several other projects will be handled by ODL by public organizations in the future. Interviewee 2 elaborates on the communication strategy that ODL has formulated to share information with the public about their actions and results through the use of different media. Interviewee 2 also mentions that ODL evaluates customer feedback and has set up a recommendation index for their services and operations. Interviewees discuss that the positive public image and reputation of a NGO actually depend on the positive societal perception of NGOs by the society where it operates, the availability of resources to carry out tasks, and the degree of legitimacy the state provides in NGOs' programs. Here in the case of ODL, it has the support of government and public-sector organizations, has the general societal approval of its philanthropic tasks, and has good resources to operate to date. With such arguments, ODL can be perceived as an NGO that has been able to

maintain its public image and has maintained its more than century-old, reputed legacy. Moreover, their positive reputation in society has allowed them to operate for 127 years with stable funding from the church and other governmental institutions. Not only ODL has been able to form partnerships and collaborate with state agencies, opening many new doors for new partnerships for other different projects in the future.

“(...) ODL has more than 25 projects for coming future. (..) we have been supported by municipal organization such as city of Oulu. we tasks depend on how public thinks about us. (..) .. government is supportive of us until we use funds in legal way and do not cross reline you know (...) it is all well now (...) we have in our strategy to work with other different new organizations later in future also .”(Interviewee 1)

“We have developed our new communication strategy. You know it is important to explain people what we are doing and promote our actions and values. (..) public opinion affects us.(...) we do ask for customer feedback and measure the recommendation index for our services and operations., we have like, successful customer stories to share.” (Interviewee 2)

Interviewee 2 shares the opinion that, that they do not have any mathematical calculations to measure the success of the program, however the goal of this rehabilitation program is to bring people affected by trauma into the mainstream of societal development so that every individual is able to contribute in some way to the society they live in. According to interviewee 2, successful outcomes are measured in the sense that if the rehabilitation program can help people cure trauma, they are successful. Interviewee 4 also shares a similar opinion, stating that personal development is a more important goal of this program than any statistical data sheet. Interviewee 4 mentions that rehabilitation programs can take up to years, like 3–10 years, for instance. Thus, the success of this rehabilitation program is evaluated over a certain period based on the types of changes that people have made in their lives after getting rehabilitation from ODL. The views of both interviewees show that ODL indeed is providing rehabilitation services and, in a way, is advocating for traumatized immigrants' basic right to access mental health care in Finland. Both interviewees illustrate that ODL, through this program, is actively promoting human rights and working for social justice and wellbeing.

To conclude from interviewees viewpoint, the goal of ODL is to work for social wellbeing, by promoting human rights and working for social justice. All Interviewees from ODL describe that mental health issues of immigrants is ignored by other mainstream public and economic sector organizations in Finland. ODL is conducting a philanthropical task in Finnish society i.e., provide cure for immigrants with trauma so that they can have a better life in Finland.

“We work in very abstract field, we do not have any statistical diagrams to measure success, for us success means if we are able to change the life of traumatized person who comes to us. (...) we work for rights of a person as a human and people should be treated equally. It inspires us when we see that we helped someone, and they are contributing to this society and nation (...).” (Interviewee 2)

“When somebody has trauma, it cannot be cured like in day or week. There are various sessions and therapies, someone is good in 3 years, or it can take like up to 10 years, but we do not think about finances while helping such people. We only think how they get better over time. Government and public sector cannot help them. Problem is that their language is not common (...) we run this program to help people and not to earn money(...) .I am happy when customers are calling me and share their stories(...).”
(Interviewee 4)

Interviewee 7's experience as a beneficiary of the rehabilitation program confirms its effectiveness and provides insight into how this program is perceived by the people who get services from it. Negative impacts of the Iraq War, tough immigrant life in Finland, destruction of personal dreams, etc., generated a sort of mental torture that interviewee 7 could not cope with, and interviewee 7 became a victim of traumatic experiences. As of her current condition, interviewee 7 is already rehabilitated from trauma, works as a normal person, and lives with her family in Oulu, Finland. Interviewee 7 shares an insight that, after getting 3 years of therapy from ODL, she started a new life with a healthy mindset again. Interviewee 7 mentions getting various opportunities after learning the Finnish language and recovering from trauma. Through the statements of interviewee 7, it can be concluded that many positive changes happened in the life of interviewee 7, whereas interviewee 7 seems to have been well integrated into Finnish society.

“(....) my house was destroyed, and two family members died in war. I had no legal documents when I came here. I could not speak neither Finnish nor good English and speak only Arabic. (...) finding work and place to live was so different than of now, cold weather, no work and money to live.

(...) I could not support family back and started getting alone and alone finding work and place to live was so different than of now, cold weather, lack of work and money to live. (....) I could not support family back and started getting alone and alone.” (Interviewee 7)

“I thank God that got a second life and to ODL. I remember of talking a lot, a woman from hospital who talked with me a lot. I had many sessions and need to visit the lady there. Now I am good, I cannot remember clearly how I passed that 3-4 years. (..) I have wife and 2 kids. (....) I work full time a week. I have house here and this is my car(...).Please tell my thanks to ODL (...).” (Interviewee 7)

To summarize the above discussion, the interviewees (1, 2, and 4) who are the senior management employees share the idea that the rehabilitation program for traumatized immigrants is purely philanthropic, inspired by the principles of diaconia, which means to help the poor and work for social welfare. Interviewees discuss that organizational longevity is proof that the organization learns quickly, has efficient management, develops new systems, and evolves over time. The 127-year-old history of ODL proves that ODL has been dynamic in its areas of operation, is a quick learner, and has far-sighted management. ODL runs the rehabilitation program very efficiently and has been changing the lives of many immigrants who suffer trauma since 2006. Also, ODL has been reaching out to immigrants and addressing their mental health issues, which proves that ODL as a NGO is in fact addressing a significant social concern through this rehabilitation program that other governmental and economic organizations ignore. As interviewee 7 explains the results of the program, this rehabilitation program so far has been fruitful for the beneficiaries.

6 CONCLUSIONS

6.1 Conclusion

This research has the goal to understand the value of NGOs in three different spheres i.e., in business, society, and state. Moreover, this research also does a case study of ODL's philanthropic incentive of rehabilitation program for traumatized immigrants to find out the impacts this program. The theoretical foundation of the thesis was put to the test through non-positivist and exploratory qualitative research employing abductive methodology.

This chapter contains the answers to research questions of this study precisely with discussions. This chapter also discusses the managerial implications, evaluation of this research along with limitations of this study and future research suggestions.

6.2 Answering the research questions of study

This research has two main research questions the aim to define the purpose of the study as described in section 1.3. In this section, after having key findings, the research questions are answered concisely in a descriptive way to achieve the research goal. The two main research questions of this are :-

Q.N.1 Why do NGOs matter to business, society, and the state?

