

Designing a Model of Antecedents and Consequences of Relationship Marketing to Increase Participation in Non-Governmental Organizations (NGOs)

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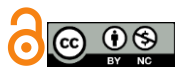
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ABSTRACT

Objective: The purpose of this study is to design a relationship marketing model to increase participation in non-governmental organizations (NGOs).

Methodology: This research is a mixed-method study (qualitative-quantitative) conducted using the thematic analysis method. In this context, the statistical population in the qualitative section includes all marketing experts and senior managers of companies and institutions active in the field of participation in NGOs. Using snowball sampling, 10 individuals were selected until theoretical saturation was achieved. Semi-structured interviews were conducted with the experts. Strauss and Corbin's systematic method was used for coding the interviews. To validate the qualitative findings, the criterion of credibility with reliability was employed. The statistical population of the quantitative section included all employees of NGOs providing services to children with critical illnesses. Based on the determined sample size for structural equations, 260 individuals were selected using purposeful sampling. The data collection tool was a questionnaire derived from the qualitative section. For the questionnaire's validity, convergent and divergent validity were used, and for reliability assessment, Cronbach's alpha coefficient and composite reliability were utilized. The collected data were tested using PLS3 software.

Findings: The final model, consisting of causal conditions (11 concepts and 2 categories), central phenomena (5 concepts and 1 category), contextual conditions (6 concepts and 2 categories), strategies (11 concepts and 2 categories), intervening conditions (5 concepts and 1 category), and consequences (10 concepts and 3 categories), was formed as the dimensions of relationship marketing to increase participation in NGOs. After analyzing the quantitative section, all path coefficients in the model were significant and confirmed.

Conclusion: The results indicated that designing a relationship marketing model for NGOs can enhance member and community participation and interaction, ultimately leading to the achievement of goals and the enhancement of the mission of these organizations. This model is crucial as an effective tool for the development and growth of such organizations and can lead to positive transformations in social participation and NGO activities.

Keywords: *Relationship Marketing, Thematic Analysis, Marketing Model, Organization, Social Participation, Non-Governmental Activities.*

1 Introduction

The current era is one of rapid and unpredictable changes. Experience has shown that today is not like yesterday, and inevitably, tomorrow will be different from today. Therefore, adhering to past practices and strategies is risky. Developing countries and societies must carefully apply their commercial and business strategies to stabilize their progress, or they risk losing their competitive position on the international stage. Similarly, companies are constantly searching for methods to maintain their relationships with valuable customers. One such method is known as relationship marketing. Relationship marketing emerged from a paradigm shift in transactional marketing and, despite its significant potential role in the success of businesses, has not received much attention. In recent years, relationship marketing has compelled managers to seek more creative ways to establish mutually beneficial relationships with customers. In reality, relationship marketing allows companies to enjoy competitive advantages such as reduced marketing costs, increased cross-selling rates, positive word-of-mouth effects, and lower marketing failure costs (Rashidi & Abbaspour, 2023).

Organizations, recognizing the importance of customer satisfaction, are gradually moving away from traditional marketing towards relationship marketing. Full awareness of the customer, their needs, and desires requires establishing close relationships with them. Relationship marketing aims to build close, long-term relationships to fully understand the customer and meet their satisfaction (Sawadogo-Lewis et al., 2022; Wisetsri et al., 2021). Various approaches to social change have existed, such as health education, health promotion, social advertising, and public communications. These approaches can generally be categorized as follows (Hatami Kheljan et al., 2023):

Educational Approach: This approach assumes that if people understand what and how a behavior should be performed, they will do it correctly. The main goal is to provide awareness to the target community. This approach is widely used in healthcare-related topics. The main

criticism is that it focuses on changing beliefs rather than behaviors.

Persuasion Approach: Advocates believe that people act when they are sufficiently motivated. Social advertising is a method highlighted in this approach. The main criticism is that it prioritizes the seller's considerations and benefits over the customer's needs and desires.

Behavior Modification Approach: Based on behaviorist theory, this approach suggests that people's actions are based on learning a technique and receiving incentives for it. The main issue is its cost, and unlike educational and persuasion approaches, it cannot be widely applied to mass audiences.

