



ADDIS ABABA UNIVERSITY

College of Business and Economics
Department of Public Administration and Development
Management

VOLUNTEER MANAGEMENT PRACTICE AND RETENTION

(THE CASE OF ETHIOPIAN RED CROSS SOCIETY)

BY: MISRAK WOLDU

June, 2018

Addis Ababa, Ethiopia

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A thesis submitted to the Department of Public Administration and Development Management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP)

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This is to certify that the thesis prepared by **Misrak Woldu** entitled “**Volunteer Management Practice and Retention**”, which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

The main objective of this research was to explore the factors which helps in the retention of volunteers in a volunteer based societies for a longer period. Ethiopian Red Cross Society is the non-profit organizations. Volunteer in the society drop out at a fast pace due to many reasons like lack of proper management, motivation, dissatisfaction. The researcher decided to know how retaining their volunteers and if and how this work could be improved. The research in this paper done in both quantitative and qualitative approaches were employed in a triangulation form to address the objectives of this study. Primary data was collected using a 5 item likert scaled questionnaire from 239 volunteers from 248 expected sample size. The management practice correlates were investigated for their ability to act as determinants of volunteer retention using mediating variables volunteer motivation and volunteer satisfaction. Descriptive statistics using regression analysis were used to analyze the relationship of the dependent variable and the independent variables of the research. To improve volunteer retention by improving the effectiveness of volunteer screening, selecting, support, and training as well as volunteer recognition and performance management but through volunteer motivation and volunteer satisfaction. To access volunteer management practice and volunteer retention to understand the relationship between volunteer management practice factors and volunteer retention. The empirical findings that the researcher gathered from the questionnaire and interviews provided insight in the society that the researcher had hoped for as well as answers to the main questions in a sufficient way.

Key Terms

- *Management practice, Motivation, Non-profit organization, Retention, Satisfaction, Volunteering, Volunteers*

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Acronyms

ERCS-	Ethiopian Red Cross Society
ICRC-	International Committee of Red Cross
IFRC-	International Federation Red Cross and Red Crescent
MPS-	Motivating potential score
MP-	Management Practice
VMo-	Volunteers motivation
VSa-	Volunteers Satisfaction
VRe-	Volunteers Retention
VS-	Volunteers Service
VCON	Volunteers Continuity period
HRM-	Human Resource Management
VSI-	Volunteer Satisfaction Index
N-	Size of population
n-	Size of sample
SEM-	Structural Equation Modeling
EFA	Explanatory Factor Analysis
CFA	Confirmatory Factor Analysis
SPSS	Statistical Package for Social science

CHAPTER ONE

1. Introduction

1.1 Background of the study

Earning money is not just a part of their life; it is their reason to live. They are willing to do anything to succeed driven by the thought to earn more. At the other extreme there are many other people around the world who give their own time and energy without assigning any cost but benefit individuals or groups of people or other entities living or non-living, through volunteering (Wilson, 2000). For instance volunteers are seen to support disabled people, serve the cause environment and fight in preserving endangered species of animals and plants and the like. Research on volunteers' shows that they are able to make significant contribution to the economy and development in which they are a part (Kemp, 2002).

Volunteers are affected by lack of motivation by the management (Esmond & Dunlop, 2004) or lack of recognition (Meier & Stutzer, 2004). Although many researchers have attempted to provide solutions to some of the difficulties faced by volunteers or their managers, there is no generalized solution to the problems faced by both the volunteers and their managers (Hager & Brudney, 2004; Hoye et al. 2008; Cuskelly et al. 2006; Sozanska et al. 2004). Although there are some efforts that have gone into research to understand the problems mentioned above the research outcomes produced so far do not address many of the factors that contribute to those problems (Hoye et al. 2008) or are not generalisable (Sozanska et al. 2004) or not applicable to all contexts (Bussell & Forbes, 2006; Cuskelly et al. 2006).

The Red Cross is a global organization that is present with their volunteers in 188 countries all over the world. The core business in the Red Cross is based on volunteering and they work towards preventing catastrophes, which means that the ones that are out working do that voluntarily. The volunteers are also available once catastrophes do occur and they know the conditions and how to help. The organizational goal of the Red Cross includes giving hope and saving lives around the world. The Red Cross is providing people with warmth and humanity. Due to the fact that the organization is neutral, they can get into war zones for instance where no

one else can enter. This particular area is the responsibility of the International Committee of the Red Cross (ICRC). (Red Cross, 2013).

Figure 1.1. International movement of ICRC, IFRC and the Society



Source: ICRC Magazine, 2012

Nonprofit organizations and volunteers play a prominent but little understood role in delivering public service (Feiock, 2006), making it even more imperative for people to understand how essential volunteers really are in the nonprofit sector. The involvement of volunteers is imperative in the structure and function of nonprofit organizations, enhancing agency/organizational capacity, as well as in containing costs. In a decade that has witnessed growing constraints on the employment and use of human resources, the prospect of drawing on a new source of labour that could be tapped without benefit of monetary compensation has very great appeal especially to financially strapped governments (Condrey, 1998).

The importance of volunteer roles are sometimes misjudged by the public, leaving volunteers inaccurately portrayed as being nonessential in the organizations that they serve in, when in actuality volunteers play a major role in nonprofit organizations. The word “volunteer” does not say anything about nature of the service provided, except implying that it is free and it is often assumed that something free is not valuable (Eisner, 2009).

Volunteers can stretch the reach of nonprofit agencies into communities and increase service capacity, not only to existing clients, but to new clients as well (Vinton, 2012), displaying just how essential they really are volunteers are a critical human resource for many organization (Brudney, 1995) because they are the people that ultimately assist in the fulfillment of long term goals within the organization.

Volunteers are crucial to nonprofit organizations being effective and the biggest barrier to volunteer involvement is the lack of time to manage (recruit and try to retain) volunteers (Lynch, 2009). Volunteer management is extremely significant in the progress of the nonprofit sector, both in effective volunteer recruitment, and in preventing turnover.

Once volunteers have been properly recruited and placed in a volunteer role that is mutually beneficial to both the volunteer and the nonprofit organization, understanding how to retain those volunteers is crucial (Volda, Harmon, & Al-Ani, 2012). Because no compensation or any type of monetary gain exists in volunteerism, volunteer resource managers must use creative methods to ensure the retention and commitment of volunteers to the organization.

One way to warrant sound engagement and retention of volunteers is to ensure that effective and efficient volunteer management practices such as recruitment, recognition, and retention are in place within the nonprofit organization (Binder, 2010). Volunteer resource managers identify this as practicing the three Rs of volunteer management: recruitment, recognition, and retention (Bermudez, 2010).

The Ethiopian Red Cross Society began its humanitarian operations to the wounded soldiers, sick combatants and civilian victims of the Italian war of aggression in 1935. The ERCS was established by government decree on 8 July 1935 and became 48th member of the International Federation of Red Cross and Red Crescent Societies on September 25 of the same year. The National Society is an independent organization established and recognized by law through a National Charter adopted in 31 October 1947 (ERCS Magazine, 2014).

Brigadier General Tilahun Bishane symbol of service and achievement and he was born in 1921, in Jigjiga which is now the capital of the Ethiopian Somali regional state. He completed his secondary education in the same town. He has also received medical and military training here

at home and abroad. Besides providing medical service in his young years, General Tilahun Bishane has also served in the army in various capacities. Both as a member and as a volunteer, he has received a trophy back in 1980 and won the Henery Davison award in 2010 in recognition of the contribution he made in promoting the humanitarian cause of the Red Cross. Blaten Geta Hiruy Wolde Sellassie, who became the first ERCS President (ERCS Magazine, 2017).

The Ethiopian Red Cross Society believes in the youth and adult volunteers as agents of behavioral change. To achieve this objective, ERCS is in the process of developing strong, volunteer teams within each community which shall deliver simple and sustainable community services, be trained to take up a leadership role as agents of change in their communities, and therefore inspire a positive transformation of mindsets, attitudes and behaviors in favor of regenerating the culture of self-help and mutual support, resilient community building, safe living, conflict resolution, and peace building among others. (Strategic Plan 2008-2012 E.C).

ERCS recognized that volunteers are the foundation of its humanitarian and development work for hundreds of thousands of vulnerable people throughout the country and they are its most important resources. ERCS volunteers have been the backbone of the national society's efforts at all levels of its structure and always play a crucial and frontline role to assist the most vulnerable. ERCS acts in accordance to the needs of the most vulnerable and works through a community based approach. (ERCS Magazine, 2007).

ERCS volunteers are part of the community they serve and are guided by our seven fundamental Principles, which ensure they act with integrity at all times. Red Cross/Red Crescent Network Volunteers are expected to adhere to the fundamental Principles of the International Red Cross Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality (ERCS Magazine, 2008).

Figure 1.4. The Seven Fundamental Principles of Action



Source: IFRC Journal 2014

Ethiopian Red Cross Society volunteers’ is a person who carries out volunteering activities regularly or occasionally on behalf of ERCS, not prompted by a desire for material or financial gain or by external social, economic or political pressure, and accepts the Fundamental principles of the International Red Cross and Red Crescent Movement, and agrees to the Volunteer Code of Conduct of ERCS. (Strategic Plan, 2008 E.C)

Ethiopian Red Cross Society (ERCS) has designed a new and clear envisions where it wants to be by 2025. That is to be the leading humanitarian organization in Ethiopia in reaching the vulnerable. It also develop the mission statement that states to prevent & alleviate human sufferings, contribute to the wellbeing of humankind & prevalence of peace by mobilizing the public at large & partners in Ethiopia & around the world. Without a consistent volunteer base and effective development, the progression of service within the society is detrimental, which eventually impacts each community (ERCS Strategic Plan, 2008).

According to the report of ERCS 2016 currently the number of volunteers is more than 47,000. Volunteers are essentials to the Red Cross work as no activity can be fully implemented without active involvement of volunteers. Implementation of activities such as first aid, ambulance service, emergency relief, environmental protection, water sanitation and hygiene, livelihood and food security and urban disaster risk reduction call for active participation of volunteers in particular youth volunteers.

Volunteers are affected by lack of motivation by the management (Esmond & Dunlop, 2004) or lack of recognition (Meier & Stutzer, 2004). Although many researchers have attempted to provide solutions to some of the difficulties faced by volunteers or their managers, there is no generalized solution to the problems faced by both the volunteers and their managers (Hager & Brudney, 2004; Hoyer et al. 2008; Cuskelly et al. 2006; Sozanska et al. 2004).

Amongst the many problems that are still unresolved is the problem of retaining volunteers for long periods of time through better management practice. For instance Cuskelly et al. (2006) citing other authors have asserted on the need for investigating how volunteer resources could be effectively managed and influence their outcomes, particularly retention. Although literature review shows that 40% of volunteers leave their organisations due to poor management practice researchers have not attempted to even take notice of this serious problem (Hager & Brudney, 2004).

1.2 Statement of the problem

Volunteer retention is considered to be an important for non-profit organizational outcome. The volunteer's statistics of ERCS show that there is a steady decline in the number of volunteers who serve long in a particular society (ERCS Volunteer Data, 2008).

Research on volunteers shows that a number of volunteers begin with high enthusiasm but gradually lose the interest to continue as volunteers which could be attributed to some of those factors (Flood et al. 2005; Cuskelly et al. 2006; Shin & Kleiner, 2003). For instance, it is seen that volunteers are affected by lack of motivation by the management (Esmond & Dunlop, 2004) or lack of recognition (Meier & Stutzer, 2004).

Furthermore literature shows that there are many publications that argue that volunteer motivation and satisfaction could be used as constructs to enhance volunteer intention to stay and hence volunteer retention. However researchers have failed to use volunteer management practices to improve motivation and satisfaction and enhance volunteer retention (Cuskelly 2004; Galindo-Kuhn and Guzley, 2001).

The success of the volunteer program depends on meeting the recruitment challenge to enlist volunteers in an attractive and worthwhile service in the public sector (Condrey, 2008). Volunteers placed in inappropriate jobs will be dissatisfied and quit so it is important for people to be recruited for jobs they are suited for and which they find meaningful (Wymer, 2001).

Program structure develops job descriptions which identify parameters on the nature of jobs that a volunteer will perform and which work responsibilities and the boundaries of their jobs; therefore, program structure appears to be one of the foundations of volunteer retention (Pynes, 2009).

The ERCS had been implementing volunteer program for the past 83 years, but couldn't achieve the desired objective in volunteer management practice and retention of volunteers. The purpose of this research to fill the gap found in the literature which is the lack of knowledge on understanding of the linkage between effective management practices that could be used volunteering organization and retention of volunteers so that a solution to the problem of declining length of service of volunteer in a society would be suggested.

1.3 Objective of Study

General Objective

The overall objective of this research is to investigate the challenges of volunteer management, recommend possible solutions to enhance volunteer retention depend upon the results from this study.

Specific Objectives

In particular, the specific objectives of this study are:

- To examine the underlining factors that influence volunteer management practice in ERCS.
- To review the variables that can influence the relationship between volunteers retention and volunteers management practice in ERCS
- To examine how volunteer motivation and satisfaction as factors influence the relationship between volunteer management practice and volunteer retention in ERCS.

1.4 Research Questions

The research questions are:

1. How does ERCS practice in volunteers' management?
2. What is relationship between volunteers' retention and volunteer management practice in ERCS?
3. How do the factors volunteer motivation and satisfaction affect the relationship between volunteer management practice factors and volunteer retention influence the relationship in ERCS?

1.5 Scope of the study

The scope of the study relies on volunteer management practices and retention of volunteers. The study confined to Ethiopian Red Cross Society, Addis Ababa regional branch as a research setting. However, although there are nine regional branch not included, in the study. It is difficult to see every volunteer management practices, retention of volunteer, motivation and satisfaction of volunteers in all regional branches of the society due to the presence of different constraints.

Being a quantitative research used to establish the relationship between management practice and volunteer retention, it was necessary to collect data through cross-sectional research. The necessity arose from the reasoning that testing the relationship by the researcher entails the measurement of the variables and testing the hypothesis formulated for this research where there was no possibility to have any control on the management practice or the period of retention or the volunteers or the volunteer managers.

Longitudinal studies will not be meaningful if the conditions cannot be kept constant. Thus the framework for this research with regard to the time horizon of study used a cross-sectional research.

