

**FACTORS INFLUENCING MOTIVATION OF VOLUNTEER  
WORKERS IN STREET CHILDREN REHABILITATION  
PROJECTS IN NAIROBI COUNTY: A CASE OF UNDUGU  
SOCIETY OF KENYA.**

**BY**

**MERCY OKISA ALUBBE**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF  
NAIROBI.**

**2015**

## DECLARATION

This project report is my original work and has not been presented for a degree in any other University.

M. Alubbe

21/8/15

Mercy Okisa Alubbe

Date

L50/62565/2013

This project report has been submitted for examination with my approval as the university supervisor

H. Kidombo

24/8/2015

Prof. Harriet Kidombo

Date

Department of Extra-Mural Department

University of Nairobi

## **DEDICATION**

This research project report is dedicated to my adorable parents, Mr Philip Alubbe and Mrs Rose Alubbe who have been extraordinary role models to me as they have offered me unconditional love, continuous support and whose sacrifice and encouragement is distinguishably notable in my journey to pursue this Master of Arts degree. This research report is also dedicated to my husband Samuel Mburu, who has constantly encouraged me to pursue my dreams and be the best I can be.

I further dedicate this research proposal to my brothers and sisters who have been a source of constant reassurance, support and love. You are all a blessing that I am very grateful to have.

## **ACKNOWLEDGEMENT**

I would like to express my unlimited gratitude to my supervisor Prof. Harriet Kidombo, for her guidance, resourcefulness, support, and critical review throughout the preparation of this research report. Thank you so much for the advice, tireless efforts, and words of encouragement.

I express my sincere gratitude to the University of Nairobi and all the lecturers who have contributed in one way or another towards the achievement of my academic goals. Thank you for your dedication in passing on knowledge, skills, and wisdom in the area of project management.

I wish to acknowledge my study group for continuous teamwork and solidarity. You have been a source of zeal and encouragement in the challenging times and together we have made it through this learning season. I would also like to extend my gratitude to the university librarian and all the university staff who supported me through the course of preparation of this research report.

## TABLE OF CONTENT

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.2 Undugu Society of Kenya.....	4
1.2 Statement of the problem .....	5
1.3 Purpose of the Study .....	6
1.4 Research objectives.....	7
1.5 Research Questions.....	7
1.6 Significance of the Study .....	7
1.7 Basic assumptions of the study.....	8
1.8 Limitation of the study.....	8
1.9 Delimitation of the study .....	8
1.10 Definition of significant terms used in the study .....	9
1.11 Organization of the study.....	9
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>11</b>
2.1 Introduction.....	11
2.2 The concept of motivation of volunteer workers.....	11
2.3 Capacity development and motivation of volunteer workers .....	14

2.4 Professional networks and motivation of volunteer workers.....	17
2.5 Monetary incentives and motivation of volunteer workers .....	19
2.6 Recognition and motivation of volunteer workers.....	21
2.7 Theoretical framework.....	23
2.8 Conceptual framework.....	25
2.9 Explanation of the relationship of variables in the conceptual framework. ....	26
2.10 Gaps in literature reviewed .....	26
2.11 Summary of literature review .....	27
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>28</b>
3.1 Introduction.....	28
3.2 Research design .....	28
3.3 Target population .....	29
3.4 Sample size and Sampling Procedures .....	29
3.4.1 Sample size .....	29
3.4.2 Sampling procedures.....	30
3.5 Data collection instruments.....	30
3.5.1 Pilot testing of research instruments .....	31
3.5.2 Validity of the instrument .....	32
3.5.3 Reliability of the research instrument .....	32
3.6 Data collection procedures.....	33
3.7 Data analysis techniques .....	33
3.8 Operational Definition of Variables.....	34
3.9 Ethical considerations .....	37
<b>CHAPTER FOUR: DATA ANALYSIS PRESENTATION AND INTERPRETATION ....</b>	<b>38</b>
4.1 Introduction.....	38

4.2 Questionnaire Return Rate .....	38
4.3 Demographic characteristics of the respondents.....	40
4.3.1 Distribution by Gender of the respondents .....	40
4.3.2 Distribution by Age of the respondents .....	40
4.3.3 Distribution by Marital Status of the respondents .....	41
4.3.4 Level of Education of the respondents.....	42
4.3.5 Duration of Participation in Volunteer Work of the respondents.....	42
4.4 Capacity Development and Motivation of Volunteer Workers .....	43
4.4.1 Training Programmes and Motivation of the Volunteer workers .....	43
4.4.2 Work Experience and Motivation of Volunteer Workers.....	45
4.4.3 Proficiency and Motivation of Volunteer Workers .....	46
4.5 Professional Networks and Motivation of Volunteer Workers.....	46
4.5.1 Professional Contacts and Motivation of Volunteer Workers .....	47
4.5.2 Exchange Programmes and Motivation of Volunteer Workers.....	48
4.5.3 International Linkage and Motivation of Volunteer workers .....	49
4.6 Monetary Incentives and Motivation of Volunteer Workers .....	49
4.6.1 Field Allowances and Motivation of Volunteer Workers.....	50
4.6.2 Gifts in Kind and Motivation of Volunteer Workers.....	51
4.6.3 Perdiem and Motivation of Volunteer Workers.....	52
4.7 Recognition and Motivation of the Volunteer Workers .....	53
4.7.1 Community Respect and Motivation of Volunteer workers .....	53
4.7.2 Organizational Certificates and Motivation of Volunteer Workers.....	54
4.7.2 Awards and Motivation of Volunteer Workers .....	55
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>56</b>
5.1 Introduction.....	56
5.2 Summary of the Findings.....	56
5.3 Discussion of Findings.....	58