Q.N.2 What are the impacts of ODL's philanthropic program of rehabilitation of traumatized immigrants?

The first research question explores the relationship of NGOs in three dimensions, i.e., with business, with society, and with the state, to analyze how NGOs affect these three different spheres. NGOs are clearly mentioned as powerful and influential actors in various prominent literatures, such as business, social science, and political literatures (Salamon and Anheier, 1992; Teegan et al., 2004; Lewis and Kanji, 2009).

Firstly, when analyzing the NGO-business relationship, NGOs matter to businesses in many ways. Discussion with interviewees shows that NGOs are one of the key actors that have enormous potential to assist MNEs in foreign market expansion, validating the statement of Millar et al. (2004). Interviewees of this study who are NGO professionals reveal that NGOs have very deep knowledge of the society where they operate. NGOs have profound knowledge of social values, problems, and how that society functions. Whenever the foreign company seeks to operate in an unknown market, NGOs can assist it by providing local knowledge of that society, societal expectations, and their institutional connections linking the foreign company to other influential organizations, which in a way helps the company reduce its liability of being foreign. Moreover, interviewees prove the statements of Fassin (2009) that NGOs are key stakeholders in businesses and the statements of Kourula and Laasonen (2010) that NGOs' concerns need to be addressed by businesses while formulating their strategies. This research finds that societal issues are very important because they affect the operations of the businesses that operate in that society. However, social issues and expectations can differ in each society. Only by addressing social issues and expectations can businesses ensure their smooth functioning. When it comes to dealing with society, NGOs can offer partnership programs for businesses, such as ensuring the smooth functioning of corporate social responsibility for businesses. This research also proves the statement of Brzustewicz et al. (2022), as interviewees reveal that companies need and desire to work with NGOs to engage in various corporate volunteering activities to build trust and a positive image in society. Interviewees highlight that NGOs matter to business because NGOs can also confront and pressurize businesses about the negative externalities generated by their operations, which can affect businesses in a very harsh way.

Significantly, NGOs matter to businesses as they can form win-win partnerships. This research proves the statement of Doh and Teegan (2002) that NGOs can build reciprocal relationships that benefit both parties. This research reveals that there are always key areas where business fits a particular social need. NGOs can guide that business to address that particular social need where business had no reach before. This works for both parties, as businesses find new markets and areas to operate in while NGOs can address that particular social need. Also matching interest is what guides NGO-business partnership. As NGOs need resources to operate and businesses

need social trust and credibility to function, NGO-business cooperation and partnership are more fruitful than a pressuring model of relationship. Overall, this research validates the theme that NGOs matter to business because they can assist MNEs in foreign market expansion, act as stakeholders in business operations, and form both pressure model relationships and win-win model partnerships. This research finds that NGOs mostly prefer to create partnerships with local businesses as they need funds and resources to function rather than pressurize and confront them.

Secondly, in analyzing NGO-society relationships, interviewees highlight that NGOs matter to societies because of their effective philanthropic social services, humanitarian actions, and efficient advocacy to solve social problems. This research validates Frantz (1987) statement that NGOs emerge because of social concerns, where their capital and strength all belong to their social projects and social connections. This research finds that each society has its own social problems and issues. Interviewees discuss how whenever social concerns are not addressed by mainstream governmental and economic organizations, NGOs develop social projects accordingly to address, advocate for, and lobby for social concerns with other institutions. NGOs are part of the civil society atmosphere, working in an organized way, autonomously, and within the public domain. This research found that NGOs acquire acronyms because of their organizational purpose, their field of operation, and the type of agenda they raise in each society. This research validates the theme of Teegan et al. (2004) that NGOs are influential in addressing social problems with their non-profit projects. If NGOs can solve social problems and bring positive results, they gain trust, credibility, and reputation in society. Interviewees highlight that NGOs have been very effective and successful in delivering various philanthropic social and humanitarian services in the global south and in African nations. Discussions point out that NGOs always raise their voices, advocate for, and work for marginalized people in society. The philanthropic incentive of the Oulu Deaconess Institute Foundation to provide rehabilitation programs for one of the marginalized communities in Finnish society, i.e., traumatized immigrants, is one example of it. This study finds that NGOs matter a lot to societies because NGOs are institutionalized in an organized way to work for societal concerns. Also, each society has its own problems that are not solved by other institutions, or they simply do not care about them. NGOs can work on both the micro- and macro-level, connecting state and economic organizations, either by pressurizing,

advocating, lobbying, or forming partnerships with them to solve social concerns. This is why NGOs matter to society a lot, because by continuously discovering and solving hidden social concerns, they gain credibility, resources, and legitimacy in their operations.

Thirdly, while analyzing the NGO-state relationship, the interviewees highlight that NGOs matter to states for various reasons. First, NGOs assist in the smooth functioning of the state by addressing social issues at the grassroots level, where state institutions do not have the capability and knowledge to reach. This theme relates to Marcussen (1996) concept that the state is much more bureaucratic and static, and state institutions usually cannot penetrate deeply into society. Secondly, interviewees mention that NGOs assist the state in providing relief packages and humanitarian and social services quickly and cheaply, effectively, and to the neediest people, validating statement of Jordan and Tujil (2000). This research finds that there are many effective social programs that NGOs can implement that the state and its institutions cannot provide. State institutions do not have customer-oriented strategies and are fixed with certain formal as well as bureaucratic procedures. On the other side, NGOs operate at a micro level and engage in the daily lives of people; from this, they get an idea of how welfare programs can reach the doorsteps of needy people. NGOs have a very agile and flexible way of providing services. This is why they can provide social support, relief packages, and humanitarian assistance that the state cannot provide.

Significantly, this research validates Nega and Schneider's (2014) statement that NGO-state partnerships benefit both parties. This research finds that NGOs need the support of the state to function. The state is always supreme, and going against the state is not most NGOs' preferred policy. with state institutions and working within the regulatory framework provided by state policies will provide NGOs with legitimacy, credibility, and flexibility in their operations. Interviewees discuss how the only way they can bring positive changes to society is through NGO-state collaboration or partnerships. NGOs depend on the state to get resources, while the state government also benefits from the positive outcomes of NGOs' social programs as it will get greater public support. To get sustainable solutions for social problems, the only way is NGO-state cooperation, as NGOs cannot deliver social services for a long time due to a lack of resources, while the state also cannot penetrate deeply into society and address social

concerns. The fact is that the state always regulates and controls NGOs (Lewis, 2001), whereas smooth communication with state institutions will provide a platform for NGOs to go forward. Discussion with interviewees from ODL management exactly fits this concept of NGO-state partnership for sustainable social development. They mention the co-operation with the City of Oulu and other public institutions to run their social programs and express the notion that ODL will not be able to operate without cooperating with Finnish state agencies and following the Finnish constitution.