Social Influence Approach: Proponents claim the most effective way for social change is to influence societal norms and collective behaviors.

Relationship Marketing Approach: The goal is to introduce new behavior in a way that ensures the personal interests of the target community are voluntarily met.

Relationship marketing is not merely a set of techniques and tools for social change but represents a new worldview and mindset that can lead to broader and more effective social changes. It can be said that relationship marketing incorporates the advantages of all the above approaches, providing greater comprehensiveness. Effective factors in participation in NGOs include:

Receiving Basic Benefits: Initially, relationship marketing topics involve individual behavior change, but the benefits extend to family structures and communities.

Time Horizon for Benefits: Benefits vary in the time they become apparent. For instance, literacy eradication programs show results faster than global energy consumption reduction.

Benefit-Behavior Connection: The benefits of social marketing are clearly linked to behavioral changes.

Sensitivity: Relationship marketing topics vary in sensitivity. For example, eating fresh food is beneficial, whereas euthanasia is not a sensitive issue.

Consensus: There is a high level of collective and expert agreement in relationship marketing.

Customization: Relationship marketing topics can be tailored to individual needs, like sports programs or diets, or designed for collective groups, like anti-racism campaigns (Hatami Kheljan et al., 2023).

The modern approach in marketing emphasizes social issues and community marketing. Relationship marketing is a relatively new field that many view as a remedy for global social problems. Kotler, in one of his recent articles, stresses the need to apply social marketing thinking instead of behavioral economics, considering social marketing as an effective response to current social issues (Bayati et al., 2023; Bianchi et al., 2021; Macedo et al., 2021; Mato-Santiso et al., 2021; Rashidi & Abbaspour, 2023; Wisetsri et al., 2021; Yoga & Bumi, 2020).

Despite the importance and significant role of NGOs in today's progressive societies, their continuity and strength depend on the participation of those who believe in their goals and actively participate. Sometimes, participation decreases due to reasons such as economic recession, pandemics, unfavorable political situations, security threats, and lack of enthusiasm and dynamism in society. In such situations, NGOs realize the crucial need to increase participation. One effective method to achieve this is utilizing the capacities and techniques of relationship marketing to enhance participation and loyalty among NGO participants. Thus, this research seeks to answer the question: How can a model be designed to increase participation in NGOs using the antecedents and consequences of relationship marketing?

2 Methods and Materials

This study is applied research in terms of its aim and descriptive with a qualitative approach in data collection. It is developmental in goal and combines qualitative and quantitative methods in execution.

Due to the novelty of research in designing a model of antecedents and consequences of relationship marketing to increase participation in NGOs, a qualitative method and qualitative content analysis approach were utilized. In qualitative content analysis, through interviews with marketing experts and senior managers active in NGOs, the factors influencing relationship marketing and its consequences are examined. Their experiences in this field are analyzed based on their achievements, activities, and observations in NGO participation. The ultimate goal is to design a model of antecedents and consequences of relationship marketing to increase participation in NGOs.

After identifying the categories, the text is examined to measure its alignment with these categories (Yousefi Arjmand, 2006, p. 65). In qualitative research, the sample is chosen for meaning rather than repetition, focusing on the "what" rather than "how much" or "how many" (Blouinage, 2015). The most important criterion for sample selection in qualitative research is the sample's relevance to the research issue.

In the qualitative section, structured or semi-structured deep interviews are conducted with experts in the field, professors, and senior managers of NGOs assisting critically ill children. In the quantitative section, non-random accessible sampling is used. Employees of NGOs are interviewed, and questionnaires are completed through them. As mentioned, the participants in this study include experts, employees, and senior managers active in NGOs, selected through purposive (theoretical sampling) and chain referral (snowball sampling) methods.

For the quantitative section, using a descriptive survey approach, the sample size is determined according to the target community. In structural equation modeling methodology, the sample size can range from 5 to 15 observations per measured variable.