5.3.1 Capacity Development and Motivation of the Volunteer Workers .....	58
5.3.2 Professional Networks and motivation of the Volunteer Workers. ....	58
5.3.3 Monetary Incentive and motivation of the Volunteer Workers .....	59
5.3.4 Recognition and Motivation of the Volunteer Workers. ....	59
5.4 Conclusion .....	60
5.5 Recommendations for the Policy Actions.....	61
5.6 Suggestions for Further Studies .....	61
5.7 Contribution to the body of knowledge .....	62
<b>REFERENCES.....</b>	<b>64</b>
<b>APPENDICES.....</b>	<b>69</b>
Appendix I: Letter of Introduction.....	69
Appendix II: Questionnaire for Volunteer Workers within Undugu Society of Kenya .....	70
Appendix III: Research Authorization Letter .....	76
Appendix IV: Research Clearance Permit .....	77
Appendix V: Krejcie and Morgan Table. ....	78



## LIST OF TABLES

Table 4. 1: Questionnaire Return Rate.....	39
Table 4. 2: Distribution by Gender of the respondents.....	40
Table 4. 3: Distribution by Age of the respondents.....	41
Table 4. 4: Distribution by Marital Status of the respondents.....	41
Table 4. 5: Level of Education of the respondents.....	42
Table 4. 6: Duration of Participation in Volunteer Work.....	43
Table 4. 7: Influence of training programmes on motivation of volunteers.....	44
Table 4. 8: Influence of work experience on motivation of volunteer workers.....	45
Table 4. 9: Influence of proficiency on motivation of volunteer workers.....	46
Table 4. 10: Influence of professional contacts on the motivation of volunteers.....	47
Table 4. 11: Influence of exchange programmes on motivation of volunteer workers.....	48
Table 4. 12: Influence of international linkage on motivation of volunteer workers.....	49
Table 4. 13: Influence of field allowances on motivation of volunteer workers.....	50
Table 4. 14: Influence of gifts in kind on motivation of volunteer workers.....	51
Table 4. 15: Influence of per diems on motivation of volunteer workers.....	52
Table 4. 16: Influence of community respect on motivation of Volunteer workers.....	53
Table 4. 17: Influence of certificates on motivation of volunteer workers.....	54
Table 4. 18: Influence of awards on motivation of volunteer workers.....	55

## LIST OF FIGURES

Figure 1: Theoretical Framework .....	24
Figure 2: Conceptual Framework .....	25

## **ABBREVIATION AND ACRONYMS**

<b>AECT</b>	Association for Educational Communication and Technology
<b>AIDS</b>	Acquired Immuno Deficiency Syndrome
<b>CSR</b>	Corporate Social Responsibility
<b>HIV</b>	Human Immunodeficiency Virus
<b>IDA</b>	International Development Agency
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies.
<b>NYS</b>	National Youth Service
<b>SPSS</b>	Statistical Package for Social Scientists
<b>UN</b>	United Nations
<b>UNICEF</b>	United Nations Children Fund
<b>USK</b>	Undugu Society of Kenya

## ABSTRACT

Motivation refers to the process of stimulating constant energy, interest, and commitment towards achieving a goal. It is a phenomenon that seeks to find out the driving force required to encourage people to exhibit goal directed behaviour. The main purpose of this research was to establish the factors influencing motivation of volunteer workers in street children rehabilitation projects in Nairobi County with specific focus on Undugu Society of Kenya. Specifically, the research sought to achieve the following objectives: to determine the influence of capacity development on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County, to examine the influence of professional networks on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County; to assess the influence of monetary incentives on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County and to establish the influence of recognition on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. A descriptive survey research design was adopted in this study so as to enable the researcher to use quantitative techniques to measure and describe the factors affecting motivation of volunteer workers. Both open-ended and close-ended questions were used. The study had a total population of 140 elements. The researcher sampled out 103 volunteer workers out of the target population using stratified random sampling. Primary data was collected using personally administered questionnaires. The instruments were piloted in Kibera and the researcher administered the questionnaires to volunteers from Laini Saba ward who were not part of the main study. The researcher sought the assistance of the supervisors in reviewing the instruments for validity and used the Cronbach Alpha test to confirm reliability. The Cronbach Alpha score was generated from SPSS to give a score of 0.75 which was within the recommendable range. The data was analysed using descriptive statistics like frequencies, percentages and mean aided by SPSS. The data is presented in frequency and percentage distribution tables. The findings revealed that 70% of the respondents strongly agreed that training programmes enhance their motivation. 54% strongly agreed that work experience enhance their motivation. On the aspect of professional networks, 53% agreed that exchange programmes promote motivation. On the aspect of monetary incentives, 75% strongly agreed that per diems enhance motivation and 53% strongly agreed that community respect enhances motivation of volunteer workers. The study recommends that society should create volunteer welfare department to handle all motivational issues concerning volunteers. Central to this should be the regular provision of both material and non-material incentives to boost the morale of volunteers and enhance their job performance. That regular and adequate information concerning volunteerism and its challenges should be availed for the benefit of both practicing and prospective volunteers. The study recommends that the organizations working with volunteers should increase the capacity development programmes to enhance motivation of the volunteers, they should provide more opportunities for professional networking and increase the monetary incentives offered to volunteer workers. In addition, recognition of the efforts put by volunteers both within the community and within the organization should also be increased so as to motivate the volunteer workers. It is suggested that further research may be done on related areas including the effectiveness of the training offered to volunteers in terms of job performance and how socio-economic status affects the job performance of volunteers.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The backbone of every successful project lies with the team of workers who have dedicated themselves to run the project and achieve the goals of that project. Many humanitarian projects require workers with a personal drive to make teamwork and collaboration easier. Each worker should be motivated to play his or her role and to participate in making the vision of the project come to pass. Motivation refers to the process of stimulating constant energy, interest, and commitment towards achieving a goal. It is a phenomenon that seeks to find out the driving force required to encourage people to exhibit goal directed behaviour. Motivation is defined as a set of energetic power that originates both from within, as well as beyond an individual's being, to initiate work related behaviour and to determine its form, direction, intensity, and duration (Armstrong, 2009).