Moreover, this research also validates the statement of Clark (1992) that NGOs love to work in liberal democratic states and finds that liberal and populist governments value NGOs a lot. Interviewees highlight that a liberal democratic state has a flexible regulatory framework for NGOs to establish, form their purpose, and function. Liberal-democratic states usually perceive NGOs positively, offer various partnerships, and provide resources to NGOs. Also, NGOs can collect philanthropic donations from various liberal democratic states. Overall, NGOs matter for the state to run social programs efficiently, to provide social services to marginalized people in society, to find out what sort of social problems exist in societies, and to ensure smooth functioning of the social services of the state, whereas state governments usually get increased public support if NGOs deliver fruitful results from their social programs.

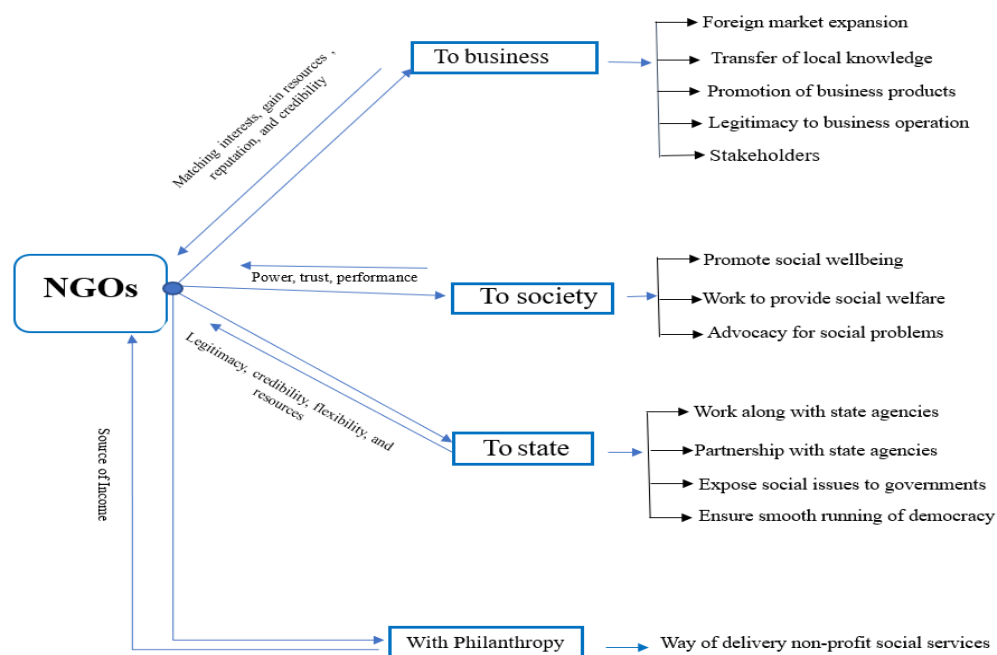


Figure 5: Summarizing findings about why NGOs matter to business, society, and the state.

The second research question analyzes the impacts of ODL's philanthropic incentive of rehabilitation of traumatized immigrants in Finland. Various discussions from ODL's senior management and beneficiaries of the program depict various insights of this program. Immigration in Finland has increased in recent years, making up 8.4% of the total population of Finland as people of foreign origin(Statistics Finland , 2021). However, Finnish society has its own way of functioning, and thus immigrants face many challenges when they start a new life in Finland (Mölsä et al., 2017). All interviewees in this research agree that a lack of Finnish language and cultural differences are two major challenges that immigrants face here in Finland, which very much restrict the social integration of immigrants in Finnish society. This research finds that a lack of employment, problems gaining legal documents, and a sort of discrimination towards immigrants exist in the Finnish labor market, which can cause significant mental torture and lead to traumatic experiences. Specially immigrants, such as refugees or asylum seekers, have critical mental conditions because they generally have tough situations in their home countries because of war, political oppression, etc., and when such immigrants face new challenges in Finland, it can easily worsen their mental condition by causing various traumatic experiences.

Interviewees from ODL discuss that considering the mental health issue of immigrants, ODL launched a rehabilitation program for immigrants who have experienced trauma in 2006. As Stromquist (1998) argues, NGOs work to promote social justice and well-being, promote ethics, and provide necessary help for the most marginalized people in society. ODL, as a Finnish NGO, has been doing similar tasks for the last 127 years, and its rehabilitation program for traumatized immigrants is an example of it.

The impacts of this philanthropic rehabilitation program for traumatized immigrants can be classified into two types. One is the impact on ODL as a service provider, and the other is the impact on traumatized immigrants who are beneficiaries of the program. While discussing the impacts on ODL as a service provider, interviewees from ODL revealed that the organization has learned a lot over the years by running this rehabilitation program. Every individual has their own unique story of life, and ODL must understand that scenario. Experiences with providing services in the past help ODL provide services to newcomers in effective ways. Also, ODL has learned over time that building trust and ensuring smooth communication with the

beneficiaries of the program bring both parties together. ODL has also improvised many organizational processes and ways of delivering rehabilitation services by defining criteria in medical and legal terms. These criteria sort out which person, under what conditions of trauma, can get rehabilitation services from ODL. ODL has also updated its communication strategy to reach the public and explain in detail the actions and results of this rehabilitation program by using various media sources.

Significantly, while discussing the impacts on ODL as a service provider of rehabilitation programs, this study has also found that this program is also very challenging as immigrants usually do not speak the common language. Also, there are cultural and behavioral differences. Despite those challenges, the management of ODL is efficient, dynamic, and, more importantly, committed, so they really want to cure the traumatic experiences of people in the program. Positive results of the program have resulted in an increase in motivation and job satisfaction for the employees involved in it. ODL management never thinks of finances while providing rehabilitation services, regardless of how long it takes a person to cure. ODL has institutionalized highly ethical principles that aim to support beneficiaries in every possible way. Moreover, this study also found out that this rehabilitation program has been able to create a very positive and reputable public image of ODL. Interviewees from ODL discuss deep-level partnerships with public sector organizations such as the municipal city of Oulu and other Finnish state institutions. Such a positive public image in society has rewarded ODL with other 25 social projects in the future and significant resources from both government and church. Moreover, ODL has numerous opportunities to work with and collaborate with other organizations in future projects. ODL's 127-year history demonstrates that it is highly appreciated in Finnish society, is transparent in its actions, and is effective in providing social services such as an ongoing rehabilitation program.

This study finds that there are no mathematical formulas to analyze the success of this program of ODL. However, the success of this program is measured by whether or not the recipients are truly recovered. Interviewees from ODL reveal that most of the people get better, get rid of traumatic experiences, and start a new life. Also, the program has been running since 2006, and ODL has plans to continue it in the future, which shows that the program is delivering successful outcomes because of which

ODL's management is focused on working on it. ODL is not only providing the rehabilitation service but also advocating for the mental health well-being of immigrants.