There was a need to maintain certain continuity in gathering data. Further, many other factors needed attention. There was a need to take into account such aspects as minimization of expenditure, ensuring efficient data collection, short time available at the disposal of the research and the difficulties faced in approaching volunteers that were located outside the city.

This study intends to address the shortcomings of previous research and to contribute to a wider understanding of volunteer management practices and retention of volunteers in Ethiopian Red Cross Society.

1.6 Significance of the Study

Every research outcome though afflicted with limitations still contribute to knowledge and provide solutions to many problems faced in real life situations. Adopting successful volunteer management practices to effectively engage and retain all ages of volunteers is a crucial element of a nonprofit organization's advantage (Worth, 2013). The findings of the study have theoretical as well as practical significance. It contributes to knowledge by establishing a relationship between effective and efficient volunteer management practice and volunteer intention help to stay by varying volunteer motivation and satisfaction.

The importance of retaining volunteers within Ethiopian Red Cross society and the research is important in order to get an overview on how work with volunteer management practice, which is necessary if wanting to retain current volunteers. The opinion is that having the management informed about how the situation is at the moment is the starting point for improvements.

The changes that might be needed to be implemented depends on the manager's awareness and willingness to make the conditions better for the volunteers, which in turn may lead to a greater retain of these people who work without demanding any monetary remuneration for their deeds. Furthermore, since there is a problem by nature within the non-profit organizations concerning the turnover of volunteers the researcher do not expect to completely solve the matter. However, the researcher hope that the findings will work as a basis for further amendments that will be

beneficial for the society and the management practice for the volunteers to remain within it. The non-profit sector the organizations must embody the concept of voluntary work to a meaningful extent (Anheier, 2005). This means that the organizations have to engage volunteers in both its operations and their management, which ultimately means that they are dependent on volunteers to some extent.

To work actively towards retaining their volunteers should therefore be of great priority to nonprofit organizations. As we have established there are many different things that could be used in order to retain volunteers, with focus being on intrinsic motivational factors (Park and Word, 2009). However, not much have been said about how this knowledge could be used in practice and if managers are aware of how to implement these practices in their own organizations. The researcher wishes with this research to see what more specific could be done to improve this work in order to enlighten managers in non-profit organizations.

In addition the researcher think that several of the theories incorporated, even though they are not specifically aimed towards non-profit organizations can be applied on these organizations. The researcher wishes to see how this can be done and hope to contribute with new insights regarding what can help non-profit organizations in their work. The researcher thinks that an awareness of what management practice inside the society and also which leadership styles to implement can benefit the society in many ways. Since many theories incorporate both management practice and retention of volunteers the researcher found it interesting to see to what extent these could be used in the specific setting of non-profit organizations, and how they might be incorporated into their way of operating in order to be of help to the society.

This in turn is expected to provide new knowledge on how to develop and adopt effective volunteer management practices to increase the longevity of the volunteer occupation which is currently lacking in the society. The researcher hope to shed some light on the subject, and see this as a starting point for future research that continues and develops these theories further in this setting.

1.7 Limitations

The limitations that were faced when preparing the questions for investigation the researcher discussed back and forth whether the questionnaire should conduct the investigation in English

or Amharic. The researcher did not think that the choice was obvious since the researcher recognized that it should be limited either way. For instance, if it would have done the survey in English it may not have received well-developed answers. Consequently the researcher decided to carry out the investigation in Amharic and the researcher has identified a risk of not having the answer ending up in the right context when translating the answers into English.

When conducting the research practically the researcher faced different limitations including difficulty of getting questionnaire filled and returned as the planned time, respondents were not give enough attention for their responses. In addition time and budget were major constraints of this research.

1.8. Organization of the Study

The research paper consists of five chapters. The first chapter gives an introduction about the research. The second chapter reviews the literature on volunteer management practices, retention and their factors. The third chapter explains the methodology. Chapter four provides the data analysis, findings and discussion derived from the data. Chapter five enumerates the summary and conclusions arrived at through this research and provides recommendations based on the conclusions including the summary of contributions to knowledge, method and practice, limitations of this research and future work that could be undertaken based on the research outcomes.

CHAPTER TWO

2. Review of Related Literature

Research publications show that volunteer organisations suffer due to high dropout of volunteers and their turnover (Skoglund, 2006). There seems to be a number of factors that contribute to the problem of volunteer retention which include volunteer motivation, meaningful work, satisfaction (Perry & Lee, 1988), management practices (planning, recruitment, screening, orientation, training and support, performance management, and recognition) (Cuskelly et al. 2006), globalization, increase in knowledge work, accelerating rate of technological advancement (Holtom et al. 2008), supervision, job training and pay practice (Mudor & Tooksoon, 2011).

2.1 Volunteers in the Non-Profit Organization

Volunteering is an activity that involves contribution of time without coercion or remuneration. Smith (1994) argues that volunteering involves an element of exchange and volunteers react to costs and benefits. Gaskin (1999) asserts that it is very difficult to define the term volunteer as there is no standard practice in volunteering. Finally argue that the different definitions regard volunteers as one who has some altruistic motive (Bussell and Forbes, 2002).

Voluntarism is not a recent phenomenon (Wilson & Pimm, 1996). Many organisations depend exclusively on volunteer work. Many people have already dedicated or dedicate some of their free time to some volunteer cause. For example, Wilson & Pimm (1996) show that in Great Britain about 39% of the adult population has been involved in some volunteer activity for some period of time.

The practices of volunteer management can influence and explain, in several ways, different aspects of volunteers' behavior (Cnaan & Cascio, 1998). When volunteers join organisations, their needs and expectations are diverse, they have diverse backgrounds, interests, skills and experiences (Cuskelly & Auld, 2000a). Consequently their motives, levels of commitment and involvement in an organisation, as well as the benefits they expect from this experience and the time they will dedicate to an organisation will vary enormously (Cuskelly & Auld, 2000a). In

order to effectively manage volunteers it is very important that managers understand the motivations that can influence them (Anderson, 2005). Organisations need to be aware to the link between understanding the motivation of volunteers and the need to take action to attract and maintain their motivation (Anderson, 2005).

2.2 Volunteers Management Practice and retention

The research outcome of Cuskelly et al. (2006) indicates that planning is the only predictor of volunteer retention problems that has been found to be statistically significant (regression coefficient $\beta = -0.22$, $p < 0.01$). This finding is clearly contentious as other researchers have established that training and support, recruitment, recognition, screening, orientation and performance management have significant bearing on the volunteers' decision to stay with an organisation and act as predictors of volunteer intention to stay (Hager, 2004; Bussell & Forbes, 2006; Gaskin, 2003; Gummere, 2003; Hager & Brudney, 2004; McFarland, 2005; Machin & Paine, 2008; Shin & Kleiner, 2003; Boyd, 2003; Sozanska et al. 2004; Boulton, 2006).

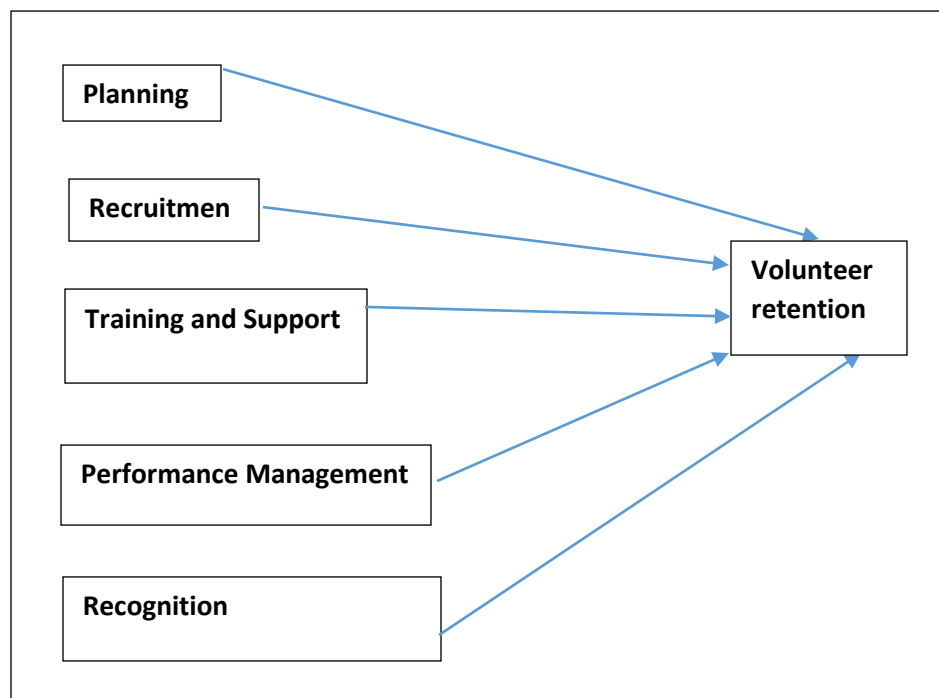


Figure 2.1. Cuskelly's model for testing

The model developed by Cuskelly et al. (2006) can be criticized to suffer from an important limitation of not relating volunteer motivation and satisfaction to volunteer retention and management practice, an argument that finds strong support in the literature (see Section 2.8). That is to say that the model developed by Cuskelly et al. (2006) can be modified using appropriate theoretical support (see Section 2.8) to include two basic constructs namely volunteer motivation and satisfaction, identified as vital to the understanding of the dynamics that work between volunteer management practice and volunteer retention.

Furthermore, Cuskelly et al. (2006) have established significant correlation amongst the sub-correlates namely planning, recruitment, screening, orientation, training and support, recruitment and performance management.

2.2.1 Planning

Planning enables an organisation to develop its strategy and vision thereby identify answers to the questions what, how, with whom and in what matters the organisation deal and relate these aspects to clear time frame (Tedrick & Henderson, 1989). Planning is considered as a process by some researchers involving a number of steps (Stedman & Rudd, 2004) such as job descriptions, succession planning, encouraging turnover in key positions, and identifying and targeting potential volunteers (Cuskelly et al. 2006). Some argue that planning is part of the Human Resource Management system (HRM) (Cuskelly et al. 2006). Either way, in order to implement this process, organisations expect guidance although Cuskelly et al. (2006) claim that there is no universal list of high-performance HRM practices that could be adopted by volunteer organisations. Researchers have indeed called for more research in this area (Hager & Brudney, 2004; Lewis, 1993; Nichols & King, 1998; Nichols et al. 2003; Russell & Scott, 1997). Thus in the investigation of management practice adopted by volunteering organisations, planning as a concept needs to have an important place and there is a need to know how this concept could influence the organisation in dealing with volunteers and their retention.

2.2.2 Recruitment

Literature shows that organisations face innumerable problems created due to the fast movement of volunteers and their short warranty. To overcome this problem, different methods of

recruitment need to be considered by the management of volunteer organisations (Sozanska et al. 2004). As a concept recruitment means the inclusion of a new individual as an addition to a population (Carr & Syms, 2006). Breugh and Starke (2000) define recruitment as those practices and activities of an organisation that leads to identifying and attracting potential employees.

Although the concept of recruitment has been well discussed in the literature still there seems to be a gap in the literature in terms of lack of theories that could explain specific recruitment phenomenon. For instance Avery and McKay (2006) claim that there is still very little information in the literature related to fundamental practical recruitment challenges that have bearing on the best way to recruit diverse workforce using targeted recruiting. Similarly Faberman (2011) argues that economic theories do not address the complexities and informalities associated with the process of recruitment and are not able to completely formalize the concept of recruitment in a theoretical framework, thus making it difficult to predict how aggregate hiring could behave over time. These arguments are also relevant in the process of hiring volunteers. Although researchers point out that it is possible to apply some of the existing theories including economic theory and behavioural theory to explain the concept of recruitment (Faberman, 2011), one of the most widely suggested theories that could be applied to volunteer recruitment appears to be the human resource management theory (Coyle-Shapiro et al. 2013). This theory is able to explain many aspects of recruitment which includes recruitment and selection techniques, the rules and regulations that affect the employment of volunteers and policies and procedures on volunteer separation (that is when and whether a volunteer should be allowed to go and under what circumstances (Coyle-Shapiro et al. 2013).

2.2.3 Recognition

Recognition is considered to be a process by some that leads to giving an employee some kind of a status within an organisation (Danish & Usman, 2010). Fisher and Ackerman (1998) define recognition as a “public expression of appreciation” by a company of persons to individuals who assume desired behaviours.

For instance recognition as a concept has been as a natural reinforce by the reinforcement theory but such a contention contradicts another principle which says payment of money as a reward

and recognition can be a contrived reinforcer (Luthans & Kreitner, 1975, 1985). Similarly Bandura (1986) argues that social cognitive theory is able to provide a richer and more complete support to explain organisational behavior and understand recognition as an incentive motivator (Stajkovic & Luthans, 1998) than the reinforcement theory. However no single theory appears to be more useful in explaining recognition in a particular environment when compared to another which is evident in the research outcome produced by Luthans and Stajkovic, (2006). However the choice of which theory or set of theories to be applied in the case of recognizing volunteers appears to be entirely determined by how the managers in an organisation deal with recognizing the volunteer and the volunteer satisfaction or motivation that is evinced by the recognition.

2.2.4 Training and Support

Researchers opine that training is an essential element in volunteer management (Boyd, 2003; Sandra, 2003; Shin & Kleiner, 2003). Some researchers conclude that training is an important management practice that affects retention of volunteers (Cuskelly et al. 2006; Sara & Austin, 2009). Some other researchers conclude that training impacts motivation (Bussell & Forbes, 2006) and satisfaction (Galindo-Kuhn & Guzley, 2002). There are also contrary views that criticize training as a supporting factor in improving employee performance, for instance the arguments of Hughes (2006), who argues that training may not be right way always to take care of any performance limitations found in volunteers and it may not help in addressing the problem, but counter-productive.

Citing the example of providing training to volunteers who already have certain skills may turn-off the volunteers, Hughes (2006) argues that there is a need to keep environmental contexts in mind prior to administering training to volunteers. Training support to an employee can be explained as an empowerment of those employees including volunteers through the provision of knowledge and skills required to better manage behaviours (Smith et al. 2004). Leibowitz (1981) argues that training involves teaching an employee how to do a particular task and is defined as the permanent change in the behavior. Both the definitions indicate that training support for a person affects the behavioural aspect. Needless to say in the case of volunteers who are expected to deal with people or environment outside the volunteering organisation, training will impact the volunteer and volunteering organisation. Training and support therefore need to be considered as vital factors that influence a volunteering organisation.