Data analysis in the qualitative section is conducted using thematic analysis with MAXQDA software. Thematic analysis is employed when comprehensive conceptual models on the topic do not exist. Although previous research has been done on designing a model of antecedents and consequences of relationship marketing to increase participation in NGOs, most studies have only focused on specific aspects of relationship marketing, particularly in modeling, and none have been done in NGOs. The thematic analysis process begins when the analyst identifies meaningful patterns and potentially interesting topics. This analysis involves continuous back-and-forth between the data set, coded summaries, and emerging data analysis. Writing the analysis starts from the very first stage. There is no unique way to start a thematic study.

3 Findings and Results

In this study, in-depth, face-to-face interviews lasting 45 to 60 minutes were conducted with 10 individuals responsible for implementing and policymaking in relationship marketing to increase participation in non-governmental organizations (NGOs). These interviews were sometimes repeated to share preliminary findings, complete, revise, and adjust the data. The data were coded

simultaneously with their collection. The selected participants were among the most knowledgeable members regarding relationship marketing to increase participation in NGOs, and some were directly involved as implementers. Questions were posed about relationship marketing to increase participation in NGOs, its causes, and influencing factors. The interviews were recorded to enable thorough analysis and review of the participants' perspectives. Theoretical sampling continued until categories reached theoretical saturation.

This stage involved categorizing various codes into potential themes and organizing all coded data summaries

into the identified themes. The researcher began analyzing the codes, considering how different codes could combine to create an overarching theme. During this stage, duplicate codes were screened and removed, and similar codes were integrated. The extracted indicators from the interview texts were categorized. This stage included the first part of the research, the qualitative research, with findings presented according to the research questions.

Contextual conditions refer to the circumstances in which strategies and interactions lead to outcomes. Table 1 presents the identified initial codes:

Table 1

Contextual Conditions Categories

Interviewee Reference	Identified Initial Codes	Code
Interview 1	Preserving human dignity and rights	A1
	Cooperative spirit and social adaptability	A2
	Social justice	A3
	Active and effective in the Islamic world by consolidating the model of religious democracy	A4
	Based on ethical principles and Islamic values	A5
Interview 2	Innovative	B1
	Value-creating	B2
	Interactive and productive	B3
Interview 3	Efficient development	C1
	Developed	C2
	Leading scientific and technological position in the region	C3
	Possessing advanced knowledge	C4
	Intellectual and social dynamism	C5
	Active; capable in producing science and technology	C6
	Emphasis on software movement and knowledge production	C7
Interview 4	Islamic and revolutionary identity	D1
	Committed to the revolution and Islamic system and the flourishing of Iran	D2
	Proud to be Iranian	D3
	Attention to Islamic teachings and the thoughts of Imam Khomeini (RA)	D4
Interview 5	Self-esteem	E1
	Relying on the omnipotent power of God	E2
	Enjoying health	E3
	Welfare, food security	E4
	Social security	E5
	Global interaction based on principles of dignity	E6
	Wisdom and expediency	E7
	Enjoying social and judicial security	E8
	Discipline; sacrificial; safe; legitimate freedoms	E9
Interview 6	Relative improvement of per capita income	F1
	Proper income distribution	F2
	Achieving full employment	F3
	Relying on superior human resources and social capital in national production	F4
	Equal opportunities	F5
Interview 7	Rapid and sustained economic growth	G1
	Constructive and effective interaction in international relations	G2
Interview 8	Development-oriented	H1
	Enjoying benefits	H2
	Excellence-oriented	H3
	Perfectionist	H4
	Beneficiary	H5

Interview 9	Scholar	H6
	Dynamic	H7
	Creative and mentoring	H8
	National, revolutionary, and faithful	I1
	Ethical and responsible society	I2
Interview 10	Inspirational in the Islamic world	I3
	Strong family institution	I4
	Non-discrimination and universal enjoyment of a favorable environment	J1
	Possessing work ethics	J2

Causal conditions refer to the main causes and factors from which the phenomenon under investigation (the main category) arises. Table 2 presents the identified initial codes:

Table 2

Causal Conditions Categories

Interviewee Reference	Identified Initial Codes	Code
Interview 1	Having a different mindset from competitors	A6
	Development-oriented thinking	A7
	Enhancing human resources	A8
	Helping strengthen human resources	A9
Interview 2	Providing necessary training for marketing personnel, continuous development	B4
	Marketing personnel	B5
	Identifying the strengths and weaknesses of marketing personnel	B6
	Addressing the weaknesses of marketing personnel	B7
	Focusing on the strengths of marketing personnel	B8
Interview 3	Educational needs assessment of marketing personnel	B9
	Welcoming individuals' innovative ideas	C8
	Encouraging individuals to innovate in work	C9
	Hiring creative individuals, holding brainstorming sessions	C10
	Employing experienced individuals	C11
Interview 4	Utilizing individuals' creative perspectives	C12
	Specifying the tasks of each marketing sub-division	D5
	Developing guidelines	D6
	Utilizing automation software	D7
	Marketing interaction with other units such as technical and human resources units	D8
Interview 5	Developing the desired vision	E10
	Paying attention to the documented vision	E11
	Planning to achieve the desired vision	E12
	Developing a ten-year vision and striving to achieve it	E13
Interview 6	Developing short-term and long-term goals	F6
	Specifying missions	F7
	Developing current strategies	F8
Interview 7	Paying attention to modern technology	G3
	Identifying current policy dimensions	G4
	Identifying competitors' strengths and weaknesses	G5
Interview 8	General competency	H9
	Practical competency	H10
	Work ethic	H11
Interview 9	Alignment between competencies and responsibilities	H12
	Prevalence of lawlessness culture in the organization	I5
	Establishing competent managers in key positions	I6
	Promoting a culture of meritocracy among organization officials	I7
	Strengthening communication and information networks to identify competent individuals	I8
Interview 10	Prioritizing specific groups in appointments	I9
	Appointments based on religious and Islamic beliefs	I10
	Trust and predictability	J3
	Capability and competence	J4

Expertise and benevolence	J5
Motivation, commercial sense, and altruism	J6
Integrity and loyalty	J7
Faith, consensus, and compatibility	J8
Personality	J9
Open management and interest	J10
Acceptance of reality	J11
Clear understanding of short-term and long-term relationships	J12
Increasing coordination between tasks	J13
Awareness of relationship building	J14
Identifying and reducing existing risks	J15
Communicating and gaining individuals' trust	J16
Increasing dissemination of information and knowledge about individuals	J17
Benevolence or goodwill	J18

The most crucial aspect of the success of this analysis step is to identify the main phenomenon concerning the research topic, based on repeated reviews of themes and categories

developed thus far. [Table 3](#) presents the identified initial codes:

Table 3

Central Phenomenon Categories

Interviewee Reference	Identified Initial Codes	Code
Interview 1	Gaining long-term mutual benefits	A10
	Establishing relationships between the organization and non-profit institutions for social participation	A11
Interview 2	Direct contact, tangible rewards	B10
	Interpersonal communication	B11
	Preferential behavior and membership	B12
Interview 3	Changing relationships and clarifying organizational communications	C13
	Conflict situational awareness in the organizational environment	C14
	Identifying organizational conflict conditions	C15
Interview 4	Creating a competitive advantage	D9
	Managing sustainable and satisfactory relationships	D10
	Adapting and aligning with individuals' needs	D11
Interview 5	Assessing organizational conflict conditions	E14
	Selecting appropriate dispute resolution techniques	E15
	Differentiating between different personal values	E16
Interview 6	Avoiding ridicule and devaluation of individuals' opinions in the organization	F9
	Improving interpersonal relationships in the organizational environment by gaining more understanding of each other	F10
	Clarifying individual and interpersonal relationships in the organization	F11
Interview 7	Changing conflictual relationships in the organization	F12
	Providing appropriate solutions to existing problems	G6
	Respecting individuals' value preferences	G7
Interview 8	Preserving human dignity in the organizational environment	G8
	Continuous support of loyal customers as partners	H13
	Mutual dependence, cooperation, and mutual commitment	H14
Interview 9	Addressing conflicts and disputes rationally and logically	I11
	Awareness of problem-solving in the organizational environment	I12
Interview 10	Expectations from each individual based on their abilities	J19
	Avoiding heavy tasks on individuals lacking professional ability	J20
	Assigning responsibilities based on individuals' expertise and skills	J21