While discussing the impacts to beneficiaries of this philanthropic rehabilitation program of ODL, it can be confirmed that this program, without a doubt, has been changing the lives of many immigrants who have trauma and get into this program. Discussions with interviewees from ODL mention several individuals living a normal, healthy life after getting a cure for trauma. By analyzing the viewpoints of beneficiaries and ODL employees regarding this program, this study finds that a new healthy mindset is developed in cured individuals after completing the rehabilitation program. They are empowered and have hope for a new future. Not only that, but this program also helps them integrate into Finnish society, where they can find employment, raise families, and have smooth access to public services. Also, many positive changes in personal life can be visualized in the lives of beneficiaries of this program. The beneficiary of this program had genuine gratitude for ODL and the employees of ODL who helped her during the program. Overall, this rehabilitation program of ODL for traumatized immigrants has been highly successful that has positively impacted to ODL and beneficiaries of the program. The answers to the second research question are illustrated in figure 7 below.

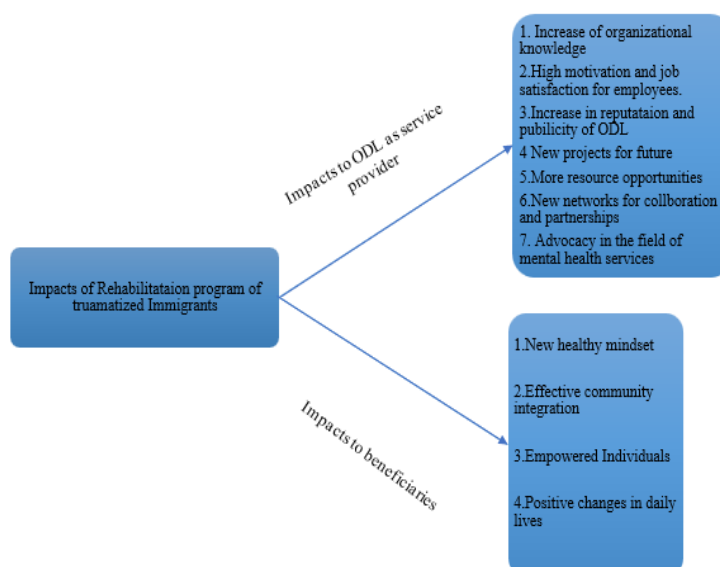


Figure 6 : Summarizing the impacts of ODLs' rehabilitation program for traumatized immigrants.

6.3 Contribution of this study

This study contributes in two ways. First, this study contributes to business literature by doing interdisciplinary research on the various roles and relationships of NGOs. This research has combined various key findings related to NGOs from other literatures, such as international relations, political science, social science, etc., which have relevance in business literature. Business research has already recognized NGOs as influential institutions in its sphere, but it lacks comparative, interdisciplinary research on NGOs as separate institutions (Buckley et al., 2017). This study carries an interdisciplinary research theme to contribute to holistic knowledge that is diverse and scattered in various literatures. This study supports and validates the findings relating to the roles and relationships of NGOs with businesses (Doh and Teegan, 2002; Teegan et al, 2004; Millar et al, 2004; Fassin ; 2010; Yanacopulos ; 2005, Kourula and Laasonen, 2010; Lewis, 2019), with society (Frantz,1987; Lewis, 2001; Rankin 2001; Dahan et al., 2010), with state. Moreover, this research finds that NGOs' relationships with business organizations are formed based on matching interests that ensure benefits for both parties during partnership. NGO-state relationships are formed mostly because of the socialist policies of the state, the political ideology of the government, the efficiency of NGOs in delivering social services, and the desire of NGOs to align with state objectives to gain legitimacy, resources, and flexibility in their operations. On the other hand, NGOs and society go together because the establishment and goal of NGOs are always to work for societal demands and solve social problems that government institutions and businesses are unable to do. The power of NGOs lies in their social capital, which they build through their social incentives. The positive relationship of NGOs with business, society, and the state will provide long-term sustainability for them, while successful results in social welfare programs will generate significant philanthropic donations from various donors.

The second contribution of this study is managerial contributions for NGOs and especially for ODL. The interview participants were mostly professionals in the NGO sector, whereas most of them work in high managerial positions at ODL. This study has tested existing theories with the viewpoints of interviewees on various topics related to NGOs. Also, this research has analyzed the rehabilitation program of ODL for immigrants with trauma from the discussions with ODL management and

beneficiaries of this program and found the impacts of this program. To summarize, the main practical contributions are ODL. First, ODL as an NGO can adjust, change, or modify its organizational strategies to approach business organizations and state institutions to form new partnerships and collaborations. ODL can also look for new social problems in Finnish societies and develop new agendas for the future. ODL also needs to be aware of the various challenges and criticisms that NGOs face, such as those of transparency and accountability.

The impacts of ODL's rehabilitation program shows that the employees involved in rehabilitation are committed and have high job satisfaction, whereas leadership is farsighted. However, there are tough challenges for employees as they must work with mentally challenged individuals who lack a common language and are culturally different. Thus, ODL's leadership also needs to be checked, as well as the wellbeing of employees who are involved in this program. This study finds that despite updated communication strategies, ODL needs to focus on social media use to disclose information about this program in multiple languages. Also, ODL has been continuing this program since 2006 and has plans to continue it in the future; however, ODL needs to constantly monitor changing political and economic situations, which can impact the funding of this program. This program is purely philanthropic, which means ODL runs it on its own expenses, but it receives funding from the church and the Finnish government, which may change at any time. Thus, ODL needs to be well prepared to secure its financial expenses for this program. Data from Statistics Finland (2021) shows that immigration has increased in other areas such as employment, study, and family unification, whereas data from the Finnish Government (2023) shows that Finland has been receiving a significant number of Ukrainian refugees. ODL for now focuses on refugees who have trauma; however, ODL should update its rehabilitation program for other sorts of immigrants who come to Finland for various purposes and have traumatic experiences. This shows that ODL in the future needs to focus on non-technical innovations, as stated by Mothe et al. (2010), such as innovating efficient processes to provide rehabilitation services and adopting agile organizational structures to accommodate recent changes in rehabilitation programs. Lastly, ODL will also benefit from conducting ethnographic research and development programs to gain a better understanding of this rehabilitation program and to understand why, what, and how new changes can be adopted in it. ODL can use those findings to increase the

scope of this rehabilitation program and formulate strategies to make it sustainable over the long term.

6.4 Evaluating the study

Prior business research has studied NGOs by only reflecting on MNE(Multinational Enterprise) -NGO relations, despite acknowledging that NGOs need to be studied as separate organizations. This study shows how NGOs can significantly impact various spheres, including businesses, society, and the state, which is why NGOs are such influential institutions. Moreover, the impacts of ODL's rehabilitation program on traumatized immigrants has never been studied before, which this study tries to explore. This study can work as preliminary interdisciplinary theoretical framework on NGOs, that business studies can carry ahead to find more on NGOs.