2.2.5 Performance management

Performance management is a process. It is continuous and dynamic. It involves many activities that are smaller and periodic in nature. Such activities include defining a volunteer's or an employee's job, setting of the employee's objective or goals and performance appraisals and evaluation (Rao, 2004; Davis & Shannon 2011).

As far as theories that could be applied to performance management, it can be seen that the concept of performance and its management are rooted in some of the theories including efficiency wage theory, human capital theory, human resource management theory (Mudor & Tooksoon, 2011), self-determination theory and exchange theory. Much of these theories enable an understanding about performance management of employees including volunteers with regard to important factors including payment, job satisfaction, productivity of employees, employee turnover, employee motivation, employee development, training, supervision, organisational effectiveness and employee commitment (Mudor & Tooksoon, 2011; Millette & Gagné, 2008).

However some believe that most of these theories do not fully explain the operation of every factor that could affect performance management (Millette & Gagné, 2008). For instance while discussing the maximization of motivation, satisfaction and performance volunteers, Millette and Gagné (2008) argued that exchange theory is having limited use in voluntary settings as it is too utilitarian. Thus there is a need to further investigate how volunteer performance management could be explained while linking to volunteer retention.

The discussion on the sub-correlates planning, recruitment, training and support, recognition and performance management provide an idea on their importance as subcorrelates of management practice as well as the lack of evidence in the literature in directly relating these correlates to volunteer retention. However it is necessary to examine their linkage to motivation and satisfaction and in turn their linkage to volunteer retention and volunteer intention to stay by individually reviewing their utility in volunteer research related to management practice. Thus the subsequent sections deal with volunteer motivation and satisfaction as variables.

Additionally, like the arguments provided in the case of volunteer motivation above, the researcher proposes to use volunteer satisfaction as another mediating variable in the relationship

between volunteer management practice and volunteer retention. Furthermore, in light of the arguments above with regard to using volunteer satisfaction as a construct the researcher proposed to apply the research outcomes of the research conducted by Galindo-Kuhn and Guzley (2002) who developed the Volunteer Satisfaction Index (VSI).

According to Cuskelly et al. (2006) the main problem faced by volunteer organisations is the retention of volunteers and they have created a relationship between management practice and retention to enable volunteer organisations to gain knowledge on how to retain volunteers through effective management practice. However a review of literature shows that not only volunteer retention is a problem, there are other problems such as volunteer commitment, satisfaction, motivation and intention to stay.

Literature on volunteer recruitment and retention shows that challenges continue to grow (Mesch et al. 1998). Retention of volunteers in volunteering organisations is identified as a significant problem by researchers. Although retention of volunteers has been highlighted as a major problem faced by volunteering organisations, this issue has attracted some attention of the researchers only recently (Hoye et al. 2008, Hager & Brudney, 2004; Cuskelly, 2004). Research publications show that volunteer organisations suffer due to high dropout of volunteers and their turnover (Skoglund, 2006). There seems to be a number of factors that contribute to the problem of volunteer retention which include volunteer motivation, meaningful work, satisfaction (Perry & Lee, 1988), management practices (planning, recruitment, screening, orientation, training and support, performance management, and recognition) (Cuskelly et al. 2006), globalization, increase in knowledge work, accelerating rate of technological advancement (Holtom et al. 2008), supervision, job training and pay practice (Mudor & Tooksoon, 2011).

However research outcomes are not consistent in identifying which of the factors is having more significant influence on retention than the other or which of the factors do not have any influence on retention (Hager & Brudney, 2004; Cuskelly, 2004). For instance Hager & Brudney, 2004 claim that regular supervision and communication with volunteers was argued to be related to lower level of retention while the findings of Cuskelly et al. (2006) showed that except for planning and orientation other factors of management practice namely recruitment, screening, training and support, performance management and recognition did not have any statistically significant relationship with retention.

Turnover in an organization is one of the most important issues the management has to face and especially when the business relies on human resources (Fidalgo and Borges Gouveia, 2012, p.1). This is a big issue for most non-profit organizations today, which creates costs for the organization when recruiting and training new people but also mainly another type of costs consisting of time and effort that they put in. To run an organization you are dependent on your staff, and in the case of non-profit organization, your volunteers. To be able to make decisions and plan for the future you are dependent on knowing if your staff is going to stay with the organization. Therefore, having a high turnover among your volunteers is not considered desirable.

Volunteer management is when an “executive or manager applies basic administrative principles to support the tasks that volunteers will be involved with” (Gonz, 1997, p. 7). The organizational structure in which management can influence related to planning and controlling volunteer management can clearly affect the organization’s performance (Camillus, 1986). The leadership style is also a “crucial aspect as it influences a number of other areas such as communications and the degree of participation” (Harvey, 1982, p. 248).

Strategic management refers to the process of selecting strategy and policy towards maximizing the organization’s objectives (Harvey, 1982, p. 5). Strategic management includes “all the activities leading to the definition of the organization’s objectives, strategies, and the development of plans, actions and policy to accomplish these strategic objectives for the total organizations” (Harvey, 1982, p. 5). Although this may be a general term for management, it can be applied to volunteer management as each organization carries out similar basic administrative functions in varying situations and forms (Gonz, 1997).

Literature shows that one of the important factors that impact the volunteers and volunteering organizations with regard to the retention of volunteers is the management practices of volunteering organizations (Stukas et al. 2009, Aako et al. 2008; Camplin, 2009). While there are many studies on the effect of management practices on volunteers, there are not many models or research outcomes that provide solutions to the problems faced by volunteers and volunteering organizations with regard to attracting, encouraging and retaining volunteers by volunteer

organizations through effective management practices (Flood et al. 2005; Cuskelly et al. 2006; Shin & Kleiner, 2003).

The key to volunteer management is placing the right person in the right job as well as to consider volunteers as non-paid staff, but never have lower standards for them (Wilson, 2003). As volunteers are committing their time and energy into helping the organization, the coordinator should express their appreciation as well as acknowledge how the volunteer is helping to making a difference (Wilson, 2003). In order to maintain the benefits of effective volunteer management, coordinators should continue to monitor, regulate and provide recommendations for continual improvement (Issaverdis, 2001).

Contemporary societies are facing numerous challenges that include changes in social structure and population lifestyles. Volunteering is playing a significant role in supporting the needy that are affected by the changes taking place around them. However such volunteering activities come under severe strain if volunteers are not productive. Sozanska et al. (2004) argue that in the contemporary world if volunteers are to be productive then they have to be managed efficiently and professionally. In order to manage the volunteer workforce efficiently and professionally it is important to identify sub-correlates of Volunteer Management Practice. In fact a few authors have come out with certain sub-correlates but these sub-correlates have not been clustered under Volunteer Management Practice as the main correlate (Sozanska et al. 2004; Hager & Brudney, 2004; Cuskelly et al. 2006, Hoye et al. 2008).

It is important to highlight the different aspects of volunteerism that get affected by Volunteer Management Practice. Many authors have mentioned that volunteerism is seriously affected by management practice which includes volunteer encouragement, attraction, retention, and motivation, infrastructure requirement, volunteer views, satisfying and enduring volunteer experience (Gaskin, 2003), turnover rates (Wymer & Starnes, 2001), context of volunteering (Clary, 1999), relationship management, volunteer lifecycle, strategies, (Bussell & Forbes, 2006) and commitment (Salas, 2008).

According to Hager (2004), challenges faced by management of volunteers in some organisations include finding and recruiting volunteers who are available during the workday, financial problems related to supporting volunteers, lack of adequate number of volunteers due to recruitment problems, lack of human resource and time to train volunteers, problems in

recruiting volunteers with the right skills or expertise, unreliability of volunteers, absenteeism of volunteers, poor work habits or lack of professionalism in volunteers, excess number of volunteers than needed, problems arising out of government regulations, laws or liability constraints and resistance from the paid staff or board members towards volunteers. It is important to address these issues while developing a set of best practices of volunteer management (Hager, 2004).

Furthermore literature shows that a number of authors have addressed the various issues raised by volunteers with regard to management aspects. For instance motivation (Dolnicar & Randle, 2007), satisfaction (Galindo-Kuhn & Guzley, 2002), empowerment (Kim et al. 2007), good management practice (Bremer & Graeff, 2007), proper utilization of the volunteers (Shin & Kleiner, 2003) and recognition (Sandra, 2003) are some of the issues raised by volunteers that have been addressed by researchers with regard to volunteer management.

Training and support form part of the job orientation and focus on developing volunteers' skills and utilization of their efforts to achieve the mission of the volunteer organisation (Tedrick & Henderson, 1989; Hager & Brudney, 2004). Researchers opine that training is an essential element in volunteer management (Boyd, 2003; Sandra, 2003; Shin & Kleiner, 2003). Some researchers conclude that training is an important management practice that affects retention of volunteers (Cuskelly et al. 2006; Sara & Austin, 2009).

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However research outcomes are not consistent in identifying which of the factors is having more significant influence on retention than the other or which of the factors do not have any influence on retention (Hager & Brudney, 2004; Cuskelly, 2004). For instance (Hager & Brudney, 2004) claim that regular supervision and communication with volunteers was argued to be related to lower level of retention while the findings of (Cuskelly et al., 2006) showed that except for planning and orientation other factors of management practice namely recruitment, screening, training and support, performance management and recognition did not have any statistically significant relationship with retention.

Furthermore, according to Hoye et al. (2008) there is only a limited number of published research that have attempted to address this vexed issue. Hoye et al. (2008) published a research paper Volunteer motives and retention in community sport within community rugby union clubs in Australia (Hoye et al. 2008). Miller (2008) has published a paper Effectively Recruiting and Retaining Volunteers in Rural Emergency Services.

2.4 Motivation and Satisfaction

Literature shows that management practice cannot directly achieve the relationship between management practice and volunteer retention due to the influence of other correlates such as motivation and satisfaction. For instance Hoye et al. (2008) conclude that volunteers are motivated to remain as volunteers with organisations and there is a moderate relationship between motivation and volunteer intention to stay (Hoye et al. 2008). Similarly Finkelstein (2008) clearly indicate the impact of satisfaction on retention, motivation on retention and motivation on satisfaction provide a strong basis to link motivation and satisfaction with retention of volunteers (Finkelstein, 2008).

Motivation and satisfaction are key not only for retention but also for performance. Better workforce performance is positively associated with higher job satisfaction, and low levels of job satisfaction adversely affect employee commitment and sequentially affect achievement of organizational objectives and performance.

The term motivation derives from the Latin word *motivus* meaning a moving cause (Encyclopedia Britannica, 2013). This term can have a lot of different meanings depending on whom you are talking to. Motivation in the workplace some might associate with financial means while to others it may concern mainly social factors. Some industries are more focused upon money than others and may therefore attract a certain kind of people whose motivational factors primarily are monetary while others might feel more motivated by social factors that may include feelings of belongingness or social status. (Park and Word, 2009, pp.705-734) Motivation is what gives us energy to make the effort to complete our journey to achieve the aims that have been set out. Steers, Mowday and Shapiro (2004, p.379) argue that employee motivation plays a central role in the field of management and that managers see it as an essential part of the performance of employees on all levels. Motivation is a way to accomplish efficiency as well as purposefulness.

Review of the literature shows that researchers have highlighted the importance of motivation as a factor that affects both volunteers and volunteering organisations and that enables organisations to ensure that the volunteers remain with them for a longer period (Mesch et al. 1998; Rehberg, 2005; Yanay & Yanay, 2008; Finkelstein, 2008). Furthermore researchers have attempted to identify different types of motivation factors that affect many types of volunteers (Henderson, 1980; Smith, 1981). Literature shows that researchers have developed motivational theories and factors. For instance in Maslow's Hierarchy of Needs (1943). The Motivator Hygiene Theory of Herzburg et al. (1959) and Achievement Motivation theory of McClelland (Beugelsdijk & Smeets, 2008) are some of the theories found in the literature that have addressed volunteer motivation. Though such theories provide a strong basis to investigate the role of motivation of volunteers the current research is focusing on its importance as a correlate that affects volunteer retention and intention to stay as well as its ability to mediate between management practice as an independent variable and volunteer retention as the dependent variable.

Intrinsic and extrinsic motivation Bloisi et al. (2007, p.215) state that there are two basic types of rewards namely extrinsic and intrinsic rewards. Extrinsic rewards could for example consist of promotion or pay rise while intrinsic rewards, on the other hand, concern people's personal feelings and the satisfaction of performing a task. Reiss (2012, p.154) states that extrinsic motivation is usually called Hull's drives since the Hull-Spence drives includes factors such as

hunger, thirst and pain avoidance, which also can be related to Herzberg's two-factor theory (Herzberg, 1987, p.9).

Intrinsic motivation on the other hand concerns nonsurvival needs like curiosity and competence that can be categorized as ego-motives. Deci (1975, p.23) further explains intrinsically motivated activities as: "ones for which there is no apparent reward except the activity itself". Intrinsic motivation can also be described as what concerns the feeling of accomplishment and doing something that is beneficial for the public interest (Park and Word, 2012, p.707). Intrinsic motivation could be seen as an additional source of reinforcement that would motivate a specific behavior either in the absence of or in addition to the motivation that comes from satisfying biological or to receive extrinsic rewards (Sansone and Harackiewicz, 2000, p.2).

Job satisfaction is one of the most important aspects in organisational behavior and human resource management as a result of which it is most commonly studied (GalindoKuhn & Guzley, 2002; Highhouse & Becker, 1993). Job satisfaction was defined as "feelings or affective responses to facets of the situation" (Smith, 1969). A review of the nature of volunteer environment - unpaid work - demonstrates the importance of having job satisfaction measurement tools for volunteers (Galindo-Kuhn & Guzley, 2002; Gidron, 1983). Only in the past 25 years, volunteer job satisfaction has been considered and correlated to related outcomes (Gidron, 1983; Finkelstein, 2008; Salas, 2008; Galindo-Kuhn & Guzley, 2002; Shin & Kleiner, 2003). Interestingly researchers have shown interest in the relationship between satisfaction and volunteer retention since beginning. Literature shows that Omoto and Snyder's (1995) found a significant correlation between satisfaction and the period of that volunteers spend it along with volunteer work (Omoto & Snyder, 1995).