Many developing countries experience diverse social problems due to the high poverty index as a result of strained resources available to the citizens of the countries. (Subbarao & Coury, 2004). The children who lack basic needs within their homes are forced to fend for themselves in the streets. However, the streets subject these children to harsh conditions resulting to the need of intervention from the international community. The rampant growth of street children in Nairobi attracted the help of many international agencies who funded many intervention programs that have been partially successful, as the number of street children in Nairobi County has reduced. This is evidenced by the prominent government projects flagged off in 2003 by the Late Karisa Maitha under the street families' rehabilitation trust fund. The government aimed to provide government managed shelter houses for the street children. These shelter houses are located at Bahati Social hall, Kayole rehabilitation Centre and Joseph Kangethe approved school. The government also later initiated programs to recruit some of the mature street children into NYS. However, since the presence of street children in the county is a recurring problem, many volunteer workers still visit the slums and other areas within Nairobi county under the street children rehabilitation projects (Subbarao & Coury, 2004).

Legislations contained in the children's Act makes provisions for parental responsibility, fostering, adoption, custody, maintenance, guardianship, care and protection of children. It also provides for the administration of children's institutions according to the principles outlined in the Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child. In addition, the vision 2030 also caters for the children rights under the social pillar. It gives every child the right to education, proper health care and protection from discrimination (Kenya & Kenya, 2007). Currently, Nairobi County is experiencing an ever increasing number of street children. Thus, it is a social responsibility to ensure that the street children can access basic children rights through our institutional networks even though they may not grow up in the nuclear family environment (Subbarao & Coury, 2004).

Volunteerism is one of the development approaches recommended by the UN, International Development Agency (IDA), and the World Bank. When small groups of people come together with an aim of advocating against a rampant social problem, the resultant benefit to the society is often greater than any individual gain achieved. Volunteerism is a means of poverty reduction and compliments the efforts of many state governments. Thus, volunteerism is widely accepted by the international community as it results in economic and developmental advancements globally (Hardina, 2007).

In America, volunteerism is highly valued. Most of the retirees reach self-actualization in life through volunteerism programs. Organizations that work with volunteer workers, achieve a lot through initiating programs that deal with children services, human rights, disability, elderly, education and community welfare. According to statistics, approximately 62% of American adults have volunteered their time and expertise to community welfare programs. This is translated to US\$172 billion worth of services being provided to the vulnerable and disadvantaged in the American society (Durrenberger, Martí, Annual Meeting of the Society for Economic Anthropology & Society for Economic Anthropology, 2006).

In South Africa, volunteer programs are also highly esteemed and widely recognized. The volunteers offer professional expertise in fields of deficiencies and this results in developmental

progress for the under developed areas within the country. Many educational programs and children rehabilitation programs work with volunteers in churches, nongovernmental organizations and government institutions (Davids, Skinner, Human Sciences Research Council, Nelson Mandela Children's Fund & Kellogg Foundation, 2006).

In the East African countries, especially Kenya, volunteerism has been experiencing significant prominence. Recently, many organizations have embraced volunteerism in process of exercising corporate social responsibility (CSR). CSR is one of the commendable ways of giving back to the society practised by many organizations across all sectors of the economy. In the past, volunteer workers were only associated with non-governmental organization. However, the public and private sector companies have also embraced the spirit of volunteerism recently (Beigbeder, 2001).

Various non-governmental organizations that run community social projects engage volunteer workers who work hand in hand with the organizations' employees to ensure service delivery is achieved. The volunteer workers in street children rehabilitation programs are a key resource as they often have an inherent self-drive to participate in helping the deviant children reform and live normally. Volunteerism is steered by innate philanthropy leading to a desire of helping the less fortunate, contributing to implementation of community projects, enhancing efforts of social, political, and economic development and pushing for a common interest in the community. One of the roles of the management within organizations is to strategize on what should be done to achieve consistent high levels of performance through people. This means giving close attention to how individuals can best be motivated through various mechanisms so as to maintain result-based projects. This motivation concern aims to develop motivation processes and come up with a conducive working environment for volunteer workers to deliver results in accordance with the expectations of management (Pynes, 2013).