Ultimately, the present study's results and the combined causes and adopted strategies lead to certain outcomes and consequences. [Table 4](#) presents the identified initial codes:

Table 4*Outcome Categories*

Interviewee Reference	Identified Initial Codes	Code	
Interview 1	High quality of service delivery at a professional level	A19	
	Meeting individuals' expectations	A20	
	Achieving targeted goals and programs	A21	
	Encouraging relationship formation and strengthening relationships	A22	
Interview 2	Identifying hidden national capacities	B22	
	Acting as a supervisor, consultant, and executor of government projects	B23	
Interview 3	Achieving short-term and long-term goals in NGOs	C21	
	Precise alignment of legal responsibilities with regulatory bodies	C22	
	Organizational commitment to law and regulations	C23	
	Enhancing system coherence	C24	
Interview 4	Human responsibility to oneself, God, or others	D17	
	Ethical responsibility, implying shame, conscience, and guilt	D18	
	Preserving and helping the community	D19	
	Contributing to sustainable economic development	D20	
	Improving quality of life	D21	
	Attention to economic activities and actions	D22	
	Earning profits, safeguarding owners' interests, providing quality goods and services at reasonable prices, and creating job opportunities for the community	D23	
	Creating value for stakeholders	D24	
	Interview 5	Attracting public and charitable donations	E23
		Securing government funding	E24
Empowering, engaging the target community, and advocating for support		E25	
Interview 6	Legal responsibility	F18	
	Proper execution of legal requirements	F19	
	Adherence to consumer product laws, environmental laws, and employee-related laws	F20	
	Avoiding laws driven by personal or group interests	F21	
Interview 7	Commitments derived from social contracts between business and society	G13	
	Addressing the long-term needs and wants of society	G14	
	Influenced by the ethical standards governing society	G15	
	Respecting values, norms, beliefs, and people's convictions	G16	
	Attention to ethical considerations in work and activities	G17	
Interview 8	Avoiding unethical tools to eliminate competition	H18	
	Attention to suppliers' and providers' needs	H19	
	Ensuring the physical and psychological safety and health of employees	H20	
Interview 9	Preserving, improving, and expanding the environment	I16	
	Reducing hazardous gases, minimizing pollution, waste management, energy savings, reducing raw material consumption, producing eco-friendly packaging, using less environmentally risky distribution channels, afforestation and tree preservation, supporting environmental groups	I17	
	Converting environmental costs into savings and profit	I18	
Interview 10	Training and empowering employees in social and environmental areas	J27	
	Human and civil rights	J28	
	Decent work	J29	
	Policy of non-discrimination based on gender, ethnicity, race, religion, etc.	J30	
	Balance between work and life	J31	
	Encouraging, supporting, and promoting employees and cultural diversity among employees	J32	

Axial coding is the second stage of analysis in grounded theory. This phase aims to establish relationships between generated categories (from open coding) based on the paradigm model, facilitating the theory-building process. The basis for establishing relationships in axial coding lies in expanding and developing one of the categories. In designing the model, dimensions must first be identified, and

then the relationships between them explained. Finally, the logic behind selecting these dimensions and their interrelationships is elucidated. In the second step, based on the obtained data, the primary dimensions of the proposed model were identified. These are the dimensions derived from the previous section's deep interview data, processing, and categorization.