This study follows the single-case study based qualitative research method. According to Yin (2018, pp. 78–83), due to the subjective character of single-case qualitative research, its evaluation can be challenging. In qualitative research, case studies can be evaluated using the ideas of validity and reliability. Validity relates to the precision and trustworthiness of the research findings. Also, validity means how well the researcher captured the views and experiences of the people who took part in the study. The validity of the research is of two types. Internal and external validity Internal validity is the extent to which a research study examines what it plans to measure. It permits researchers to form reasonable explanations about causation relationships in which one situation is assumed to be the source of another situation and is used for explanatory or causal research. External validity relates to the extent to which a research study's conclusions can be transferred to other individuals, organizations, situations, and contexts. In other words, external validity looks at whether the outcomes seen in one research can be used in other contexts apart from that research and can be applied to evaluate single case studies. The other term, reliability, means the uniformity of research findings over time with different researchers (Yin, 2018, pp. 78–83). Moreover, Flick (2022, p. 1237) argues that qualitative research should be evaluated with the ethical procedures followed during the entire research.

This research has systematically investigated the exact purpose of the study as described in Section 1.3, and the research structure (i.e., introduction, theoretical framework, research methodology, findings and discussions, and conclusions) has been constant, as mentioned in Section 1.6 of this study. The validity of this research can be evaluated from the viewpoint of external validity, which, according to Yin (2018), seeks to generalize the findings. This research has put its best effort into getting practical narrative data from multiple interviewees, both inside and outside of ODL. Except for the beneficiaries of the rehabilitation program, all interviewees are experts in the NGO field, so their opinions and viewpoints on this research are highly valuable. All interviews were consciously structured, and all research subjects were discussed throughout the discussions, which strengthens the validity of this study. The study's findings supported the study's theoretical background. The findings of this research carry valuable information for ODL and can be applicable to other NGOs that run similar philanthropic programs as ODL. Thus, this research demonstrates a good level of validity in the sense of analytic generalizations (Yin, 2018, p.73) from where valuable knowledge is gained on NGO research and also how an NGO runs its social programs.

As far as reliability goes, this research has focused mostly on the viewpoint of NGO professionals. The study topic was specific and well-defined, and the selection of participants was based on their expertise and experiences with the research phenomenon. The data collection techniques, including in-depth interviews, were aimed at obtaining a comprehensive picture of the participants' experiences and viewpoints. These procedures guaranteed that the study was thorough and methodical. Moreover, the research methodology has also clearly described the data collection and interview processes. Thus, this study ensures a good level of reliability.

Moreover, this result has followed the ethical guidelines recommended by the University of Oulu during my master's thesis research. All interviewees were sent a consent form, a data protection management form (DMP), and sample questions by email. All interviewees were informed about the research themes before conducting interviews. This research, as mentioned by Flick (2022, pp. 1233–1240), follows ethical guidelines to protect the anonymity of the interviewees. The identity of the interviewees has been kept confidential in this study. Some interviewees were recorded

to transcribe data, while others were noted on paper during the interview, according to participants' consent.

6.5 Limitations of this study and suggestions for future research

Despite mentioning above that this research demonstrates a good level of validity and reliability, the findings of this research cannot be generalized. This research was mostly focused on the ODL Foundation, and the interviewees are all based in Finland. Single case study-based qualitative research and its limitations are well recognized (Yin, 2018, p. 75); for instance, a single case study examines a single phenomenon, so the results of such research can vary in different contexts and over time. The narrative interpretation of data can lack effective processing; a small sample size affects the quality of data, while a lack of resources and time all affect the validity of whole qualitative research, which is also visible in this study. This thesis uses interview as only one source of data and lacks data triangulation. The research mostly has a managerial perspective while conducting interviews on NGO theory and on ODL's rehabilitation program for traumatized immigrants. The access to beneficiary of ODL's rehabilitation program is limited to single individual. This research has also not been able to explore and find solid findings on the criticisms of NGOs as described in the theoretical framework. Thus, the findings of this study should be seen as preliminary or exploratory and not as definitive evidence.

Despite the above-mentioned limitations, this study hopes to encourage other researchers to develop different insights on NGO research. This study has a general perspective on analyzing the roles and relationships of NGOs, along with a case study of ODL's philanthropic program of rehabilitation of traumatized immigrants. This research has explored that NGOs form reciprocal and beneficial relations with businesses if their interests match; in society, they must prove the worth of their existence to form social capital for them, while NGOs mostly go line by line with the state to gain legitimacy and resources. Philanthropic initiatives of NGOs give them credibility, while philanthropy is also their source of income, as is evident through a study of ODL's philanthropic program. Future research can take multiple case studies of philanthropic programs of other NGOs and do in-depth comparative research with

multiple sources of evidence that boosts data triangulation. Such research will have the potential to develop new generalizable theories rather than test old ones.

Moreover, future research can investigate the roles and relationships of NGOs with single actors, for example, with business, society, or the state. Future research should analyze the impact on businesses of NGO collaboration or changes in communities after NGOs' social programs, as well as the political effects of NGO operations and vice versa. It would be interesting to see how criticisms of NGOs differ across geographies. Critical research on NGOs and their influence on key areas of business, society, and the state will also add new insights to this research. Also, this research can benefit from studying NGOs' acronyms in detail. NGOs can be also examined from the perspective of donors who are providing philanthropic donations to NGOs. Also, examining beneficiaries of philanthropic programs of NGOs would eventually prove or generate new ideas about NGOs' philanthropic programs. The research on the sustainability of such NGOs' philanthropic projects would also provide added knowledge that would show how long and how effectively NGOs can run philanthropic programs such as ODL's philanthropic program of rehabilitation of traumatized immigrants.

To conclude, this study shows that there is a greater need for comparative, multiple case study-based NGO research to explore the roles and relationships between NGOs and their philanthropic programs. Data triangulation by using various data sources would increase validity and reliability of future research. Critical research in this field would enrich this NGO phenomenon. This research has followed the theme of Buckley, 2002; Mudambi and Navarra, 2002; Teegan et al., 2004; Peng et al., 2008; Lambell et al., 2008; Kourula and Laasonen, 2010; Kolk, 2016; Buckley et al., 2017), who all argue for more in-depth and interdisciplinary research on NGOs as independent actors to understand NGOs within business literature.