However it is seen that the model developed Galindo-Kuhn and Guzley (2002) appear to have serious limitations with regard to the single element used in the instrument for measuring volunteer intent to stay reducing the statistical significance of the relationship developed by them (Galindo-Kuhn & Guzley, 2002).

Another set of researchers, Nelson's et al. (2004), examined volunteers' motives and their linkage with satisfaction in the volunteer role and the link to performance outcomes (Nelson et

al. 2004). Nelson's et al. (2004) defined volunteer's motives as (self-development, affiliation and altruism) and found that all motives were significantly correlated to satisfaction. The strongest finding that is derived from the research of Nelson's et al. (2004) is that "commitment is tied to satisfaction, to all three motive classes, and to every measure of success" and that "highly committed ombudsmen do more work" (Nelson et al. 2004).

Table 2.1. The five dimension of volunteer job satisfaction developed by (Galindo-Kuhn and Guzley, 2002)

Ser. No.	Dimension	Definition
1	Empowerment	
1a	Communication quality	The basic nature or kind of communication that a volunteer receives from the organisation for which they volunteer. The example of this communication (person oriented -Adequate information flow-information clarity-recognition-feedback)
1b	Work assignment	The role assigned to a volunteer. The examples are: A task in which self-expression is possible. - A task which gives the volunteer the opportunity to develop abilities and skills. A task which is seen as a challenge
2	Participation efficacy	It is Related directly to the expressive orientation of volunteerism. The volunteers will not be satisfied if they feel they are unimportant in the volunteering organisation.
3	Support	It should contain the educational support and emotional support. Volunteers who participated in training were more satisfied when compared to those who did not participate. Emotional support means the involvement of the relational environment that exists between organisational members and Volunteers
4	Group integration	It refers to the social aspect of the relationships that volunteers develop with other volunteers. For example, weak and poor "volunteer group relationships" was found to be the leading cause of for volunteers to stop volunteering.

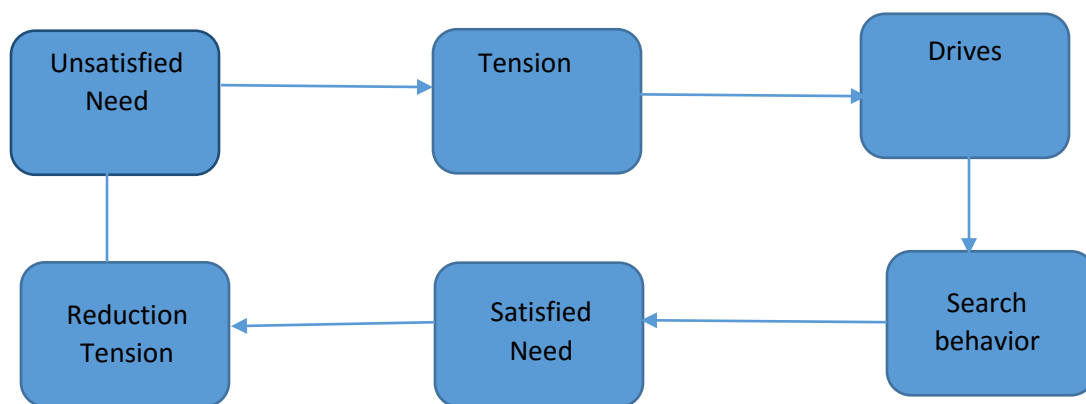
2.5 Motivational work in non-profit organizations

Volunteers are considered as important members of workforce because they give and provide the same service as that of paid employee. (Galindo-Kuhn & Guzley, 2001; Miller, Powell, & Seltzer, 1990; Morrow-Howell & Mui, 1989). But often the motivation to volunteer for a longer period of time is seen less among volunteers leading to high amount of volunteer turnover.

Volunteer retention is often seen as a very daunting task for many nonprofit organizations (Netting et al., 2005). The research which has been carried out in the field of volunteer retention is inadequate and deficient. (McBride & Lee, 2012)

Tschirhart et.al (2001) suggest that retention of employees can be attained by motivation. Mitch defined motivation as “Those psychological process that cause the arousal, direction, and persistence of voluntary actions that are goal oriented” (Mitchell, 1982, p.81). Wilson (2000) further describe motivation as the desire to involve in an activity. Finally, Robbins defined motivation in another way “Willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need” (Robbins, 1993). It is inferred that motivated employees are in a high stage of tension and to dissolve this tension they exert effort. Higher the amount of tension the employees have the higher the effort to relieve this stress they exert. According to Robbins (1993) volunteer satisfaction and commitment will occur due to motivation and this overall satisfaction leads to retention.

Figure 2.2. Figure adapted from organizational behavior concept Controversies and application (Robbins, 1993)



Volunteers an important work force among the volunteering society. Most of the volunteer based organization often depend on volunteers for their service. But often there has been declining motivation among these group of volunteers.

Phillips and Phillips (2010, p.18) further state that most managers in non-profit organizations strive towards trying to motivate their volunteers by offering extrinsic and tangible motivation in

the form of gifts. However, this behavior might be a waste of time since the volunteers would actually produce better results if the managers would concentrate on providing and improving intangible rewards instead. Even though the organization do not have anything more to offer, reminding the volunteers of what intangible rewards they are receiving from the tasks that they are performing will help the volunteers to become more motivated.

The authors conclude that organizations benefit from providing almost any reward to their volunteers since the action will communicate a symbolic message that the organization values them (Phillips and Phillips, 2010, p.18). Furthermore, a study made by Ventura Yanay and Yanay (2008, p.65) shows that volunteering is an activity that enhances one's pleasure, life satisfaction and well-being and that it is not unreasonable to believe that those who volunteer feel that their actions will contribute to a positive self-image and positive feelings.

Organizations working with volunteers still face various challenges in motivating their volunteers (Hager and Brudney, 2004). These challenges include identifying the various motivation factors of volunteers and putting in place motivation strategies that match these, maintaining the level of motivation at an all-time high, lack of resources, and lack of management support to implement motivation strategies to volunteers having unrealistic motivations that organizations are unable to manage resulting in organizations ignoring to look into volunteer motivation all together. If an organization does not look at motivating their volunteers, chances are that retaining volunteers would be difficult would not perform up to expected levels (Galit, et al., 2008). This in turn would force organizations to go back to the recruitment of volunteers, which is an expensive and time consuming exercise (Hager and Brudney, 2004; Hashim, 2003).

Kinni (1998) contends that money is the primary motivator for employees. However, according to VSO's (2003) volunteers' motivation should not be that of financial gain. Volunteers do not receive a salary as employees do at the end of the month. Therefore, organizations need to design various motivation systems for those who work for them, unlike other employees. Hence it can be argued that human beings carry out volunteer activities for various reasons. The basis for reward systems are operand conditioning principles which state that employees will engage in behaviour for which they are rewarded and avoid behaviour for which they are punished. Thus if employees are rewarded for not making errors, they are more likely to produce high quality

work. If employees are punished for the amount of work done, they might place less emphasis on quality and try to increase quantity. Finally, if they are not rewarded for any behaviour, they will search for behaviours that will be rewarded. Reward systems in organizations are at the disposal of the managers in order to attract, retain and motivate employees in the desired direction. Even though volunteers do not receive monetary dues for work done, they need to be motivated to be involved in volunteer activities that enable them to meet some, if not all of their basic needs (Kreitner and Kinicki, 2007).

According to Kritner and Kinicki (2007), most managers fall short when it comes to nurturing and supporting their employees to perform better. There are two distinct modes in which managers get results from employees referred to as grind-it-out mode and high performance mode. In the grind-it-out mode, employees aim for predetermined results, hard grinding effort and exhausted and relieved when it is over. The organizations use various pressures and incentives to enforce conformity to organization sanctioned methods believing that this is either the best or the only way to sustain results over time. The consequences of such policies are highly visible through employee exhaustion and burnout (Etzion, Eden, & Lapidot 1998). On the other hand, the high-performance mode aims for better than expected results, easy and flowing and energized employees when it is all over. The organization is able to achieve much higher and more sustainable performance with less effort and less stress.

Harrison (2000) states that an issue that is closely linked with performance is that of performance gaps, which can be defined as the difference between what people are doing now, and what you would want them to do. Content theories of motivation indicate that needs influence motivation (Kreitner and Kinicki 2007). Employees are human beings and so are volunteers, who give their expertise and time willingly without being coerced. Because of the human factor, it is arguable that volunteers needs influence their motivation. Those that volunteer have different reasons for volunteering, which include gaining experience, giving back to society and learning something new.

As far as the linkage between volunteer motivation, volunteer satisfaction and volunteer retention is concerned the researcher has relied on the research outcomes of (Hoye et al, 2008). An advantage of the research outcomes of Hoye et al (2008) is the support it offers to the

relationship between volunteer motivational aspects and retention, a major relationship being addressed in this research. Although satisfaction is not the focus of the research efforts of (Hoye et al, 2008), it is possible to extend the research model of (Hoye et al, 2008) to volunteer satisfaction taking into account the support offered by literature to the linkage between volunteer motivation and volunteer satisfaction.

Further, support for linking volunteer satisfaction to volunteer retention can be drawn from the research outcomes produced by (Galindo-Kuhn and Guzley, 2002). In addition application of social exchange theory provides support to the argument that volunteers can be retained for longer duration if they are continuously motivated and satisfied based on the experiences they gain during their stay (e.g. being rewarded for good performance) in a particular organisation (Pauline, 2011). Hence there is need to apply management principles to determine how the relationship functions. Besides, the question of applying the theory to volunteers working in various contexts or context-free environment is another aspect that needs study as same theories pertaining to both motivation and satisfaction are applied in different contexts.

Moreover, as has been mentioned in the literature review, volunteer retention is an area that is not well addressed in literature (Hoye et al. 2008). Research publications that have addressed volunteer retention as a concept are far and few with the exception of the research publications produced by (Cuskelly et al., 2006) and (Hoye et al., 2008). While it is seen that the research work of Cuskelly et al. (2006) is not conclusive with regard to the model developed by them, the model also suffers from a very poorly designed instrument for measuring volunteer retention. However, the research conducted by Hoye et al. (2008) has attempted to develop the concept of volunteer retention in greater detail and offers a strong basis to further the research on volunteer retention.

Volunteers Recognition includes two basic aspects. First, volunteers need to be appreciated and shown that they are worthwhile to the volunteer organisation. Second, organisations must show the volunteers and the community, the value of the volunteers program, achieved through volunteers' efforts (Tedrick & Henderson, 1989). Further, literature shows that recognition could be in the form of both formal (e.g. contests, field trips, self-development opportunities) and informal (e.g. trophies, pins and plaques) (Luthans & Stajkovic, 2006).

There is no universal list of high-performance HRM practices (Becker & Gerhart, 1996; Guest, 1997; Pfeffer, 1995), the fundamental issues of how to recruit, develop and motivate key people are central to all HRM. In the present study, we have included HRM practices that, according to the literature, can be expected to influence the HR outcomes of motivation, skills/knowledge development, commitment, satisfaction and particularly retention.

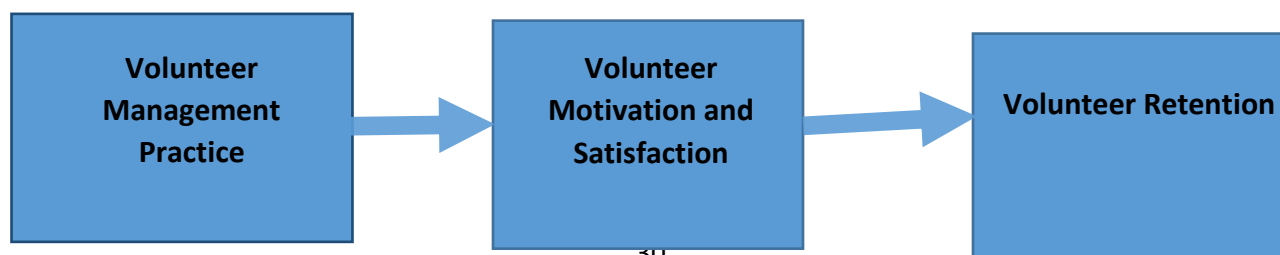
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2.6 Factors influencing volunteer retention

Some major factors which can influence the decision of volunteers to stay or quit to the society. The diagram is basically a road map showing different factors which can relate or affect to the retention of volunteers. The readers can see which of these factors influence on the retention of volunteers in this research in the coming chapters. Although most of the literature talks about retention, the author believes that these are applicable to volunteer based society as well. Mostly because volunteer can be considered as a subset of employees. The major difference being between them is the sector which they work for. Employees work for profit sector and may earn more than volunteers financially. On other hand volunteers work for nonprofit sector and earn less than employees but are more intrinsically motivated. So which ever literature is available for employee retention can be considered credible for volunteer retention if the factor of financial benefits is excluded from employee literature.

2.7 Conceptual Frame Work

Figure 2.3: Conceptual Frame Work (Proposed Figure)



CHAPTER THREE

3. Research methodology

3.1. Introduction

The research methodology shows the logical framework that discusses research design, target population, sampling size and technique, methods of data collection and method of data analysis. The research methodology explains the following questions; Why research study has been undertaken, how the research problem has been defined, in what way the data have been collected, what data have been collected and what particular techniques has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered concerning a research problem or study (Kothari, 1990, p.25).

Literature on research methodology shows that researchers must have a clear idea on the various types of research approaches and techniques before they would like to adopt a particular research method in order to achieve their research objectives (Silverman, 2005). Although quantitative and qualitative research methods are the two widely used methods in volunteer research, researchers need understand the philosophical approaches that lead them to create knowledge as literature shows that knowledge of philosophical approaches in research enables them to justify and explain knowledge they create (Williams, 2007). The starting point thus appears to be the philosophical stance a researcher adopts prior to adopting a particular research method. In line with this argument the researcher proceeds to critically discuss the research philosophies widely adopted by researchers in volunteer research that enabled the researcher to choose the most appropriate research method for this study.