- Establishing a relationship between a general category and the statements made
- Confirming statements by referring to actual data (evidence-based validation)
- Expanding the characteristics of the general category and categories (for analytical richness)
- Examining the phenomenon's diversity by linking categories

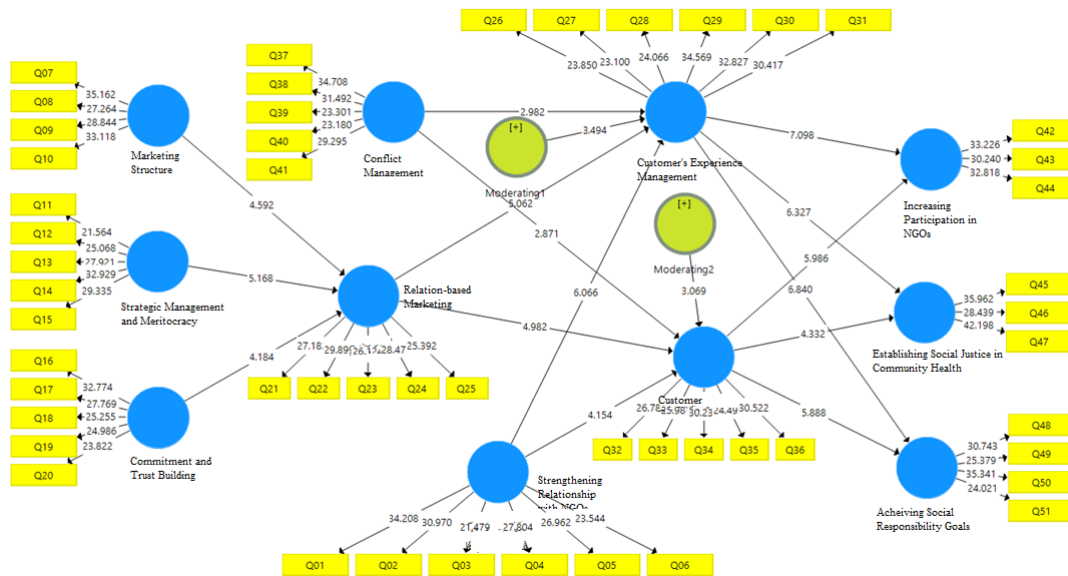
The partial least squares technique was used to validate the model. The results from the model execution in the

standard estimation mode indicate the direction and intensity of relationships among variables.

To assess the significance of the model's variable relationships, the bootstrap method was used, which provides the t-statistic. At a 5% error level, if the bootstrap statistic is greater than 1.96, the observed correlations are significant. The t-statistic and bootstrap value for assessing relationship significance are presented in Figure 2.

Figure 1

Significance of Variable Relationships with Partial Least Squares (Bootstrapping)



4 Discussion and Conclusion

The use of marketing in non-governmental organizations (NGOs) is challenging given the inherent culture within these organizations. The findings of this study indicate a positive linear relationship between relationship marketing and the financial sustainability of NGOs. This suggests that a unit change in relationship marketing has a significant impact on the financial sustainability of NGOs. The study's findings align with the prior works (Bayati et al., 2023; Bianchi et al., 2021; Macedo et al., 2021; Mato-Santiso et al., 2021; Rashidi & Abbaspour, 2023; Wisetsri et al., 2021; Yoga & Bumi, 2020), demonstrating that relationship marketing can improve the financial sustainability of NGOs. The results obtained from the collected data, analyzed using statistical analysis software, show:

The content analysis results in creating, maintaining, and strengthening a strong relationship with NGOs revealed that

components such as material and spiritual rewards, possessing specialized knowledge and skills, maintaining professional ethics, organizational culture, adherence to Islamic social norms and values, and performance based on modern technology and science are considered antecedents and consequences of relationship marketing to increase participation in NGOs.

The content analysis results in the dimension of causal conditions include commitment and trust-building (creating a healthy and friendly environment for participants, establishing long-term relationships with participants, creating conditions suitable to customer needs, identifying and addressing individuals' needs promptly, and creating value for individuals); strategic management (drawing vision and mission, establishing effective relationships with the organization's strategic units, fostering meritocracy, aligning strategy with competitors' position and technological and political changes, and developing current

goals, mission, and strategies); and organizational structure (including dimensions of fostering development-oriented thinking in human resources, developing and training marketing personnel, innovation and brainstorming sessions, and identifying internal marketing and inter-unit processes).

Further, relationship marketing is considered to include intra-organizational and inter-organizational harmony, value management in the organization, appropriate transparency and participation with individuals, complaint management, conflict control within and outside the organization, value management in the organization, and clarifying assigned tasks according to individuals' abilities.

