

exchange reserves, which amounted to USD8,147.1 million as of November 1, 2023, which is USD217.6 million more than the same indicator as of January 1, 2023, as well as the situation in foreign trade [3].

Thus, most Belarusian analysts believe that the ruble will gradually weaken against the dollar. However, one should not expect a sharp decline in the national currency, given the current situation in the economy and foreign markets. Nevertheless, the National Bank believes that the emerging trends in the Belarusian economy contribute, among other things, to the acceleration of devaluation and inflationary processes.

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D. Volynets

Д.А. Вольнец

БГЭУ (Минск)

Научный руководитель О.Л. Хаецкая

HUMAN RESOURCE MANAGEMENT IN NON-PROFIT ORGANISATIONS: THE CASE OF THE EUROPEAN INDEPENDENT FILM FESTIVAL

Управление человеческими ресурсами в некоммерческих организациях на примере Европейского фестиваля независимого кино

Nonprofits play a vital role in our society, addressing a wide range of social, cultural, and environmental issues. However, the effective human resource management within these organizations presents its own set of complexities. The goal of the study is to reveal the essential nuances of HR management within the non-

profit sector, with a specific focus on the European Independent Film Festival (ÉCU), which serves as the context for this research. The study also aims to explore the conflicting viewpoints of the researchers by testing five pairs of contradictory hypotheses.

The hypotheses chosen are as follows: 1) professional approach to HR management is less important for NPOs, or the HR challenges are indeed significant; 2) traditional motivation management function is unnecessary because volunteers are already highly motivated, or proper motivation can reduce high turnover rates; 3) training and education for volunteers can be reduced since they are not considered a prospective workforce, or nonprofits should provide coaching for them as they make up a significant portion of active personnel; 4) volunteers are less likely to take responsibility, or they are equally involved in the effective work process as paid workers; 5) leaders in the context of nonprofits have little to no value, or they serve as a major motivator for employees.

Tasks according to the main goal were to collect data through direct observations during the internship at ÉCU, develop a questionnaire, analyze the results based on selected hypotheses, and modify or confirm them. Multiple data collection methods were used, including directed content analysis techniques. The questionnaire consisted of five sections and 21 questions, targeting trainees from ÉCU. Theoretical and methodological triangulation was used to enhance validity and reliability. Theoretical saturation was achieved after analysing 34 questionnaires and incorporating direct observation notes. The questionnaires were submitted through Google Forms, and the sample characteristics revealed that all 34 respondents were volunteers at ÉCU, mostly female undergraduates aged 18–29 years.

The study examined the relevance and development of HR management in modern nonprofits. It found that approximately 15% of respondents quit before the contracted end date, and over 70% reported a decrease in motivation by the end of their traineeship. Results indicated that over 76% of volunteers expected professional training, highlighting a mismatch between expectations and work reality. The study also concluded that volunteers are motivated to take on new responsibilities and challenges. Additionally, the results showed that volunteers possess autonomy and may not always support the ideas of the founder. However, the majority of respondents disagreed with the statement that there is no need for leaders in the organization.

All in all, this case study reveals important findings: 1) it refutes the idea that nonprofits do not require a professional approach to HR management; 2) motivation management is shown to be crucial for reducing voluntary turnover; 3) training programs for volunteers are necessary to enhance their intrinsic motivation and meet their expectations; 4) the notion that volunteers are not ready to take on responsibilities is debunked; 5) the research emphasizes the significance of support and mentorship from leaders.