3.2 Research Approach

The main research objective of this research is to find a relationship between the independent variable volunteer management practice and the dependent variable volunteer retention using the mediating variables volunteer motivation and volunteer satisfaction.

According to Creswell et al. (2003) quantitative research method uses data collection methods based on predetermined instruments yielding statistical data. Thus information collected could be quantified to predict, explain or confirm the findings or validate relationships to develop generalizations of the theories (Creswell et al. 2003, Leedy and Ormrod, 2001). Quantitative research method has many advantages, there are pitfalls also in using this method. Some of the limitations of using quantitative research method include lack of depth in understanding values and value-related issues and the consequent.

According to Mack et al. (2005) qualitative research method enables the researcher to obtain rich and complex information about a phenomenon in regard to cultural aspects such as the values, opinions, behaviours and social contexts (Mack et al., 2005). Qualitative methods are more flexible and enable the researcher to be part of the phenomenon and understand the phenomenon by being close to the phenomenon (Mack et al. 2005). Like quantitative research method, qualitative research method has limitations. While qualitative study provides an in-depth knowledge about the phenomenon under study, there are limitations of using qualitative research which include, problems of validity and reliability and inability to capture lived experiences (Denzin & Lincoln, 2000).

The qualitative information extracted from interview will be grouped into thematic. This can support quantitative data which will collect using questioner and analyse using simple descriptive statistics. This together could support the line of arguments and strength the data sets from various sources by cross checking evidence. A comparison between quantitative and qualitative research method was inevitable in the choice of the research method for this research. Table 3.1 provides a quick comparison between quantitative and qualitative research methods as identified by Mack et al. (2005). The various disadvantages that are beset in the quantitative and qualitative research methods, prompted researchers to adopt mixed method approach, in which the strengths of both qualitative and quantitative research have been used (Creswell et al. 2003). This research paper adopted mixed method enables the researchers to understand the complexity of the phenomenon as well as develop measurable variables to gain objectivity and predictability.

3.3 Research Approach

Research approaches have been broadly classified as deductive and inductive by researchers (Hussey & Hussey, 1997; Perry, 2000; Cavaye, 1996). Hussey and Hussey (1997) describe deductive research approach as that which deals with the study concerning the development of conceptual and theoretical structure. Furthermore Hussey and Hussey (1997) argue that the conceptual and structural model thus developed is tested by empirical observation leading to the deduction of particular instances from the general influences. Literature shows that deductive methods employ quantitative methods for data collection (Hussey & Hussey, 1997).

Both deductive and inductive approaches have their own advantages and disadvantages. While deductive approach has the advantage of building upon the research outcomes of previous research, it suffers from a serious limitation that it is only possible to test a theory but not discover new ones (Ali & Birley, 1999). Additionally while deductive research is able to establish the role of existing theory through the development of hypotheses, variables and measure relationship amongst the variables, it is constrained by the lack of richness in data provided by respondents due to inadequate depth of interaction on the topic of research. In this research adopted the deductive approach.

3.4 Research design

An important part of the research design is to determine what kind of research strategy (planning the use of a type of technique for collecting data). According to researchers (Scandura & Williams, 2000) adoption of an appropriate research strategy enables a researcher to derive findings that are generalizable across the population under study.

In this research the purpose of the research was to develop predictor variables of volunteer retention using hypotheses testing and explain the behaviour of volunteers. This requires collection of data from volunteers. Collection of data from volunteers entails drawing a sample set of participants from a population of volunteers and collect data from the sample population to derive inferences about the population. Researchers (e.g. Hussey & Hussey 1997) suggest the use of survey research strategy to achieve this as survey research method allows data to be collected from each member of the sample set that represents the larger population.

The main purpose of this study was to develop predictor variables of volunteer retention using hypotheses testing and explain the relationship among the different variables. Type of study, this provided correlational as well as cause and effect relationship amongst the variables. Type of data collected, the main data that was collected was the responses from volunteers and representatives of volunteer management in numerical form. These responses were collected through instruments developed for this research. The instrument developed for this research is provided in (Appendix 1). Subjects from whom the data was collected, the main subjects were volunteers and representatives of the management of volunteer.

3.4.1 Data Source and Types

In this study, the main data that was collected was the responses from volunteer and representatives of volunteer management in numerical Form hard copy and soft copy of Kobo tools system. The instruments developed for this research is provided in (Appendix 1).

In order to collect the data from the targeted population the research use survey research methods. According to (Saunders et al. 1997) Survey research strategies allow to collect large amount of data from sizable population in a highly economic way, in addition it is possible to generate findings that are representative of the whole population at a lower cost than collecting data for whole population.

As source of data the research used both primary and secondary data sources. The main sources of primary data related to the current volunteers management practice and retention of volunteers with the mediator of motivation and satisfaction.

In order to get first-hand information as primary data, questionnaires were prepared and distributed to the selected sample volunteers. Demographic variables such as gender, age group, year of service, income, educational status and plan to continue at ERCS in which the respondent also gathered through the questionnaire. In addition, main facts about the issues related with the volunteer management practice, motivation, satisfaction and volunteers retention by using designed questionnaire. And also informal interview with the volunteer councillors and coordinators as primary source of data.

The Secondary data was gathered from published reference material such as books, on the field and related fields, research papers conducted on volunteers management practice, motivation, satisfaction and retention of volunteers.

3.4.2 Data Collection Instrument

In conducting this study, the researcher used two data gathering tools. These are questionnaires for volunteers and volunteers' coordinator and interview guides for the volunteers' councillor and volunteers' coordinator. Open and close ended questionnaires was used to collect data.

The questionnaire development phase took care of the wording of the questions, the way the variables needed to be categorized and coded after the responses are received and the general format of the questionnaire. The items used in the questionnaire were based on items already used by other researchers in previous research studies similar to the current one which included those of Cuskelly et al. (2006) for the construct management practice, GalindoKuhn and Guzley (2002) for the construct satisfaction, Clary et al. (1998) for the construct motivation and Hoye et al. (2008) for the construct retention. This process provided the support to the researcher in terms of the reliability of the items as the previous researchers had already tested and established the reliability of those items.

The first section is the personal information section. This section comprises personal information which provided a general idea about the participants in the survey. This section and questions were about location, gender, age, qualification, occupation, income and volunteer service (in terms of number of month/years). Particularly this section provided information on whether the participant is a volunteer and the length of time the participant has been volunteering.

Further Section C focused on the management practices, motivation, satisfaction and retention of volunteering in a society. The questions aimed to collect volunteers' opinion regarding various aspects of management practice using a 5-point Likert scale with 1 indicating 'strongly disagree' while 5 indicated 'strongly agree'. This questionnaire was based on the earlier work done by (Cuskelly et al. 2006). The items used by Cuskelly et al. (2006) were adapted to the current research by modifying some words. This questionnaire was already tested by Cuskelly et al. (2006). On the satisfaction aspect of volunteers were questionnaire has already been validated

by Galindo-Kuhn and Guzley (2002). Wordings in the items were slightly modified to suit the purposes of this research.

Data from volunteers was collected using questionnaires that were developed and guided by the research questions. The questionnaire had three sections. The first section of the questionnaire focused on demographic information, the second section focused on the reason to become volunteer and their retention plan, the third section focused on the effect of various management practice, motivation, satisfaction and retention practice on volunteers. Questionnaires that was structured and interviewed was used to collect data from the volunteer managers.

The language used in the survey questionnaire was English as the questionnaire was intended to be distributed to volunteers. English was the choice as it is a widely used internationally language. But after pilot testing some questionnaire change to Amharic version to the best possible extent the questions were made simple, easy to understand and encourage participation in the survey.

3.4.3 Target population

This study the target population consisted of volunteers and volunteer councillors involving in Ethiopian Red Cross Society, particularly Addis Ababa regional office. The total number of volunteers within the population was 734 while the total number of volunteer coordinator or council within the population was 28.

The researcher provided a simple specification to the regional branch with respect the participants. That is the participant should be a volunteer at the minimum and could belong to the society to this regional branch, can be of either young or adult.

There was a need to make a meaningful choice of sample size of participants from large number of population. In order to do this, the researcher relied upon the arguments of Krejcie and Morgan (1970) who have provided a table on determining the sample size when the population is in its millions.

3.4.4 Sampling Method and Sample Size

According to Sapsford & Jupp (2006) a sample is a set of units selected in some way from an identified population. Sampling methods broadly fall into two categories namely probabilistic and non-probabilistic sampling. While probabilistic sampling method includes simple random sampling, stratified random sampling and cluster sampling, non-probabilistic sampling method includes quota sampling (Sapsford & Jupp, 2006).

Cluster Sampling techniques was used to select the target population of volunteers while purposive sampling technique to select the volunteer coordinator, as they are informative. A sample size of 248 volunteers was selected from 734 volunteers that were active at the time in the Addis Ababa regional branches Volunteer involving societies using simple random sampling. A sample size of 13 volunteer coordinator or councillors out of 28 from the target population for interviewee.

A pilot test survey will be carry out before sending out the questionnaires. Test targets 25 people who are volunteers of the regional branch. The purpose of the pre-test is to check the validity of the survey questionnaire whether there are some unclear question that cause misunderstanding.

Amongst the different types of sampling method this research was used the cluster sampling method classified under the probabilistic sampling method. In this method cluster sampling refers to a type of sampling method. Then, a simple random sample of clusters is selected from the population. Simple random indicates that every element in the population under study has an equal and independent chance of being chosen. In this method the word independent means that the choice one element does not influence the choice of the other.

Similarly simple indicates that every time a unit is chosen from the population as sample nothing influences the choice Ethiopian Red Cross Society volunteers currently estimated that 45 thousand. The research was target Addis Ababa regional state, they have 734 volunteers, the sample from the population 239 who are the respondents for the questionnaire. This is because resource and time constraints; it is difficult to include all regional volunteer under the study. The sample size representative of the volunteers in this study determine based on the Krejcie and Morgan's sample size determination table 3.3 which expressed as below.

Table 3.3. Sample size determination

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Adapted from (Krejcie and Morgan, 1970)

N indicates the size of the population whereas n denotes the size of the recommended sample. The sample sizes are based on the 95 percent confidence level. Thus from Table 3.3 it can be seen that it is possible to make reasonable predictions about a large population from a sample size that is only within a few hundreds.

3.5 Data Analysis Method

The various disadvantages that are beset in the quantitative and qualitative research methods, prompted researchers to adopt mixed method approach, in which the strengths of both qualitative and quantitative research have been used (Creswell et al. 2003). This paper was used mixed method that enables the researchers to understand the complexity of the phenomenon as well as develop measurable variables to gain objectivity and predictability.

The collected data was analysed using statistical procedures as has been the case in volunteer research literature related to quantitative research method (Clary et al. 1992; Taylor & McGraw, 2006).

The data from the questionnaire was analyzed using the SPSS 21.0 computer program. Descriptive statistics were first used to establish a demographic profile of volunteers. Using descriptive statistics and based on data generated by researchers. The research instrument used in this research Cronbach's Alpha was applied to examine the reliability measure.

3.5.1 Research reliability

Reliability indicates the extent to which a researcher could achieve the same research findings if the research is repeated again at a different time or with a sample that is different the first one Ticehurst and Veal (2000). It could also indicate the extent to which the measurement is error free (without bias) leading to a possible conclusion that the measurement is consistent across time and different items used in the questionnaire. (Sekaran, 2003) adds that reliability enables the assessment of goodness of a measure as well as accuracy of the measurement. Widely used minimum value of Cronbach's alpha considered as acceptable is in the range of 0.7 while those in the range of 0.6 are considered as poor and those over 0.8 are considered as good (Sekaran, 2000).

3.5.2 Research instrument Validity

As far as correlation as a method that could be used to determine convergent validity is concerned two measures namely item to total and item to item correlations are widely used by researchers with Robinson et al. (1991) suggesting that acceptable item to total correlation values

should exceed 0.5. However with regard to item to item correlation Cohen (1988) suggests a range of values for acceptability. For instance correlation values (both positive and negative) falling between 0.10 and 0.29 can be called small correlation, those falling between 0.30 and 0.49 can be called as medium correlation and those falling between 0.50 and 1.00 can be called as large correlation. Both the arguments of Robinson et al. (1991) and Cohen (1988) have been used in earlier research by many researchers (e.g. Ervilia & Herstatt, 2007) and in line with this argument, in this research also these values were used. Finally discriminant validity was also used in this research as part of verifying the construct validity.

3.6 Ethical considerations

To ensure that the study will be conducted as thoroughly and ethically as possible, the participant to be interviewed or give information for this study will be made aware that their identities and the answers will remain confidential. To get the required result, during data collection and the data interpretation process, the researcher tries to make it realistic and free from bias as much as possible. Furthermore the researcher also made effort to convince participants of the survey about the importance and purpose of such study that helps the society in identifying the gap on the practice of volunteers' management practice. The researcher also promised that any confidential information that they disclose is kept confidential and as promised information will not disclosed to nobody are used for academics purpose. It is best to not use or discuss actual names of volunteers or coordinators but instead, discuss general situations that those being interview have been experienced. Ethical considerations were applied to this study so as to address ethical issues. Participation in this study was completely on voluntary bases and all participants were provided the necessary information and asked their consent before they get involved in the study. (See Annex -1).

CHAPTER FOUR

4. Presentation and discussion of results

4.1. Introduction

This section of the study deals with presentation, analysis and discussion of the data collected through questionnaire and interview. The questionnaire were developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 Strongly disagrees. It makes available the complete details related to the data analysis of the data collected using the quantitative and qualitative methodology described in the previous chapter. The results of the analysed data are reviewed and interpreted to arrive at inferences.

Different sources presented, analysis and discussion made across the collected data and the literature, 248 (two hundred forty Eight) questionnaires were distributed. In addition, fifteen key informants were interviewed to collect the required qualitative data. The first part of the questionnaire was designed to gather information about respondent demography. From the distributed number of 248 questionnaire 239 were completed and returned during the data collection. Out of these, 3 (1.20%) questionnaires were unusable for the study. This was due to, 4 (1.61%) questionnaires were unreturned during the data collection and 2 (.8%) questionnaires were discarded due to incompleteness and large number of missing values.