Customer experience management in the antecedents and consequences of relationship marketing to increase participation in NGOs includes establishing a satisfaction evaluation model for NGOs, using NGO relationship management software, various feedback portals, employing diverse communication channels, increasing interaction with NGOs, proper and prompt response to NGOs, and needs assessment and extraction of NGO needs.

Customer orientation from the experts' perspective includes identifying key customers, identifying key customers' needs and wants, establishing long-term relationships with customers, creating mutual and interactive relationships with customers, and responding to customers after the purchase process.

Conflict management includes cooperation and collaboration style, compromise and settlement style, consensual and flexible style, compulsory and power enforcement method, and avoidance method.

The outcomes are categorized into three main titles: increasing participation in NGOs (creating loyalty and satisfaction, improving government performance, and increasing empathy and cooperation); establishing social justice in community health (financial support, community participation and advocacy, and creating a sense of security in the community); and achieving social responsibility goals (environmental responsibility, economic responsibility, ethical/humanitarian responsibility, and legal responsibility).

Finally, the obtained paradigm model was analyzed using Smart PLS software. The analysis confirmed all dimensions, components, and elements of the antecedents and consequences model of relationship marketing to increase participation in NGOs. The local model achieved validity, reliability, and good fit.

Human societies can pave the way for stability and security through general solidarity, thereby creating

systematic mechanisms. In today's modern world, the government and state system are the largest and most important entities responsible for macro-interactions and policymaking in any human society. Establishing organized and cohesive structures for organizational communication and continuity of activities requires numerous social interactions between the government and the people, and vice versa. This mutual interaction and identification of social goals and needs lead to sustainable optimization, ultimately providing a platform for the material and spiritual growth of society. Therefore, in a society, in addition to government and commercial organizations, assemblies are formed with specific organizational structures to meet people's needs. These assemblies, as NGOs, create unique potential that can be the source of many impactful political, cultural, and economic transformations.

Today, we frequently encounter the term NGO and observe its high status and profound impact on national and international relations. NGO stands for Non-Governmental Organization. In Persian, the term "Sazman Mardom Nahad" (NGO) is chosen to translate this term. The nature of an NGO can be understood by analyzing its internal components: social group, organization, non-governmental identity, cooperative orientation, and non-profit orientation.

The importance of NGOs is increasing day by day, and their principled participation is increasingly expected. The question arises: how can these organizations establish continuous communication with their participants and stakeholders, and how can they participate wisely in society? It appears that NGOs, like other organizations, need marketing, specifically a type of marketing that can establish long-term and effective relationships.

Today, relationship marketing plays a crucial role as a valuable and strong bond. Morgan and Hunt concluded that relationship marketing activities lead to the creation, maintenance, and development of successful exchanges. They emphasized the importance of trust, cooperation, and shared values in maintaining successful, long-term relationships. Understanding the role of relationship marketing in these organizations and whether relationship marketing can be an appropriate tool for better communication between the organization and the community is critical. Can NGOs use relationship marketing to increase their participation and responsibility in society?

The cooperation of the organization in NGOs is not aimed at profit-making, and therefore, their activities are not fundamentally commercial. The non-profit nature of NGO activities raises the question of how they are funded. NGO

budgets are secured through various means, including membership fees, sales of goods and services, publications, donations from international organizations, governments, charitable institutions, and personal contributions. Major funds are often provided by governments or economic activities conducted to support NGO budgets.

Although profit-making is not the primary goal of these organizations, they need to identify their objectives and develop strategies and plans to achieve these goals. Effective implementation of programs and performance evaluation is essential in any organization. Therefore, non-commercial organizations, like commercial ones, need marketing. The main difference between commercial and non-commercial marketing lies in the types of groups the organization deals with.

Non-commercial and non-profit organizations engage with two main markets in their marketing efforts:

a) Donors (money, labor, services, or materials), where the non-commercial organization's task is to attract resources.

b) Clients, i.e., those who receive the organization's money or services (beneficiaries).

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Declaration of Interest

The authors of this article declared no conflict of interest.

Authors Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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