Motivating other people is about getting them to move in the direction you want them to go in order to achieve results. People are motivated when they expect that a course of action is likely to lead to the attainment of a valued goal and acquisition of a valued reward that would satisfy their needs (Armstrong, 2006). Armstrong continues to argue that well-motivated people are those with clearly defined goals to achieve. Such people may be self-motivated, as long as their

actions lead towards the direction of desired achievement. This kind of personal motivation is commonly preferred as the best form of motivation because it is from within an individual. However, most people need some form and degree of motivation to quantify the worth of a course. Thus, organizations provide motivation mechanisms like incentives, rewards, fulfilling work environment, and opportunities for learning and growth to most volunteer workers. Moreover, project managers have a major part to play in using their motivation skills to get people to give their best, and to make good use of the motivational processes provided by the organization( Undugu Society of Kenya annual report, 2013).

### **1.1.2 Undugu Society of Kenya**

Undugu Society of Kenya (USK) is a non-profit NGO based in Nairobi, Kenya. USK was founded in 1973 by the late Father Arnold Grol, A Dutch Catholic priest belonging to the missionaries of Africa, after observing a growing phenomenon of street children in Nairobi. He was deeply touched by their plight and developed a desire to provide them with comradeship and solidarity. It is one of the pioneer organizations in Sub – Saharan Africa focusing on street children rehabilitation and community empowerment and it has successfully run children programs for 41 years. USK works to improve care of children and youth living and working on the street in Nairobi and neighbouring locations. USK has also extended its reach to work in other areas of Kenya. USK has also expanded the scope of its programs to include community empowerment programs, lobbying and advocacy programs, institutional development programs, peer education and HIV/ AIDs programs and rescue, rehabilitation, and reintegration programs. The vision of the organization is a just society where all children and youth live a decent life and its mission is to promote socio-economic empowerment of vulnerable children, youth, and marginalized communities for self-reliance.

Throughout the years, USK has managed to cater for over 250,000 children through rehabilitation and reintegration back to the community. The street children are collected from the towns and slums with the help of USK volunteer workers and other organizations within their networks. The street children are then taken to a shelter house for rehabilitation and counselling, after which they are either taken back into formal education or put into institutions of vocational training (Wilson & McClelland, 2007). With the great dispersion of street children throughout



major cities in Kenya, volunteer workers have been a great resource as they are the ones who meet the children in the real street life state. USK works with a network of over 5,000 volunteer workers affiliated to different partner organizations. Many street children abuse different drugs and they are prone to indulge in crime to cater for their basic needs. Thus, these volunteer workers meet the street children who are hostile and rebellious yet they have to convince them to go through a rehabilitation program and thereafter trace their family members and be reintegrated back to the community (Wideman, 2004).

USK has its main offices in Westlands at Arnold plaza and several offices in other towns like Thika, Kiambu, Ruiru, Machakos, and Kisumu. Moreover, USK has shelter place at Kitengela where the street children go through a three-month rehabilitation program and are reintegrated back to the community. All volunteer workers and USK staff are allowed to take the desolate children to the shelter place. This research focuses on Nairobi County because it has the highest number of street children as it is the capital city of Kenya.

## **1.2 Statement of the problem**

The role of volunteers in children rehabilitation programs in Kenya is to actively participate in the process of convincing the children to leave the streets. The volunteer workers also provide psychosocial and moral support to the street children. Whenever this is done effectively, the children begin their journey to rehabilitation and they are taken from the streets and transferred to rehabilitation centres where they can undergo the full closure cycle and counselling. Volunteer workers located in the rehabilitation shelters also encourage the children to pursue behaviour change and lead a decent life. There are instances where the volunteer workers have been unable to perform these functions leading to failure of projects. The effectiveness of volunteer workers is of great concern to the organization and to Nairobi County because they play an important role in the cycle of rehabilitation of street children which eventually raises the standards of living within Nairobi City. Thus, with the important role of volunteer workers who offer these services at will, it is important to devise ways of motivating them so that their performance is also up to the expected standards (Aras, & Crowther, 2010).

Undugu Society of Kenya is among the many organizations that are donor funded and the fluctuations in donor funding leads to strategizing on other mechanisms that are sustainable in

maintaining the volunteer workers in the programs even after the lifespan of the project funds. Workers' welfare related factors could lead to successful implementation of projects or failure in achieving project goals. To ensure that rehabilitation of street children is sustainable in Nairobi County, proper planning and maintenance of projects is necessary. Thus, motivation of the volunteer workers has proved to be necessary in the successful running of children rehabilitation programs (Mitra, 2013). Some of the children who drop out of rehabilitation programs have revealed that the volunteer workers may not have given them the support they needed to complete the behaviour change process. Due to the limited capacity of volunteer workers, the successful rehabilitation of street children may be hampered yet it is a recurring social problem of public and international concern.

In order to achieve their objectives, USK and other NGOs may require well-trained and motivated volunteers. It can be somewhat unrealistic to expect a frustrated volunteer worker to offer sound advice and hope for a decent life to children on recovery. Thus, USK management has been facing the challenge of maintaining all the rescued children in the recovery program because many of their non-paid workers may not be highly motivated to manage the required procedures. The poor performance of the rehabilitation project is manifested in low numbers of street children being brought in by volunteers to the shelter houses, high drop out of children from recovery programs, continued use of drugs even after going through the recovery program, and ineffective follow-up of the children who have been reintegrated into the community after rehabilitation (Loveless & Holman, 2006). Thus, this focussed on the research gap in motivation of volunteer workers within the children rehabilitation projects resulting in failure of achieving project objectives yet, funds are being invested in this social area. This study investigated the factors influencing motivation of volunteer workers contributing to the success of street children rehabilitation projects in Nairobi with specific focus on Undugu Society of Kenya.