7 REFERENCES

- Aboramadan, M. (2018). NGOs management: a roadmap to effective practices. *Journal of Global Responsibility*.
- Alvesson, M., Sandberg, J., & Einola, K. (2022). Reflexive design in qualitative research. *The SAGE Handbook of Qualitative Research Design*, 23.
- Andreoni, J. (2006). Philanthropy. *Handbook of the economics of giving, altruism, and reciprocity*, 2, 1201-1269.
- Bäärnhielm, S., Mösko, M., & Basilier Vaage, A. (2021). Separate or integrated services?. *Oxford Textbook of Migrant Psychiatry*, 439.
- Banerjee, S. B., & Linstead, S. (2001). Globalization, multiculturalism, and other fictions: colonialism for the new millennium?. *Organization*, 8(4), 683-722.
- Basit, T. (2003). Manual or electronic? The role of coding in qualitative data analysis. *Educational research*, 45(2), 143-154.
- Berends, H., & Deken, F. (2021). Composing qualitative process research. *Strategic Organization*, 19(1), 134-146.
- Bradshaw, Y. W., & Schafer, M. J. (2000). Urbanization and development: The emergence of international nongovernmental organizations amid declining states. *Sociological Perspectives*, 43(1), 97-116.
- Brass, J. N., Longhofer, W., Robinson, R. S., & Schnable, A. (2018). NGOs and international development: A review of thirty-five years of scholarship. *World Development*, 112, 136-149.
- Bratton, M. (1989). The politics of government-NGO relations in Africa. *World Development*, 17(4), 569-587.
- Brinkerhoff, J., Smith, S., & Teegen, H. (Eds.). (2007). *NGOs and the Millennium Development Goals: citizen action to reduce poverty*. Springer.
- Brzustewicz, P., Escher, I., Hatami, A., Hermes, J., Keränen, A., & Ulkuniemi, P. (2022). Emergence of social impact in company-NGO relationships in corporate volunteering. *Journal of Business Research*, 140, 62-75
- Buckley, P. J. (2002). Is the international business research agenda running out of steam?. *Journal of international business studies*, 33, 365-373.

Buckley, P. J., Doh, J. P., & Benischke, M. H. (2017). Towards a renaissance in international business research? Big questions, grand challenges, and the future of IB scholarship. *Journal of International Business Studies*, 48, 1045-1064.

Burchell, J., & Cook, J. (2013). Sleeping with the enemy? Strategic transformations in business–NGO relationships through stakeholder dialogue. *Journal of business ethics*, 113, 505-518.

Carothers, T., & Barndt, W. (1999). Civil society. *Foreign policy*, 18-29.

Carroll, A. B., & Brown, J. (2018). *Business & society: Ethics, sustainability & stakeholder management*. Cengage Learning.

Castaneda, A. E., Çilenti, K., Rask, S., Lilja, E., Skogberg, N., Kuusio, H., ... & Koponen, P. (2020). Migrants are underrepresented in mental health and rehabilitation services—survey and register-based findings of Russian, Somali, and Kurdish origin adults in Finland. *International journal of environmental research and public health*, 17(17), 6223.

Charnovitz, S. (2012). Accountability of non-governmental organizations in global governance. In *NGO Accountability* (pp. 33-54). Routledge.

Clark, J. (1992). Democratising development: NGOs and the state. *Development in Practice*, 2(3), 151-162.

Crack, A. (2019). NGO accountability. In *Routledge Handbook of NGOs and International Relations* (pp. 621-634). Routledge.

Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Co-creating new business models for developing markets. *Long range planning*, 43(2-3), 326-342.

Davies, T. (2014). *NGOs: A new history of transnational civil society*. Oxford University Press.

Davies, T. (2019). Introducing NGOs and International Relations. In *Routledge Handbook of NGOs and International Relations* (pp. 1-16). Routledge.

Deaconess Foundation. (2023). Centre for Torture Survivors and War Trauma Rehabilitation in Finland. Retrieved from <https://www.hdl.fi/en/https://www.hdl.fi/en/rehabilitation-for-torture-victims/centre-for-torture-survivors-in-finland/>

DeMars, W. E. (2005). *NGOs and transnational networks: Wild cards in world politics* (pp. vi+-250). London: Pluto Press.

Denzin, N. K., & Lincoln, Y. S. (2017). *The SAGE Handbook of Qualitative Research*. (5 ed.) SAGE Publishing.

Doh, J. P., & Teegen, H. (2002). Nongovernmental organizations as institutional actors in international business: Theory and implications. *International Business Review*, 11(6), 665-684.

Dubois, A., & Gadde, L. E. (2014). "Systematic combining"—A decade later. *Journal of Business Research*, 67(6), 1277-1284.

Edwards, M., & Hulme, D. (1995). NGO performance and accountability in the post-cold war world. *Journal of International Development*, 7(6), 849-856.

Edwards, M., & Hulme, D. (1996). Too close for comfort? The impact of official aid on nongovernmental organizations. *World development*, 24(6), 961-973.

Edwards, M., & Hulme, D. (1998). Too close for comfort? The impact of official aid on nongovernmental organizations. *Current Issues in Comparative Education*, 1(1), 1-21.

Elliott, R., & Timulak, L. (2005). Descriptive and interpretive approaches to qualitative research. *A handbook of research methods for clinical and health psychology*, 1(7), 147-159.

Fassin, Y. (2009). Inconsistencies in activists' behaviours and the ethics of NGOs. *Journal of Business Ethics*, 90, 503-521.

Fassin, Y. (2010). A dynamic perspective in Freeman's stakeholder model. *Journal of business ethics*, 96, 39-49.

Fielding, N. G., & Thomas, H. (2008). Qualitative interviewing. In *Researching social life* (No. 8, pp. 123-144). Sage.

Finnish Government. (2023). *Review of Ukrainians in Finland*. Hämtat från <https://valtioneuvosto.fi/en:https://valtioneuvosto.fi/en/-/1410869/ukrainians-will-continue-to-be-an-important-immigrant-group>

Finnish Institute for Health and welfare. (2022). Rehabilitation services for immigrants. Retrieved from <https://thl.fi/en:https://thl.fi/en/web/migration-and-cultural-diversity/support-material/good-practices/rehabilitation-services-for-immigrants>

Flick, U. (2022). Diversity, Ethics and Transparency as Continuing Challenges in Designing Qualitative Research. *The SAGE Handbook of Qualitative Research Design*, (1233-1242).

Flick, U. (2022). Setting the agenda—Roles of design (ing) in qualitative research. *The SAGE handbook of qualitative research design*, 1-20.

Frantz, T. R. (1987). The role of NGOs in the strengthening of civil society. *World Development*, 15, 121-127

Gephart Jr, R. P. (2004). Qualitative research and the Academy of Management Journal. *Academy of management journal*, 47(4), 454-462.

Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational research methods*, 16(1), 15-31.

Götz, N. (2008). Reframing NGOs: The identity of an international relations non-starter. *European Journal of International Relations*, 14(2), 231-258.

Götz, N. (2019). The emergence of NGOs as actors on the world stage. In *Routledge Handbook of NGOs and International Relations* (pp. 19-31). Routledge.

Graue, C. (2015). Qualitative data analysis. *International Journal of Sales, Retailing & Marketing*, 4(9), 5-14.