4.2 Demographic variables

The demographic profile of the respondents was presented in this section. Descriptive statistics was performed on the demographic variables as a means of describing the respondents. Data on six demographic variables namely location, gender, age, educational qualification, income , number of years of service as volunteer and Plan to continue as a Red Cross Volunteer were analysed.

Table 4.1. Responses on Location, Gender, Age and level of education of volunteers

Serial No.	Item/Variable		Volunteers	
			Frequency	Percentage
1	Location	South	74	31
		North	52	21.8
		East	54	22.6
		West	59	24.7
		Total	239	100
2	Gender	Male	123	51.5
		Female	116	48.5
		Total	239	100
3	Age	18 years or younger	37	15.5
		19-30	81	33.9
		31-40	41	17.2
		41-50	61	25.5
		51-60	17	7.1
		60 years or older	2	.8
		Total	239	100
4	Level of education	Primary	8	3.3
		Intermediate	18	7.5
		Secondary	38	15.9
		Diploma	103	43.1
		Bachelor	65	27.2
		Post graduate	7	2.9
		Total	239	100

Source: Survey

Following are the details. As far as location is concerned the respondents who participated in the survey of Addis Ababa regional branch of south zone (31%) participants' although the west zone (24.7%) percentage (22.6) was participants East and (21.8%) of the participants' was North .

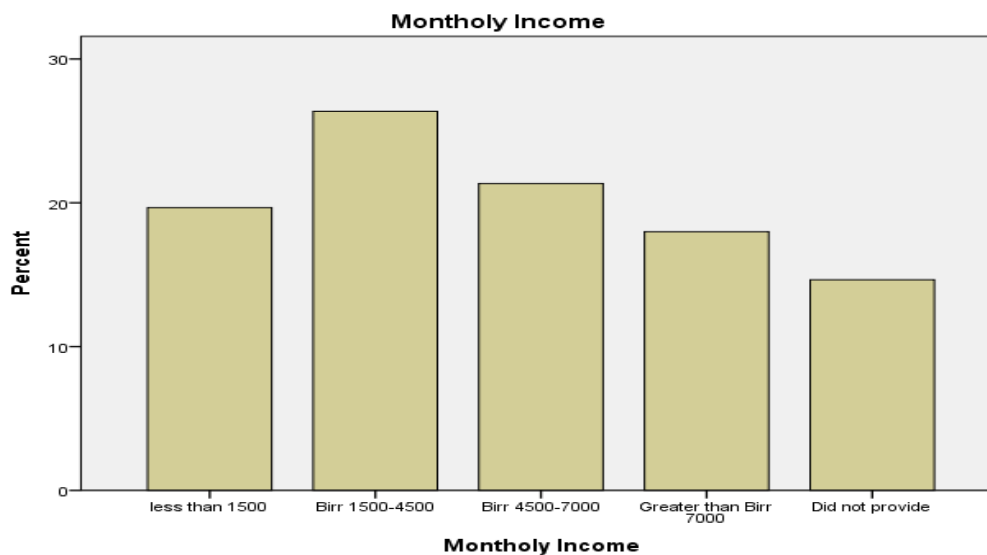
Gender is concerned majority of the respondents who participated in the survey was male (51.5%) although the female participants' (48.5%) was slightly higher than the female.

The age of the respondents who participated in the survey indicates respondents in the age group 19-30 years were the maximum (33.9%) who participated in the survey followed by 25.5% in the age group 41-50 years, 17.2% in the age group 31-40 years, 15.5% in the age group 18 years or younger, 7.1% in the age group 51-60, and .8% in the age group 60 years or longer. In comparison, the percentages of participants in the age group of 60 years or older were insignificant. This shows that the maximum number of respondents were in the age group 18

years or younger up to 60 years indicating that age does act as a barrier to be a volunteer. Age as a factor does indicate that particular age group to be dominant as volunteers due to any special reason from which it is possible to infer that age is not a variable in this research.

In case of educational qualification, the educational qualifications do not significantly contribute any particular information regarding the participants except that volunteers have different levels of qualifications. For instance 27.2% of respondents were holding a bachelor's degree while 43.1% were having Diploma qualification. Only 2.9% of the respondents were post graduate and 15.9% were having Secondary school while intermediate and primary school accounted for 7.5% and 3.3% respectively. These figures indicate that educational qualification is not a significant criterion to become a volunteer and that people with different qualifications could become volunteers.

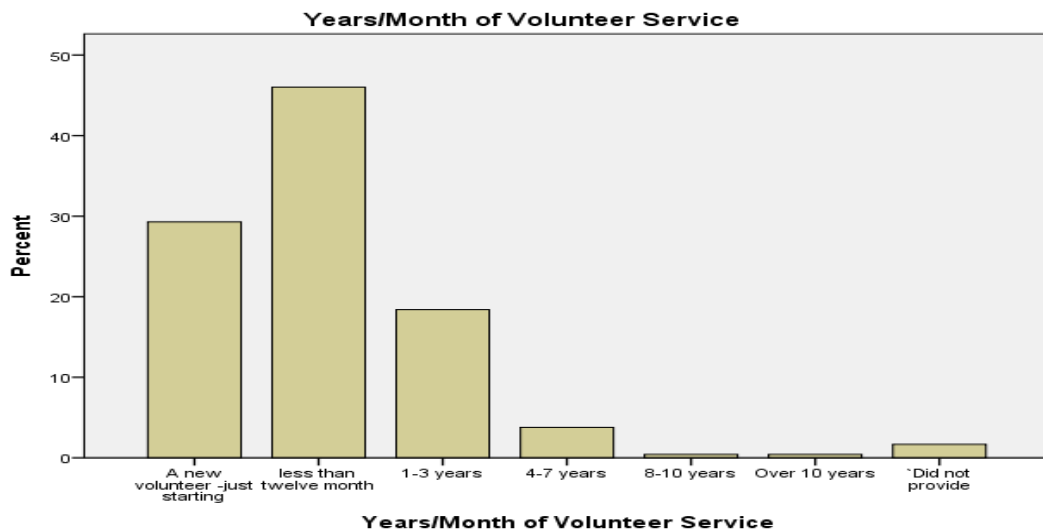
Figure 4.1 Annual income of participants in the survey



Source: Survey (Questionnaire, 2018)

In case of annual income Figure 4.1 indicates that volunteers in different income brackets have participated in the survey. Income of participants has ranged less birr 1500 per month to beyond Birr 7,000 per month indicating that income is not a factor that prohibits or encourages people become volunteers.

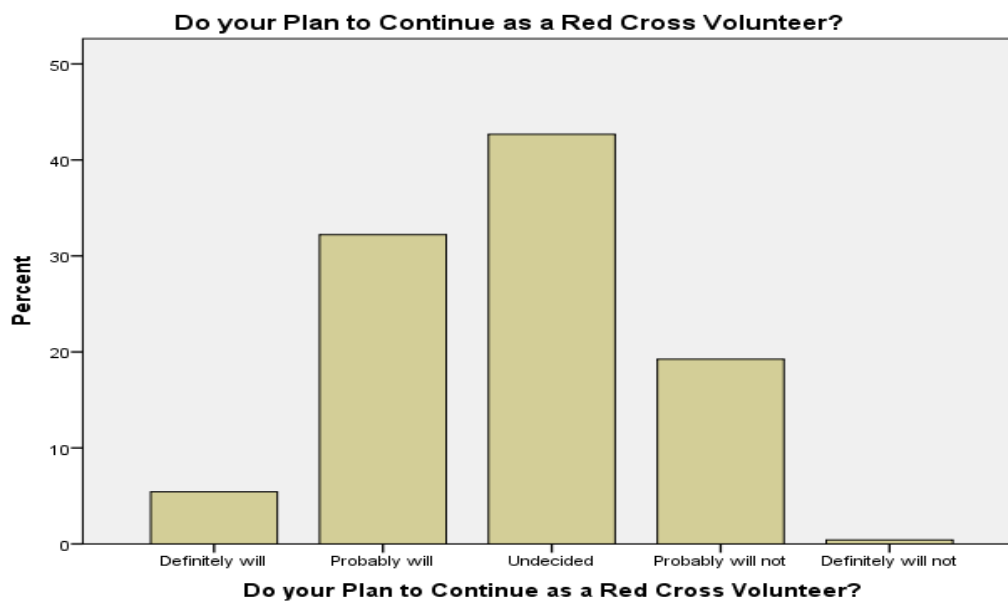
Figure 4.2 Years/Month volunteer service participants in the survey



Source: Survey (Questionnaire, 2018)

Similarly, participants were asked about the number of years they have been volunteers. Figure 4.2 provides the details. A new volunteer-just starting were 29.3%, less than twelve month were 46%, 1-3 years were 18.4%, 4-7 years were 3.8%, 8-10 .4%, over 10 years were .4% and did not provide were 1.7%.

Figure 4.3 Plan to continue as a Red Cross Volunteer in the survey (Questionnaire, 2018)



Source: Survey (Questionnaire, 2018)

Lastly participants were asked about their plan on how to continue as a volunteer of Red Cross. Figure 4.3 provides the response details.

4.3 Data Screening and Testing

4.3.1 Reliability test

Table 4.2 was drawn which provides the Cronbach's alpha measurement of the study of 25 cases conducted as part of the pilot survey. The data gathered through the pilot survey were analysed using SPSS version 21.0.

Table 4.2 Pilot Survey result

Construct	No. of item	Cronbach's alpha measurement	Reliability outcomes	Range of inter item correlation	Range of item to total correlation
Volunteer Management Practices (selecting ,s support, training and recognition)	15	0.835	Good	0.05-5.39	0.527-0.873
Volunteer Satisfaction	8	0.818	“	0.002-0.834	0.532-0.875
Volunteer Motivation	8	0.843	“	0.024-0.964	0.482-0.801
Retention	04	0.825	“	0.186-0.953	0.373-0.811

Source: Survey (Questionnaire, 2018)

Table 4.3 was drawn which provides the Cronbach's alpha measurement of the study of 239 cases conducted as part of the survey. The data gathered through the survey were analysed using SPSS version 21.0.

Table 4.3 Survey result

Construct	No. of item	Cronbach's alpha measurement	Reliability outcomes	Range of inter item correlation	Range of item to total correlation
Volunteer Management Practices(selecting ,s support, training and recognition)	15	0.801	Reliable	0.37-0.426	0.527-0.55
Volunteer Satisfaction	8	0.71	“	0.34-0.452	0.532-0.53
Volunteer Motivation	8	0.758	“	0.32-0.465	0.510-0.54
Retention	04	0.70	“	0.28-0.428	0.501-0.52

Source: Survey (Questionnaire, 2018)

The reliability test was carried out on the constructs identified for this research the list of which is provided in Table 4.3 above. The table provides the figures for Cronbach's alpha, inter-item correlation and item-item correlation, derived from SPSS version 21 which provides the Cronbach's alpha measurement of the study of 239 cases conducted as part of the sample survey. Similarly, multicollinearity was checked using correlation between any items under a construct and the limit fixed was less than 0.9. These limits were fixed based on prior research (e.g. Pallant, 2005). Further to the analysis on descriptive statistics, the research proceeded to test the reliability and validity of the data beginning with assessing the internal consistency of the collected data. It can be seen from Table 4.3 that Cronbach's alpha for all the constructs exceed 0.7 with minimum being 0.70 and maximum being 0.80 indicating that the data are reliable. With regard to internal consistency measurement it can be seen that item-item correlation values were found to be higher than the reference value of 0.3 set for this research.

4.3.2. Validity

Validity refers to the extent to which an instrument measures what it is supposed to measure (Bryman and Bell, 2007). A measure's validity relies on the definitions of the variable which is used to design the measure. There are different types of validity such as content, external, construct (convergent and discriminant) validity. The questionnaire was evaluated by

respondents (volunteers), volunteers' councillors, coordinator and they responded that the contents included in the questionnaire were good and easy to understand implying that the instrument fulfils content or face validity. The questionnaire has adequate sample size to make inference about the population as a result it fulfils external validity or the study can generalize about the population based on the sample.

4.3.3. Descriptive Statistics

Table 4.4 was drawn which provides the Mean, Median and Standard Deviation measurement of the study of 239 cases conducted as part of the survey. The data gathered through the survey were analysed using SPSS version 21.0.

Table 4.4. Mean, Median and Standard Deviation

Description	Mean	Median	Standard Deviation
Management Practice	2.25	2.26	.713
Motivation	2.58	2.24	.71
Satisfaction	2.32	2.28	.79
Retention	2.60	2.59	.80

Source: Survey (Questionnaire, 2018)

Descriptive statistics was used in the research to analysis the data as the first step. The results of the collected data were analysed as like above (Table 4.4). The mean of the data collected ranged from 2.25 (Management Practice) to 2.60 (Retention). As far as volunteer management practice concerned the central tendency indicated that participants 2.26 (median) that volunteering in the society often used particular management practices in dealing with the volunteers. The underlying meaning that could be extracted from the responses, appears to indicate that volunteering in the society do not use management practice as standard and routine process always but use it. The participants appear to indicate that volunteering in the society tend towards using management practices, a sign that could indicate that volunteer in the society need to always use management practices not most of the time.

The discussions provide a detailed interpretation of the findings to enable the researcher to conclude on the causal link between management practice and volunteer retention in the society.

Such a link could be very useful to managers in the society to enhance the effectiveness of their management practices leading to longer retention of volunteers as well as enable volunteers to understand the effect of management practices on their volunteering activities.

4.3.4 Assessing Multicollinearity Assumption

Widely used technique of identifying the existence of multicollinearity is calculating variance inflation factor (VIF) between all independent variables. A rule of thumb of collinearity VIFs is 3.3 or lower to suggest no multicollinearity in the model (Kock, 2013).

Table 4.4: Statistics of Multicollinearity Test

Serial NO.	Independent variables	VIF
1.	Management Practice	1.000
2.	Motivation	1.000
3.	Satisfaction	1.325

Source: Survey (Questionnaire, 2018)

As can be seen in table above, the study calculated VIF for all independent variables in SPSS and the results revealed that all of the VIF results are below the threshold of 3.3 indicating there is no multicollinearity problem for the data.