### **1.3 Purpose of the Study**

The purpose of the study was to establish the factors influencing motivation of volunteer workers in street children rehabilitation projects in Nairobi County with specific focus on Undugu Society of Kenya.

#### **1.4 Research objectives**

The study was guided by the following objectives:

- i. To determine the influence of capacity development on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.
- ii. To examine the influence of professional networks affects motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.
- iii. To assess the influence of monetary incentives affects motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.
- iv. To establish what influence recognition has on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.

#### **1.5 Research Questions.**

The study sought to answer the following research questions:

- i. To what extent does capacity development influence motivation of volunteer workers within the street children rehabilitation programs in Nairobi County?
- ii. How do professional networks influence the motivation of volunteer workers within the street children rehabilitation programs in Nairobi County?
- iii. To what extent do monetary incentives influence motivation of volunteer workers within the street children rehabilitation programs in Nairobi County?
- iv. How does recognition influence the motivation of volunteer workers within the street children rehabilitation programs in Nairobi County?

#### **1.6 Significance of the Study**

Volunteerism plays a key role in children rehabilitation programs in Nairobi County. This study was significant as it highlighted the factors influencing the motivation of volunteer workers within the street children rehabilitation programs. The findings may be useful to the management of USK and other organization implementing rehabilitation programs to motivate their volunteer workers. Such organizations can develop frameworks and policies that promote all rounded and equipped volunteer workers based on the results of the study.

The government may also use the findings of this study to motivate the volunteer workers within governmental rehabilitation centres and approved schools. They may also use the findings of this study to promote volunteerism in the public sector.

The findings may also be useful to the volunteer workers to work on their weak areas and ensure they motivated to further achieve the objectives of rehabilitation programs in Nairobi County.

### **1.7 Basic assumptions of the study**

The study assumed that there are various factors influencing motivation of volunteer workers within the street children rehabilitation programs. Based on this assumption, the researcher sought to find out the factors influencing the motivation of volunteer workers in children rehabilitation projects in Nairobi County focussing on the case of Undugu Society of Kenya. The study also assumed that the targeted respondents will be available and willing to participate. It further assumed that participants would give accurate feedback to enquiries presented to them by the researcher. It assumed that they would have and they would provide the right information required for the study.

### **1.8 Limitation of the study**

The study was limited by fear of victimization by some of the volunteer workers who did not want to put their professional platform at risk. To counter this problem, the researcher assured the respondents that confidentiality would be observed and the questionnaires used would not have their names or any other personal details that can be used against them. The study also was also limited by non availability of some of the volunteer workers on the scheduled day of the interviews because of other work assignments that were being conducted on the day of the study. This limitation was tackled by making alternative arrangements of meeting with the absent volunteer workers in the city centre after their day's work.

### **1.9 Delimitation of the study**

The study covered groups of volunteer workers working in the slum areas and city markets within the areas covered by the rehabilitation programs under Undugu Society of Kenya. The study was delimited to Nairobi County because statistics show that Nairobi has the highest numbers of street children in Kenya.

### **1.10 Definition of significant terms used in the study**

The following significant terms are used in the study:

**Capacity development -** Refers to the seminars, workshops, and conferences that individuals attend to strengthen their capabilities to understand, plan, develop, maintain and implement program plans in order to achieve set objectives.

**Money incentives -** Refers to financial enticements offered to the volunteer workers in form of field allowances, hardship allowances, per diems, and possibility of future paid employment for the workers.

**Motivation -** Refers to a set of energetic power that originates both from within, as well as beyond an individual volunteer, to initiate work related behaviour and to determine its form, direction, intensity, and duration.

**Professional networks -** Refers to groups of people with shared interest that focuses on interactions and relationship with an aim of sharing resources, opportunities, and experiences relating to specific professional linkages in the rehabilitation field.

**Recognition -** Refers to the high regard and acknowledgment of volunteer workers through community respect, certification, rewards, and honour.

### **1.11 Organization of the study**

The study report is organized into five chapters. Chapter one gives background of the study, statement of the problem, purpose, research objectives, research questions, hypothesis and significance of the study, limitations, and delimitations of the study, basic assumptions of the study and definition of key terms. Chapter two reviews the literature based on the objectives of the study. It reviews the literature on the factors influencing motivation of volunteer workers including capacity development, professional networks, monetary incentives and recognition. It

further looks at the conceptual framework and the operational variables that were used in the study. In Chapter three, the research methodology of the study is explained and has the following sections; research design, target population, sampling procedure, methods of data collection, validity and reliability of the research instrument, operational definition of variables and ethical consideration. Chapter four contains information involving analysis of the data, presentation of the data and interpretation of the findings. The major findings and results of the study as directed by the objectives of the study are presented in this section. Chapter five contains the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn focussed on addressing the objectives of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explored what has been written in the area based on the objectives of the study. The literature review provided research of previous work done by other scholars highlighting phenomena related to the topic. The areas that were explored in this study included the concept of motivation of volunteer workers, capacity training and motivation of volunteer workers, professional networks and motivation of volunteer workers, money incentives and motivation of volunteer workers and recognition and performance of volunteer workers. The theoretical framework of the study was also presented giving a brief description upon which the study is based. This section also included the conceptual framework explaining how the variables interact and it was concluded by a summary of the literature review.