Hailey, J. (2000). Indicators of identity: NGOs and the strategic imperative of assessing core values. *Development in Practice*, 10(3-4), 402-407.

He, B. (2007). Global social justice at the WTO? The role of NGOs in constructing global social contracts. *International Affairs*, 83(4), 707-727.

Hodwitz, O. (2019). NGOs and the challenge of global terrorism. In *Routledge Handbook of NGOs and International Relations* (pp. 587-605). Routledge.

Hollifield, M., Warner, T. D., Lian, N., Krakow, B., Jenkins, J. H., Kesler, J., ... & Westermeyer, J. (2002). Measuring trauma and health status in refugees: a critical review. *Jama*, 288(5), 611-621.

Jackson, K., & Bazeley, P. (2013). *Qualitative data analysis with NVivo*(2nd ed). Sage.

Jordan, L., & Van Tuijl, P. (2000). Political responsibility in transnational NGO advocacy. *World development*, 28(12), 2051-2065.

- Keck, M. E., & Sikkink, K. (1998). *Activists beyond borders: Advocacy networks in international politics*. Cornell University Press.
- Kilby, P. (2019). NGOs in South Asia. In *Routledge Handbook of NGOs and International Relations* (pp. 529-540). Routledge.
- Kolk, A. (2016). The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business, 51*(1), 23-34.
- Kong, N., Salzman, O., Steger, U., & Ionescu-Somers, A. (2002). Moving Business/Industry towards sustainable consumption: The role of NGOs. *European Management Journal, 20*(2), 109-127.
- Korten, D. C. (1987). Third generation NGO strategies: A key to people-centered development. *World development, 15*, 145-159.
- Kourula, A., & Laasonen, S. (2010). Nongovernmental organizations in business and society, management, and international business research: Review and implications from 1998 to 2007. *Business & Society, 49*(1), 35-67.
- Lambell, R., Ramia, G., Nyland, C., & Michelotti, M. (2008). NGOs and international business research: Progress, prospects, and problems. *International Journal of Management Reviews, 10*(1), 75-92.
- Lan, Y. (2018). History and paradigm shift: NGOs in international development aid. *The China Nonprofit Review, 10*(1), 108-133.
- Lang, S. (2012). *NGOs, civil society, and the public sphere*. Cambridge University Press.
- Levitt, B., & March, J. G. (1988). Organizational learning. *Annual review of sociology, 14*(1), 319-338.
- Lewis, D. (2001). *The management of non-governmental development organizations: An introduction*. Routledge.
- Lewis, D. (2010). Nongovernmental organizations, definition, and history. *International encyclopedia of civil society, 41*(6), 1056-1062.
- Lewis, D. (2014). *The management of non-governmental development organizations* (3rd ed.). Routledge

Lewis, D., & Kanji, N. (2009). *Non-Governmental Organizations and Development* (1st ed.). Routledge. <https://doi.org/10.4324/9780203877074>

Liu, S. Y., Napier, E., Runfola, A., & Cavusgil, S. T. (2020). MNE-NGO partnerships for sustainability and social responsibility in the global fast-fashion industry: A loose-coupling perspective. *International Business Review*, 29(5), 101736.

Marcussen, H. S. (1996). NGOs, the state and civil society. *Review of African Political Economy*, 23(69), 405-423.

Maxwell, J. A. (2022). 3 INTERACTIVE APPROACHES TO QUALITATIVE RESEARCH DESIGN. *The SAGE Handbook of Qualitative Research Design*.

McCormick, J. (1999). The role of environmental NGOs in international regimes. *The global environment: Institutions, law, and policy*, 83, 92-110.

Mercer, C. (2002). NGOs, civil society, and democratization: a critical review of the literature. *Progress in development studies*, 2(1), 5-22.

Meyer, C. B. (2001). A case in case study methodology. *Field methods*, 13(4), 329-352.

Millar, C. C., Choi, C. J., & Chen, S. (2004). Global strategic partnerships between MNEs and NGOs: Drivers of change and ethical issues. *Business and Society Review*, 109(4), 395-414.

Montuori, L. A. (2000). Organizational longevity-Integrating systems thinking, learning and conceptual complexity. *Journal of organizational change management*, 13(1), 61-73.

Morduch, J. (1999). The microfinance promise. *Journal of economic literature*, 37(4), 1569-1614.

Mothe, C., & Uyen Nguyen Thi, T. (2010). The link between non-technological innovations and technological innovation. *European Journal of Innovation Management*, 13(3), 313-332.

Mudambi, R., & Navarra, P. (2002). Institutions and international business: a theoretical overview. *International Business Review*, 11(6), 635-646.

ODL. (2023). Information about us. Retrieved from <https://odl.fi/en:https://odl.fi/tietoa-meista/>

Oetzel, J., & Doh, J. P. (2009). MNEs and development: a review and reconceptualization. *Journal of World Business*, 44(2), 108-120.

Oruç, İ., & Sarikaya, M. (2010). Non-governmental organizations as outsourcing in corporate philanthropy. In *NGOs and Social Responsibility*. Emerald Group Publishing Limited.

Ott, J. S., & Dicke, L. (2021). *The nature of the nonprofit sector*. Routledge.

Ottaway, M. (2001). Corporatism goes global: International organizations, nongovernmental organization networks, and transnational business. *Global governance*, 7(3), 265-292.

Pearce, J. (2000). *Development, NGOs, and civil society*. Oxfam GB.

Pearce, J. L. (2003). *Globalization and NGOs: Transforming business, government, and society*. Greenwood publishing group

Peng, M. W., Wang, D. Y., & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of international business studies*, 39, 920-936.

Petrova, M. H. (2019). NGOs and peace. In *Routledge Handbook of NGOs and International Relations* (pp. 315-328). Routledge.

Polizzi, M. S., & Murdie, A. (2019). NGOs and human rights. In *Routledge Handbook of NGOs and International Relations* (pp. 251-266). Routledge.

Putnam, R. D. (1994). Social capital and public affairs. *Bulletin of the American Academy of Arts and Sciences*, 5-19.

Ranis, G., Xiong, S., & Singer, O. (2012). NGOs and Development Reconsidered. *New Global Studies*, 6(3).

Rankin, K. N. (2001). Governing development: Neoliberalism, microcredit, and rational economic woman. *Economy and society*, 30(1), 18-37

Raustiala, K. (1997). States, NGOs, and international environmental institutions. *International Studies Quarterly*, 41(4), 719-740.

Refugee Trauma Initiative. (2023). Our Approach. Retrieved from <https://www.refugeetrauma.org: https://www.refugeetrauma.org/ourwork>

Reinalda, B. (2019). NGOs and labour. In *Routledge Handbook of NGOs and International Relations* (pp. 237-250). Routledge.

Roth, S. (2019). Humanitarian NGOs. In *Routledge Handbook of NGOs and International Relations* (pp. 267-282). Routledge.