4.3.5 Assessing Normality Assumption

Normality focuses on the extent to which the sample data distributes according to normal distribution (Hair et al., 2010). The researcher used skewness and kurtosis to evaluate the normality of the observed items. Skewness is “a measure of the asymmetry of the probability distribution of a real-valued random variable”. On the other hand, kurtosis refers to “the peaked or flatness of the distribution compared to the normal distribution” (Landau and Everitt, 2003).

As a rule of thumb, the values of skewness and kurtosis should be between -1 and +1 in order to obtain a reasonably normal distribution (Bachman, 2004). The study examined the indicators' univariate kurtosis and skewness and the values of skewness and kurtosis were well within their

respective rule-of-thumb ranges (between -1 and 1) which provided support for univariate normality.

4.3.6 Explanatory Factor Analysis

EFA included observed variables that measured other factors namely volunteer satisfaction and volunteer motivation other than the ones measuring the management practices constructs and retention. However the discussion in this section focuses on the results of EFA of those observed variables that were used to measure the latent volunteer management practice constructs and volunteer retention construct only so that the research question could be answered.

Table 4.5 KMO and Bartlett's Test to assess whether EFA should be conducted

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.696
Approx. Chi-Square		2353.063
Bartlett's Test of Sphericity	Df	595
	Sig.	.000

Source: Survey (*Questionnaire, 2018*)

An important test that needs to be conducted prior to conducting EFA is the KMO and Bartlett's Test of sphericity. According to researchers Chi-Square values computed using KMO and Bartlett's Test should be significant at p-values below 0.05. Thus from Table 4.3 it can be seen that Chi-Square value is significant at a p-value of 0.000 indicating that EFA could be conducted on the data.

4.4. Inferential Statistics for volunteers' management practice and retention

Volunteer development is one of four strategies themes in the revised strategic plan (2008-2012 E.C) of ERCS. IFRC strategy 2020 and the new UN sustainable development Goals (SDGs) also recognized the critical role of volunteers in saving lives and changing urges us to educate, enable and empower young and adult people to take active participation in voluntary activities as community level. ERCS being a pioneer volunteer organization in the country, aspires to create a wider support of volunteers from all walks of life and to involve them in a wide range of activities. Volunteers' management has been identified as one of ERCS strategies themes in its newly revised strategic grow of 2020. As a result ERCS intends to introduce volunteer

management reforms in line with present challenges of recruitment, engagement, placement, and retention related problems.

4.5 Analysis of the underlying factors of volunteer management practice

4.5.1. Correlation Analysis

Correlations are the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. As described by Andy (2006), the correlation is a commonly used measure of the size of an effect: values of ± 0.1 represent a small effect, ± 0.3 is a medium effect and ± 0.5 is a large effect.

The responses that were useful for the study discussed as follows. Qualitative questions have been put in the questionnaire where volunteers' councillors will be able to flexibly express their views and experiences. The findings indicate that the response are unhappy about the management practice of volunteers. Most have raised issues concerning formal training opportunities, recognition of volunteers and data base of volunteer's skills, experience and qualification of volunteers.

On the other hand, the rare practice of training with volunteers. That is, this practice would be practiced more often by society. These management practices display on lack of regular supervision and communication with volunteers. This practice is by far the most commonly adopted practice among all zones. Other poor practices, such as regular collection of information on the number of volunteers and hours, training in working with volunteers, and written policies and job descriptions, may generate other benefits.

Volunteers are valuable human resources. The society could not get by without their volunteers, and they certainly would be less productive and responsive without them. Turnover of volunteers can disrupt the operation of the society, threaten the ability to serve clients, and signal that the volunteer experience is not as rewarding as it might be. Society cannot be expected to keep every volunteer, but building volunteer management capacity to involve and retain them makes sense for both society and the volunteers upon whom they rely.

Of course, increased training, support, written job description and recognition may be a response to poor retention. Thus, societies that encounter retention problems may take steps to alleviate their problems by engaging volunteers more directly.

Table 4.6. Correlation Analysis of Volunteer Management practice and Retention of volunteers

		Volunteer Management practice	Retention of volunteers
Volunteer Management practice	R-coefficient	1	.568**
	P value		.000
Retention of volunteers	R- Correlation	.568**	1
	P value	.000	

Source: Survey (Questionnaire, 2018)

As shown in the table 4.5, there is significant positive relationship between volunteer management practice and retention of volunteers $r = .568$, p (one-tailed) < 0.01 . The correlation between variable was direct which means as volunteer management practice is good retention of volunteers is increases. This indicates volunteer management with favourable practice increase retention of volunteers and maintain a long term relationship with their society. Thus, the result supports for the main hypothesis states that there is a significant management practice and retention of volunteers in ERCS.

4.5.5.1 Correlation analysis between retention relationships to management practice of volunteer

Table 4.7 Correlation matrix of retention relationship to management practice of volunteer

	Volunteers retention	Selecting	Supporting	Performance	Training	recognition
Volunteers retention	1					
Selecting	.606	1				
Supporting	.548	.521	1			
Performance	.328	.540	.666	1		
Training	.616	.622	.724	.669	1	
Recognition	.513	.651	.600	.172	.135	1

**. Correlation is significant at the 0.01 level (1-tailed). *. Correlation is significant at the 0.05 level (1-tailed).

Source Survey (Questionnaire, 2018)

The relationship between volunteers' management practice and retention was investigated using correlation analysis. This provided correlation Coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of this relationship's significant.

The qualitative information extracted from interview will be grouped into thematic. This can support quantitative data which will collect using questioner and analyse using simple descriptive statistics. This together could support the line of arguments and strength the data sets from various sources by cross checking evidence. Expert review is one of the primary evaluation strategies used to answer the ways a study can be improved and the ways data collected has helped to answer the proposed research questions. In every qualitative research there is an ongoing process of categorizing during data analysis process.

Retention appears to be very much a product of what society does directly for their volunteers. While all volunteers like to be recognized for their contributions to the society or community, this kind of external motivation may be necessary to their volunteers. Long-term commitments are exemplified by training and professional development opportunities, regular communication and supervision. These are precisely the kinds of practices more likely to be adopted by

volunteer's organization that use volunteers in sustained ways, characterized by having relatively few volunteers who spend a lot of hours working for the volunteers organization.

Adoption of volunteer management practices can help the society to retain volunteers, but the society interested in retaining volunteers should not stop there. They should also allocate sufficient funds to support volunteer involvement, cultivate the society climate that is welcoming to volunteers, give their volunteers an experience worth sharing, and recruiting other volunteers one on-one. However, neither volunteer management techniques nor these other steps alone will maximize retention.

The interpretation of the findings to enable the researcher to conclude on the causal link between management practice of the volunteering in the society and volunteer retention. Such a link could be very useful to managers in volunteering and to enhance the effectiveness of their management practices leading to longer retention of volunteers as well as enable volunteers to understand the effect of management practices on their volunteering activities.

4.6 Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable. Therefore, regression analysis of volunteer management practice and retention of volunteers was conducted and the results of the regression analysis are presented as following:

4.6.1 Multi-collinearity

As with ordinary regression, for this study the researcher was checked this assumption with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem. (Liu2010) also suggests that a VIF value greater than 10 is because for concern and in these research data the values are below 10 for all factors. It seems from these values that there is not an issue of co linearity between variables. This means that the derived model is likely to be unchanged by small changes in the measured variables.

Table 4.8 Multi-co linearity test

Model	Co linearity statistics	
	Tolerance	VIF
Selecting	.233	4.299
Support	.246	4.072
Training	.215	4.648
Recognition	.256	4.012

Dependent Variable: retention of volunteer

Source: survey (Questionnaire, 2018)

4.6.2. Regression Analysis of Selecting and retention

As the result of regression analysis of volunteers selecting and retention indicates, volunteers selecting on volunteers influence retention in some extent. As shown in the table 4.9 selecting is explains the variability of retention. The value of adjusted R^2 in this model is .363, which implies that selecting can account for 36.3% of the variation in volunteers' retention.

Table 4.9 Regression between Selecting and retention of volunteer

Mode	B	Std. Error	t-stat	P-value	Adjusted R
1	.321	.095	9.896	.000	.363

Source: survey (Questionnaire, 2018)

4.6.3. Regression Analysis of Support and retention of volunteers

As indicated in the model summary of table 4.10 the volunteer's toward support explain volunteers' retention. As it was indicated in table 4.6, Support has significant relationship with society and reported high level of significance $p < 0.01$. And also adjusted R square value of 0.376 confirming that, 38% of the variation in volunteers' retention is explained by support.

Table 4.10 Regression between Support and retention of volunteer

Mode	B	Std. Error	t-stat	P-value	Adjusted R
1	.302	.108	10.16	.000	.376

Source: Survey (Questionnaire, 2018)

4.6.4. Regression Analysis of Training and volunteers' retention

As the result of regression analysis of Training and retention indicates, training explains volunteers' retention in some extent. In this case again, the correlation result of these variables and the Adjust R square are taken into consideration. The Adjust R square is the total explained variance. The value of adjusted R^2 in this model is .296 which implies that reward and recognition can account for 29.6% of the variation in volunteers' retention.

Table 4.11 Regression between Training and retention of volunteer

Mode	β	Std. Error	t-stat	P-value	Adjusted R
1	.616	.084	8.506	.000	.296

Source: Survey (Questionnaire, 2018)

4.6.5. Regression Analysis result for recognition and volunteer retention

As the result of regression analysis of relationship recognition and volunteers retention indicates, recognition explain volunteer retention to their society in some extent. The adjusted R square is the explained variance and it is actually therefore, it is possible to conclude that 25.9% of retention is explained by volunteer management practice toward recognition.

Table 4.12 Regression between volunteer recognition and retention of volunteer

Mode	B	Std. Error	t-stat	P-value	Adjusted R
1	.601	.084	8.506	.000	.259

Source: Survey (Questionnaire, 2018)

The purpose of the linear regression analysis discussed above was to determine the extent that the independent management practice predicted or explained the variance of dependent variable. In addition to this, the research objective also interested to understand which dimension of

management practice dimensions discussed in this research so far was most predict volunteers retention.

To determine which variable was most closely related to organizational commitment of employees, stepwise regression was used. With stepwise regression, the independent variable that contributes the most to explaining the dependent variable is entered first into equations. Subsequent variables are included based on their incremental contribution over the first variable and whether they meet the criterion for entering the equation. Variables may be removed at each step if they meet the removal criterion, which is a larger significance level than for entry.

Table 4.13 Stepwise linear regression with volunteers' retention as the dependent variable and all statistically significant management practice dimensions as the independent variables

Steps	R Square	Change R in Square	F Change	P value
Selecting	.408	.014	8.641	.000
Support	.394	.015	8.648	.000
Training	.379	.379	103.55	.000
Recognition	.419	.011	5.99	.000

Source: Survey (Questionnaire, 2018)

Step wise regression given in Table 4.13 shows that training was the first and the most salient of the four variables that entered the regression equation, and accounted for 37.9% of the variation in volunteers' retention.

At step 2, support in Management practice the regression equation and accounted for an additional 1.5% of the variation in volunteers retention.

At step 3, selecting entered the equation and accounted for an additional 1.4% of the variation in volunteers' retention. Recognition entered the equation at step 4 and accounted for an additional 1.1 % of the variation in the dependent variable. Together, these four variables explained 41.9% of the variation in volunteers' retention. Fairness and team work did not enter the regression

equation because they are under removal criteria. From this analysis it was clear that selecting had the most significant contribution on the organizational commitment of the employees.

4.6.6. Analysis of motivation and satisfaction affect the relationship between volunteer management practice and volunteer retention.

The respondents of the face to face interviews said that serving people by the means of what they are passionate about was the reason for them to take up volunteering work, whereas one of them asserted that they wanted to bring in an impactful change to the environment through encouraging volunteering work in the cycling events. One respondent quoted *“Helping people, make things happens that wouldn’t be possible without volunteering.”* This clearly indicated the passion/ love for volunteering. Another respondent also believes that such kind of events improves the positivity in doing such activities. A few respondents also agreed upon learning acquired through such events such as planning, coordinating, monitoring, managing time and people etc.

The respondents replied that volunteers quit they said “People do not want to have long term commitment they either get bored or less satisfied “. This indicates a decline motivation among volunteers leading to less job satisfaction. The reason behind quitting from volunteer work suggested by the interviews conducted turned out mainly to be the conflicts among the volunteers or due to the lack of inter-personal interaction. (Arnold, 2005) analysed how volunteering relationship is affected by the presence of co-workers, managers, supervisors. He states that volunteers tend to do leave work if they are dissatisfied by the way their supervisors treat them. Sometimes they get stressed as they are expected to work more than what is required.

Table 4.14: Regression Analysis of Variables of Motivation, Satisfaction (Model summary and ANOVA)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.385 ^a	.149	.133	.59522		
Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	17.059	8	3.412	.9630	.000 ^b
	Residual	97.784	276	.354		
	Total	114.843	239			

Dependent Variable: retention b. Predictors: (Constant), utilize knowledge, get freedom time spent, contribution, change influence, self-esteem, career option, new perspective.

Source: Survey (Questionnaire, 2018)

As can be seen from the above table, the R square value is 0.149. This value indicates how much of the dependent variable (retention) generally explained by the model (utilize knowledge, get freedom, time spent, contribution, change influence, self-esteem, career option, new perspective. In percent 14.9% of the model explains the variance in the dependent variable. F between 5 and 276 degree of freedom=9.630, $p < 0.001$.

The interview pointed out that despite volunteering sector Ethiopian Red Cross Society one of the least paying sector and as compare to other volunteers that was conducted did complain about the remunerations related in doing volunteer work.

One respondent says “I think the problem would be over exploitation, they often ask us to do more than what was initially intended”. Harassment at work by other volunteers, handling unplanned activities, handling unexpected customers are other reasons that were stated. Dwiggins-Beeler, Spitzberg & Roesch, (2011) point out that job satisfaction is motivated by non-work related influence such as personal relationships and the environment the volunteers work for. So if the volunteer had some conflict with other volunteers it can cause them to withdraw the society.

There are frequent conflicts among the volunteers which adds up to their level of dissatisfactions from volunteering further leading into quitting from volunteerism. The fact of over exploitation and working extra time which was pointed out by the researcher in volunteer retention.