#### **2.2 The concept of motivation of volunteer workers.**

Motivation is defined as a set of energetic power that originates from within, as well as beyond an individual's being, to initiate work related behaviour and to determine its form, direction, intensity, and duration. It occurs when individuals choose to perform actions directed to towards achievement of a goal. Motivation is not only an external process, but also an internal process that is considerably affected by emotions and deeply held values of an individual (Hardina, 2007).

People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward that satisfies their needs. Motivation can be either intrinsic or extrinsic. Intrinsic motivation is self-generated zeal and commitment, characterized by personal enjoyment, interest, or pleasure, whereas extrinsic motivation involves doing appealing things to individuals to motivate them (Deci et al, 2009). Well-motivated volunteers are likely to perform their duties better and achieve targeted goals. Further, scholarly studies reveal that well-motivated volunteer workers may engage in exploration, research, and challenge oneself to apply better performance interventions (Braveman & Page, 2012). B.F. Skinner is widely known for his reinforcement theory resulting in motivation of behaviour. Positive reinforcers, or rewards, are consequences that increase the probability of occurrence of a given behaviour, whereas

negative reinforcers are consequences that increase the probability of a given behaviour by removing or reducing some negative external stimulus (Pintrich, 2003). B.F. Skinner further proposes that punishment decrease the probability of a given behaviour due to the unpleasant consequences of engaging in that particular behaviour.

Bandura's self-efficacy theory is another common theory associated with motivation of behaviour. Efficacy is the major determinant of effort, persistence, and goal setting. Empirical research supports this notion, suggesting that individuals with higher self-efficacy tend to be more motivated and successful on a given task. Thus, it is important for volunteer workers to be intrinsically motivated for sustainable performance to be realised. The motivation of volunteer workers requires different tactics as volunteers perform duties out of philanthropy in some cases (Pintrich, 2003).

The historical background of volunteers dates back to the 17<sup>th</sup> century as the verb 'volunteer' was first recorded in 1755 to refer to "one who offers himself for military service," by M.Fr. Voluntaire (Ross & Kay, 2007). In the non-military sense, the word was first recorded during the 1630s as a phrase referring to community service. In the modern day, volunteerism involves offering service to the community with the intention of bridging the gaps that exist in the labour force in order to fulfil intended objectives with the minimum resources available. Thus, volunteers may not necessarily work free but they may be provided with some forms of incentives as the work they perform is of utmost importance to the community (Thomas, 2009).

In America, volunteerism became significant in the 19<sup>th</sup> century during the great awakening period of the civil wars, as women would volunteer their time to offer help to the service men. In the 20<sup>th</sup> century, various volunteering organizations were founded and these groups of people offered significant services to the community project like social services for children, human right interventions, during disaster and wars advocacy, and participation in development projects. The spirit of volunteerism has been carried on to the 21<sup>st</sup> century and it is wide spread throughout the world (Ross & Kay, 2007).



According to a survey done by IFRC in America in 2011, two in every thousand people around the world volunteer for the International Red Cross and Red Crescent Movement. Active Red Cross Red Crescent volunteers donated nearly 6 billion US dollars worth of volunteer services in 2009 worldwide, or nearly 90 US cents for every person on earth. Slightly more women than men volunteer for Red Cross Red Crescent National Societies (54 per cent vs. 46 per cent) overall, though this ratio varies by region (IFRC, 2011).

In developing countries, volunteerism enhances the growth of the economy and success of development activities. Many foreign students take time to travel to various developing countries to volunteer in orphanages, conservations, and villages. This is beneficial to many indigenous volunteers as knowledge, skills and experiences are shared as the volunteer students interact with the volunteer workers. Thus, global volunteerism is embraced as it is significant in the exchange of modern interventions that promote the success of community projects (Beigbeder, 2001).

Many religious affiliated groups, government agencies, corporate bodies and non-governmental organizations working with volunteers acknowledge the important role of volunteers in human resource shortfalls and their significant contribution towards the achievement of organizational goals. Thus, motivation of volunteer workers is vital when engaging in human resource management in organizational strategic planning (Silverstein, 2007).

Volunteerism has been successful in Kenya as many organizations have structures under which they can engage volunteers who greatly contribute to economic and social advancements in the country. Volunteer workers who engage in street children rehabilitation consist of both skilled and unskilled volunteers. They provide psychosocial, emotional and moral support to the children who they interact with as the undergo behaviour change process (Stelljes, 2008). Many researches presume that money incentive is the major motivator of many volunteer workers. However, there are there factors like capacity training, professional networks and recognition that also meet the innate urge of affiliation, respect and power found in many workers. A survey of 120 volunteer workers, working with early childhood education programmes in Turkana County revealed that motivation was directly to job satisfaction and value addition in the community. This research reveals that intrinsic and extrinsic motivation that work hand in hand in successful motivation of workers (Yang, 2002).

Motivation at work can take place in two ways (Silverstein, 2007). First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that leads to need satisfaction or achievement of expected goals. Secondly, people can be motivated by the management through such methods as incentives, promotion and recognition. As a guideline, there are broadly seven strategies for motivation namely: positive reinforcement, effective discipline and punishment, treating people fairly, satisfying workers' needs, setting work related goals, restructuring jobs and basing rewards on job performance. Many organizations have built their brand name and legacy through the manner in which they work with volunteer workers (Tschirhart & Bielefeld, 2012). The job of a manager in the workplace is to get things done through workers (Meyer & Allen, 2007). To do this, managers should be able to motivate all workers. However, this is easier said than done. In spite of enormous research, to understand motivation one must understand human nature itself. Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective volunteer workers motivation in the workplace. Apart from the benefit and moral value of an altruistic approach to treating workers as human beings and respecting human dignity in all its forms, research and observations show that well motivated volunteer workers are more productive and creative. The inverse also holds true. Sustainability and effectiveness in projects can be easily achieved when workers have strong and consistent incentives for performance. Volunteer workers supply their knowledge, skills, efforts and experiences to enable an organization achieve its goals. Hence, managers are required to set up policies and procedures that attract and retain quality human resource thus, the need for motivation of workers (Meyer & Allen, 2007).