Roulston, K., & Halpin, S. N. (2021). Students' interactions in online asynchronous discussions in qualitative research methods coursework. *International Journal of Social Research Methodology*, 24(4), 401-412.

Ryan, H. E. (2019). The aesthetic politics of NGOs. In *Routledge Handbook of NGOs and International Relations* (pp. 128-137). Routledge.

Salamon, L. M. (2014). *Leverage for good: An introduction to the new frontiers of philanthropy and social investment*. Oxford University Press.

Salamon, L. M., & Anheier, H. K. (1992). In search of the non-profit sector. I: The question of definitions. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 3(2), 125-151.

Salamon, L. M., & Anheier, H. K. (1992). In search of the non-profit sector II: The problem of classification. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 3(3), 267-309.

Salamon, L. M., & Anheier, H. K. (1998). Social origins of civil society: Explaining the nonprofit sector cross-nationally. *Voluntas: International journal of voluntary and nonprofit organizations*, 9, 213-248.

Schwandt, T. A., & Gates, E. F. (2017). Case Study Methodology. In N. K. Denzin, & Y. S. Lincoln (Eds.), *The SAGE Handbook of Qualitative Research* (5 ed.). SAGE Publishing.

Sisaye, S. (2021). The influence of non-governmental organizations (NGOs) on the development of voluntary sustainability accounting reporting rules. *Journal of Business and Socio-economic Development*, 1(1), 5-23.

Smith, D. H. (2019). Voluntaristics: Global research on NGOs and the non-profit sector. In *Routledge handbook of NGOs and international relations* (pp. 193-208). Routledge.

Stake, R. E. (2008). Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), *Strategies of qualitative inquiry* (pp. 119-149). Sage Publications, Inc.

- Statistics Finland. (2014). *Summary*. Hämtat från https://www.stat.fi:https://www.stat.fi/tup/maahanmuutto/uth-tutkimus/yhteenveto_en.html
- Statistics Finland. (2023). *Immigrants in the population*. Hämtat från https://www.stat.fi:https://www.stat.fi/tup/maahanmuutto/maahanmuuttajat-vaestossa_en.html
- Stromquist, N. P. (1998). NGOs in a new paradigm of civil society. *Current issues in comparative education*, 1(1), 1-5.
- Sulek, M. (2010). On the modern meaning of philanthropy. *Nonprofit and voluntary sector quarterly*, 39(2), 193-212.
- Tacoli, C., & Okali, D. (2001). *The links between migration, globalisation and sustainable development*. International Institute for Environment and Development..
- Teegen, H. (2003). International NGOs as global institutions: Using social capital to impact multinational enterprises and governments. *Journal of International Management*, 9(3), 271-285.
- Teegen, H., Doh, J. P., & Vachani, S. (2004). The importance of nongovernmental organizations (NGOs) in global governance and value creation: An international business research agenda. *Journal of international business studies*, 35, 463-483.
- Thornberg, R. (2022). Abduction as a Guiding Principle in Qualitative Research Design. *The SAGE Handbook of Qualitative Research Design*, 243-256.
- Tight, M. (2022). Designing case studies. *The sage handbook of qualitative research design*, 2.
- Trivedi, C., & Stokols, D. (2011). Social enterprises and corporate enterprises: Fundamental differences and defining features. *The Journal of Entrepreneurship*, 20(1), 1-32.
- UNESCO. (2022, April 21). Exploring new and innovative responses to the crisis: NGO solidarity during COVID-19. Retrieved from <https://www.unesco.org:https://www.unesco.org/en/articles/exploring-new-and-innovative-responses-crisis-ngo-solidarity-during-covid-19>
- Vachani, S., Doh, J. P., & Teegen, H. (2009). NGOs' influence on MNEs' social development strategies in varying institutional contexts: A transaction cost perspective. *International Business Review*, 18(5), 446-456.

Waniak-Michalak, Halina, Sviesa Leitoniene, and Ivana Perica. "The NGOs and Covid 19 Pandemic: A New Challenge for Charitable Giving and NGOs' Mission Models." *Engineering Economics* 33, no. 2 (2022): 174-187.

Whaites, A. (2000). Let's get civil society straight: NGOs, the state, and political theory. *Development, NGOs, and Civil Society*. Oxford: Oxfam GB, 124-141.

White, S. C. (1999). NGOs, civil society, and the state in Bangladesh: The politics of representing the poor. *Development and change*, 30(2), 307-326.

Wilson, J. (2014). Essentials of business research: A guide to doing your research project. *Essentials of business research*, 1-376.

Yin, R. K. (2015). *Qualitative research from start to finish*(2nd ed). Guilford publications.

Yin, R. K. (2018). *Case study research and applications: Design and methods*(6th ed) Sage Books.

Zhan, Y. (2020). The moralization of philanthropy in China: NGOs, voluntarism, and the reconfiguration of social responsibility. *China Information*, 34(1), 68-87.

Zogata-Kusz, A. (2022). Policy advocacy and NGOs assisting immigrants: Legitimacy, accountability, and the perceived attitude of the majority. *Social Sciences*, 11(2), 77.

APPENDIX 1

Sample interview questionnaire used in this study.

Topic 1. Civil society and NGOs

Can you explain about Civil society?

What are NGOs?

Topic 2. NGO- Business

How you explain about NGO-business relationship?

DO NGOs need to form partnership with business?

How can NGOs and business go along together?

Topic 3. NGO-Society

What is society for NGOs?

Why they need to run social programs?

What NGOs seek from society?

Topic 4. NGO-State

What NGOs can do that state cannot do?

Why state and NGOs need each other?

How politics and state characteristics affect NGOs?

What NGOs mean to state?

How state can help NGOs and vice versa?

Topic 5. NGO- Philanthropy

What philanthropy means to NGOs?

From where NGOs receive and where they carry out their own philanthropy?

Can NGOs always depend on philanthropic donations?

Topic 6. Criticisms of NGOs

What are the challenging issues for NGOs?

On what areas NGOs are often criticized of?

Should NGOs need to be aware of their criticisms?

Topic 7. Factors causing trauma to immigrants in Finland

What challenges immigrants face in Finland?

Do all challenges lead to trauma?

What factors can cause trauma to immigrants in Finland?

Topic 8. ODL's philanthropic program of rehabilitation program of traumatized immigrants

Can you describe this rehabilitation program in detail?

Why ODL is conducting this program?

What ODL seeks from this program?

What are the recent developments or changes after starting this program?

Can you mention any key positive changes after starting this program?

What is the view of recipients of this program?

Any challenges faced during this program?

How ODL measures the success of this program?

Has ODL gained any financial assistance after launching this program?
How employees feel while working in this program?

Topic 9. Beneficiary-ODL

Can you explain about you and how you found ODL?
Any idea how was rehabilitation program? How you think of it?
How are you feeling after rehabilitation? How is your life now?
Any comments to ODL?