For instance, some studies (e.g. Nassar & Talaat, 2009) have highlighted the need to link recognition and reward to volunteer satisfaction and volunteer satisfaction to volunteer retention. Similarly some researchers (e.g. Larocque et al. 2005) have reported that recognition leads to volunteer satisfaction. Again some other researchers (e.g. Silverberg et al. 2001) have argued that volunteer satisfaction is linked to volunteer retention and volunteer managers need to take care of volunteer satisfaction. In addition many researchers (e.g. Hager & Brudney 2004) have argued that volunteer recognition is directly related to volunteer retention.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1 Summary of finding

As the demographic profile of the respondents indicates most of the respondents are Male i.e. 51.5%. The age of 33.3% respondents found within the age between” 19 to 30 age group followed by 25. % respondents aged 41 to 50. Therefore, most of the current sample volunteers of the society are less than age of 50. Most of the respondents are Diploma and Degree holder’s indicating 43.3% and 27.2% respectively has been volunteering in a society.

The relationship between the management practice and retention was assessed using a quantitative survey. Inferential statistics of quantitative analysis revealed significant relationships between most of aspects of Management practice and retention. The correlation analysis result indicates that management practice ($r=0.568$) and its five dimensions i.e. Selecting ($r=0.302$) support ($r=0.321$), training ($r=0.616$) recognition ($r=0.601$), have positive relations with retention volunteers in ERCS. Among the four dimensions, recognition and training have the highest Positive correlation with retention of ERCS but according to result selecting has small significant relationship with retention of volunteers. Management practice has significant relationship to retention of volunteers.

The analysis also produced a means of assessing the degree to which the different components of management practice aspects influence retention of volunteers. As finding results indicate Management practice dimensions have significant contribution for volunteers’ retention.

The qualitative information extracted from interview will be grouped into thematic. Retention appears to be very much a product of what society does directly for their volunteers. While all volunteers like to be recognized for their contributions to the society or community, this kind of external motivation may be necessary to their volunteers. Long-term commitments are exemplified by training and professional development opportunities, regular communication and supervision. These are precisely the kinds of practices more likely to be adopted by volunteer’s

organization that use volunteers in sustained ways, characterized by having relatively few volunteers who spend a lot of hours working for the volunteers organization.

5.2. Conclusion

Ethiopian Red Cross Society one of the volunteering organization. This research has addressed volunteering in Ethiopian Red Cross Society to retain volunteers through effective management practice. Many of the problems faced by the society retaining volunteers have been highlighted in the first Chapter. The management practice correlates were investigated for their ability to act as determinants of volunteer retention using mediating variables volunteer motivation and volunteer satisfaction. Literature review (Chapter 2) provided the theoretical underpinning to relate variables for this research. To improve volunteer retention by improving the effectiveness of volunteer screening, selecting, support, and training as well as volunteer recognition and performance management but through volunteer motivation and volunteer satisfaction (Chapter 4). These findings now need to be assessed in order to know whether the initial aim and objectives set for this research are achieved. Thus in this chapter discusses the extent to which the stated aim and objectives of this research have been achieved leading to conclusions. To begin with the research objectives are addressed followed by the aim set for this research. Following this are the contributions to knowledge, methodology, practice and policy as well as limitations of this research and recommendations for future research.

To access volunteer management practice and volunteer retention to understand the relationship between volunteer management practice factors and volunteer retention. . The research outcomes produced by Cuskelly et al. (2006) clearly provided the way to link volunteer management practice factors or correlates and volunteer retention. Similar arguments have been provided by Hager and Brudney (2004) that lent support to the researcher to investigate further into the relationship between the two concepts.

Motivating the volunteers by making them aware of their capabilities and also empowering them can be considered a very good step towards retention. These can also lead to job satisfaction of the fellow volunteers and eventually to retention.

Relation with co-workers or supervisors was found very much important factor which can facilitate retention. Managers should take good care to maintain a good environment.

5.3 Recommendation

The managers should make the volunteers aware that what they are doing is of significant importance to the society and it bring a change to the society in a positive manner. This gives the volunteer a sense of happiness, thus motivating them to perform more, thus influencing their retention decision.

The volunteer event should be planned in such a way that prior description of the event should be conveyed to the volunteer before the recruitment of volunteer starts so he/she is aware of what are his/her duties and responsibilities and whether it does match the interest of their intention. If this duties and responsibility match with what the volunteer is looking to do, then it can create job comfort and satisfaction among them causing them to volunteer for a prolonged duration in the society, meaning mission attachment.

The managers in the society should carry out occasional meeting to motivate and encourage volunteers. They should make sure that volunteers get along with each other very well and if any problem persists between the volunteers shift action should be taken out by the manager to resolve this problem in a peaceful manner by making the volunteers aware of the mistake they are conducting.

Other factors like reward and recognition should be given to volunteers in the form of experience certificate or complementary gifts so that they feel they are included in the society. Also all the volunteers should be given equal rights in the society thus further helping in their retention. If the volunteers are given freedom of which time to choose it can create an ease for them to attend their personal and other activities of their schedule. This promotes easy of volunteering for them as they can be with the organization whenever they have free time, which reduces tension so the volunteer can concentrate entirely on his work which gives higher job satisfaction for the volunteers.

Proper training and orientation should be provided to new volunteer recruits as it gives the new recruit for a better understanding of the job functions which makes it easier for them to perform well in the future. It also introduces them to all other existing volunteers in an organization which helps in creating a better communication among the new and old volunteering, hence reducing the communication gap.

The society must present opportunities to motivate volunteers to sustain for a longer period Face-to-face communication and encounters among the volunteers play a very important role in retaining volunteers for a long time as more interactions and socializing opportunities among the volunteers reduce the conflicts among them and they start enjoying working together.

So if the society focus on creating opportunities for them so that volunteers can start bonding with each other, then volunteers are more likely to serve the society for a longer time. So the society should aim to create more of these opportunities in order to enhance long term volunteer retention.

Volunteers work in order to fulfil some amount of their expectations, so every organization should make an effort to create opportunities for fulfilling these expectations, thus leading to increased work satisfaction and volunteer retention.

Appreciation and acknowledgement of an employee's work in the society and rewarding them suitably plays a part in increasing their retention rate. This applies to volunteers too, except the fact that volunteers do not expect many monetary benefits of their work. However, they do want their work to be recognized and appreciated from time to time. Volunteering work does not provide with monetary incentive and the volunteers are mostly aware of that scenario.

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Appendix 1

Dear Sir/Madam,

I am a student of Master of Public Management and Policy in Addis Ababa University. The following research questionnaire is part of my MA study and conducted to gather relevant data that will be used in undertaking a study on the topic "Volunteer Management Practice and Retention in Ethiopia Red Cross Society" as a partial fulfillment of the requirements for the Masters of Public Management and Policy.

Your candid and thoughtful response is crucial in providing the necessary information to complete this research. Your response and any comments will be treated with greatest confidentiality and will be used solely for the purpose of this research. You are kindly requested to fill in this questionnaire (with the help of enumerators as required).

Thank you for your time and valuable information,

Yours Sincerely

General Information

Section A:

The questionnaire instructions:

1. There are two options in completing this questionnaire
 - a. Answering on the original questionnaire paper-sheet.
 - b. Answering the questionnaire electronically.
2. Please answer the following questions by selecting the most suitable answer. Put tick (v) mark in the appropriate answer box

a. Work Location: Addis Ababa Branch: East ☐ West ☐
North ☐ South ☐

b. Gender: Male ☐ Female ☐

c. Age

18 years or younger ☐ 19- 30 ☐ 31 – 40 ☐
 41 - 50 ☐ 51 – 60 ☐ 60 years or older ☐
 Did not provide ☐

d. Qualification(s): Primary ☐ Intermediate ☐ Secondary ☐
 Diploma ☐ Bachelor ☐ Post Graduate ☐ did not provide ☐

e. Monthly income
 Less than Birr 2500 ☐ Birr 2500-5000 ☐ Birr 5000-10000 ☐
 Greater than Birr 10000 ☐ did not provide ☐

f. Volunteer service
 A new volunteer –just starting ☐ less than twelve month ☐
 1-3 years ☐ 4-7 years ☐ 8-10 years ☐
 Over 10 years ☐ did not provide ☐

g. Do you plan to continue as a Red Cross volunteer?
 Definitely will ☐ probably will ☐ Undecided ☐
 Probably will not ☐ definitely will not ☐

Section B

Please give short answer the following questions.

a. What are your reason to continue/or not as a Red Cross volunteer?

b. Occupation _____

c. How did you FIRST learn about volunteer opportunities at the Red Cross?

d. In what areas do/did you volunteer? _____

Please give short answer the following questions.

e. Occupation _____

SECTION C:

Please read carefully and answer to what best describes your opinion in the following questionnaire to Ethiopian Red Cross Society

SD= Strongly Disagree (1)

D= Disagree (2) AS= Agree to some extent (3)

A= Agree (4)

SA= Strongly Agree (5)

Ser. No	Item	SD	D	AS	A	SA
MP1	Effective Screening procedure to identify suitable volunteers					
MP2	There is a good practice selecting and identifying volunteer for a specific role.					
MP3	Provide sufficient support to volunteers					
MP4	Recognize the task of individual volunteers					
MP5	Monitor the performance of individual volunteers					
MP6	Provide feedback to individual volunteers					
MP7	Conduct induction sessions for volunteers					
MP8	Encourage volunteers to operate within acceptable behavior					
MP9	Maintain database of volunteers					
MP10	Plan to recognition of volunteers					
MP11	Provide special awards for long serving volunteers					
MP12	Assist volunteers to access training outside the society					
MP13	Regular supervision and communication with volunteers					
MP14	Regular collection of information on volunteer numbers and hours					
MP15	Annual measurement of the impacts of volunteers					
VSa1	I have to utilize my knowledge and skill within volunteering					
VSa2	I have in deciding how to carry out my volunteer assignment (get freedom)					
VSa3	The amount of time spent with volunteers					
VSa4	Relationship with other volunteers in the society					
VSa5	How worthwhile my contribution					
VSa6	The chance utilize my knowledge and skills in my volunteer Work					
VSa7	The amount of effort I put in as equaling the amount of change influence					
VSa8	Relationship with paid staff					
VMo1	Volunteering makes me feel important and increase my self-esteem					
VMo2	I can explore my own strengths and career options					
VMo3	I know best volunteering an important activity					

VMo4	Volunteering is a way to make new friends and to gain new perspective					
VMo5	People I'm close to want me to volunteer					
VMo6	I am genuinely concerned about the particular group I am serving					
VMo7	Volunteering is good solution from my own problems.					
VMo8	By volunteering I feel less lonely					
VRet1	I intend leaving this organization altogether within 12 month					
VRen2	I plan to continue at the society three years from now					
VRet3	I intend to volunteer different organization					
VRet4	I intend to cease volunteering at the society when another volunteer replace me					

Interview Guide

Name:-.....

Position:-.....

Education qualification:-.....

1. Have you been offered formal job-specific training opportunities (such as Disaster classes, word processing classes, or other classes related to your volunteer responsibilities)?

2. What are your support and guidance to accomplish the work to your volunteer activities?

3. Is the Red Cross is an excellent place to volunteers?

4. Manage the work loads of individual volunteers where they are excessive.

5. Conduct induction sessions for specific group of volunteer.

6. Publicly recognize the efforts of volunteers.

7. What is the Plan for the recognition of volunteers?

8. Do you maintain database of volunteers' skills, qualification and experience?

9. Do you assist volunteers to access training outside the society?

Appendix 2

Description of items, their coding, scaling and the constructs they measure Data in SPSS versions 21 (Questionnaire, 2018)

Question Number	Description	Value	Measure
MP1	Effective Screening procedure to identify suitable volunteers	5 Points	Ordinal
MP2	There is a good practice selecting and identifying volunteer for a specific role.	5 Points	Ordinal
MP3	Provide sufficient support to volunteers	5 Points	Ordinal
MP4	Recognize the task of individual volunteers	5 Points	Ordinal
MP5	Monitor the performance of individual volunteers	5 Points	Ordinal
MP6	Provide feedback to individual volunteers	5 Points	Ordinal
MP7	Conduct induction sessions for volunteers	5 Points	Ordinal
MP8	Encourage volunteers to operate within acceptable behavior	5 Points	Ordinal
MP9	Maintain database of volunteers	5 Points	Ordinal
MP10	Plan to recognition of volunteers	5 Points	Ordinal
MP11	Provide special awards for long serving volunteers	5 Points	Ordinal
MP12	Assist volunteers to access training outside the society	5 Points	Ordinal
MP13	Regular supervision and communication with volunteers	5 Points	Ordinal
MP14	Regular collection of information on volunteer numbers and hours	5 Points	Ordinal
MP15	Annual measurement of the impacts of volunteers	5 Points	Ordinal
VSa1	I have to utilize my knowledge and skill within volunteering	5 Points	Ordinal
VSa2	I have in deciding how to carry out my volunteer assignment (get freedom)	5 Points	Ordinal
VSa3	The amount of time spent with volunteers	5 Points	Ordinal
VSa4	Relationship with other volunteers in the society	5 Points	Ordinal
VSa5	How worthwhile my contribution	5 Points	Ordinal
VSa6	The chance utilize my knowledge and skills in my volunteer Work]	5 Points	Ordinal
VSa7	The amount of effort I put in as equaling the amount of change influence	5 Points	Ordinal

VSa8	Relationship with paid staff	5 Points	Ordinal
VMo1	Volunteering makes me feel important and increase my self-esteem	5 Points	Ordinal
VMo2	I can explore my own strengths and career options	5 Points	Ordinal
VMo3	I know best volunteering an important activity	5 Points	Ordinal
VMo4	Volunteering is a way to make new friends and to gain new perspective	5 Points	Ordinal
VMo5	People I'm close to want me to volunteer	5 Points	Ordinal
VMo6	I am genuinely concerned about the particular group I am serving	5 Points	Ordinal
VMo7	Volunteering is good solution from my own problems.	5 Points	Ordinal
VMo8	By volunteering I feel less lonely	5 Points	Ordinal
VRen1	I intend leaving this organization altogether within 12 month	5 Points	Ordinal
VRen2	I plan to continue at the society three years from now	5 Points	Ordinal
VRen3	I intend to volunteer different organization	5 Points	Ordinal
VRen4	I intend to cease volunteering at the society when another volunteer replace me	5 Points	Ordinal