### **2.3 Capacity development and motivation of volunteer workers**

Capacity development is also referred to as capacity building and it is an approach that focuses on two dimensions of promoting efficiency in project implementation process. Firstly, capacity development focuses on understanding obstacles that inhibit workers and institutions from realizing organizational goals. Secondly, capacity development also focuses on enhancing the capabilities that will enable workers and institutions to achieve measurable and sustainable results (Ross & Kay, 2007).

Organizations may recruit volunteer workers who may have or may not have some form of experience in their area of operation. In order to acquaint the workers with the operations of the organization, the workers may have to go through orientation training and other specialized training to enhance efficiency in organizational operations. These kinds of development trainings serve the purpose of building the capacity, capabilities and confidence of workers. Thus, capacity development training refers to the seminars, workshops, and conferences that individuals attend to strengthen their capabilities to understand, plan, develop, maintain and implement program plans in order to achieve set objectives. Capacity training is the use of systematic and planned instruction activities to promote learning (Armstrong, 2006).

Capacity development trainings play a vital role in development of professional skills and career growth of volunteer workers. In the long run it leads to capacity building for the organization as well as its workers. Capacity building is not just about the capacity for today but also about capacity for the future. Distinct capacity building trainings involve identifying communications strategies, improving volunteer recruitment, developing leadership structures, identifying more efficient uses of programmatic resources, and engaging in collaborations with community partners. All these avenues build the capacity of volunteer workers to effectively deliver an organization's mission in future. When capacity development is successful, it strengthens an organization's ability to fulfil its mission over time, and enhances its ability to have a positive impact on lives and communities (Messner, 2009).

A survey done by Subbarao & Coury in 2004 revealed that volunteering is the perfect vehicle to discover something you are really good at and develop a new skill. Supervising and training other volunteers helps to develop supervisory and training skills. These are examples of skills that can enhance a career but you don't have to develop skills with the intention of facilitating your career. Employers are often seeking well-rounded individuals who have good teamwork and goal setting skills. Serving on a volunteer committee or board is a great way to learn group dynamics and teamwork. Serving as a committee chair increases facilitation skills. Planning and implementing a major fund raising event can develop goal setting, planning and budgeting skills. Supervising and training other volunteers helps to develop supervisory and training skills. Volunteering offers unlimited opportunities to cultivate new skills that can enhance a career.

Some of the general elements of professional behavior include competence, proper dress and language, avoiding conflicts of interest, and appropriate relations with and respectful treatment of peers and collaborators (Subbarao & Coury, 2004).

A survey done by Red Cross Kenya (2011) showed that consistent professionalism exhibited by volunteer workers within the communities in North Eastern Kenya proactively promoted community confidence in engaging and soliciting for assistance from the volunteers in regards to child protection rights. This ultimately motivates the volunteer to further engage professionalism in their work within the community. The volunteers generally managed high activity levels with time and they certainly required satisfaction and a feeling their volunteer skills and experience was utilized optimally and their capacity and professionalism was respected and welcomed (Wideman, 2004).

According to the Center for corporate citizenship at Boston College (2009), capacity development offers measurable benefits for corporates, non-governmental organizations, volunteers and beneficiaries in the community. Some of the benefits of capacity trainings to the organization include improving the public image, building cohesive relationship with the work force, increasing performance and productivity and establishing a professional brand. Some the benefits of capacity trainings to the volunteer workers include improvement of leadership and interpersonal skills, increases the interaction between workers and the employer organizations, increases self-worth and fulfillment and improves the quality of service offered by the volunteers. Some of the benefits of capacity training to the community include improvement of the quality of life, increase in service delivery to the grassroots and increased interaction between the non-governmental sector, the government institutions and corporate bodies (Center for corporate citizenship at Boston College, 2009).

Examples of capacity development trainings for volunteer workers include seminars, workshops, and conferences on intervention strategies, child protection, children's rights, basic teaching skills and counselling traumatized children and rehabilitation of drug abuse patients (Loveless & Holman, 2006).

## **2.4 Professional networks and motivation of volunteer workers**

Networking is an ongoing process of reaching out and getting in touch with others to get work done. As workers become nodes in a network, they tap knowledge and resources that motivate them. Networks realize better use of knowledge, capabilities, access to resources, and motivate individuals within an organization. Networks are flexible and do not require heavy infrastructure as they are easily set up within the same area of operation. Networks allow effective learning efficiency that result into success of projects thus; end up motivating volunteer workers to embrace them more (In Gagné, 2014).

Professional networks give volunteer workers a platform for self-exploration, professional growth and a platform to mentor others in the field. A volunteer is viewed from six dimensions subject to the professional platform they are in. A volunteer can be viewed as a learner, a change agent, a trainer, a facilitator and a role model in different platforms of professional networking. This acts a motivation factor as the volunteers can be able to influence the society through the various professional platforms that they can access (Beigbeder, 2001).

People volunteer to get opportunities to interact with other professionals in their field of interest and get opportunities to participate in exchange programs that expose volunteers to work experience that is valuable for career growth (Wideman, 2004). Many students who leave school prefer to volunteer because this may be the first work experience that may give them a future job. The students who volunteer in children rehabilitation programs have exhibited greater concern for the under privileged in society as the children highlight many social problems that faces our society and need improvement. A study done on a group of student, who volunteered with World Vision Kenya, reveals that students gain a lot form the professional networks built as well as establish contacts which are useful long after the volunteering period. The personal development and skills enhancement opportunities act a foundation for career growth for the volunteer students (Kavangah & Cavangah, 2006).

One of the best ways to make new friends and strengthen existing relationships is to commit to a shared activity together. Volunteering is a great way to meet new people, especially if you are new to an area. Volunteering also strengthens your ties to the community and broadens your support network, exposing you to people with common interests, neighborhood resources, and

fun and fulfilling activities. A study done in Australia reveals that volunteer professional networks are also accompanied by social connections that improves the networks worth of an individual. This is a major motivation to volunteering because a volunteer is widely exposed to technology and can access to information through the networks made. Some of the indicators that show motivation can occur through professional networks include efficient interpersonal skills, greater contentment with life and professional growth (Coskelly & Brosnan, 2001).

Statistics compiled in a report by World Bank in Kenya, shows that the interactions between volunteers who attend meetings, conferences and who join professional bodies result in professional friendships, exchange of professional knowledge and career advancement as professional networks are considered credible professional entities (Subbarao & Coury, 2004). The workshops organized by the professional bodies are heavily attended by renowned professionals who offer expertise from the years of experience that they have been exposed to children affairs. Thus, many volunteers are motivated from the benefits they gain from professional networks (Wideman, 2004).

Social network remains essential in the motivation of the volunteer workers. A social network is a social structure made of individuals (or organizations) called nodes which are tied by one or more specific types of interdependency, such as friendship, kinship, financial exchange, dislike, sexual relationships, or relationships of beliefs, knowledge or prestige (Berkowitz 1982).

There are several forms of networks that may characterize the work of volunteership. These networks include professional networks, informal networks and inter-organizational networks. Informal network includes relatives and friends with whom the volunteership programme interacts primarily at social level, while professional network consists of all those individual relationships that are primarily concerned with the volunteership. Inter-organizational network includes supporting agencies such as government agencies, NGOs, banks and other private firms (Wideman, 2004).

Volunteership is embedded in informal social and professional networks from which they seek opportunities and resources to start care-giving services to the community. Social network resources, networking activities and network support are important to establishing new

community based programme. These network relations in terms of people may include contacts and links from family, friends, colleges and other professional networks. Social networks are the key to unlocking and gaining access to other resources these networks facilitate communication between people with network ties (Connors, 2012).

Network ties as either weak or strong based on the frequency of contact, which was itself associated with reciprocity (Couchenour & Chrisman, 2014). Relationships with friends and family are categorized as strong ties because of frequent contact and emotional closeness. In contrast, ties between volunteers, associates, consultants, and other such contacts are classified as weak ties because of less frequent contact.

## **2.5 Monetary incentives and motivation of volunteer workers**

Many behavioural scientists downplay money as a motivator. They emphasize on the importance of a challenging job, participation in decision-making, offering feedback and cohesive teamwork. However, according to Kavanagh & Cavanaugh (2006), money is a critical factor as it is a relevant motivator. Money is a motivator to the extent that it is seen to satisfy individual personal needs and it is seen as a great motivation to the individual working to achieve financial satisfaction. For volunteers, money is not seen as a compensation for work done but as a facilitation of efficient work by the volunteers or as an incentive to assist in fulfilling physiological needs like food, and clothing. This fulfilment of physiological needs motivate the volunteers to offer more services to their community. Compensation is a sign of acknowledgment and approval that allows volunteers to earn a living in other incomes because they are not full time employed by their organizations (Kavanagh & Cavanaugh, 2006).

Community volunteers perceive appropriate monetary incentives a sign of appreciation, respect and acknowledgment that they also need to have the ability to earn a living for themselves. Monetary incentives may come in several forms. These include per diems, field allowances and gifts in kind. For instance, a volunteer worker may be facilitated by an organization to carry out project activities in the slums by being given field allowances. These allowances subsidised the cost of delivering services to the community (Hardina, 2007).

A study conducted in India in 2013 suggests that monetary incentive motivates volunteer workers to participate in community project and they develop allegiance to the organizations that compensates them for their time, expertise and skills (Mitra, 2013). Development of fee for service schemes have resulted in relative success of the rehabilitation programs and uptake of rehabilitation counselling ventures. Many NGOs report better target achievements when they include monetary incentives in volunteer programs. Thus, monetary incentives motivate volunteers who know they may be rewarded some money for offering service to the community.

The main advantage of monetary incentives is that many organizations achieve targets without paying employing heavily paid employees to visit the slums and public market areas that street children prefer to reside in. In addition, the volunteer workers can plan their working hours between five to ten hours a week and still manage to pursue their other life's interests. Thus, many organizations use volunteers as one of their sustainability strategies in cases where donor funded project supporting employee salaries are cut short (Scott & Howlett, 2009).

A survey of municipal council cities of Kenya conducted by the World Bank suggests that NGOs employee few field staff is supported by volunteers to interact with the community and to learn the best working practices applicable to each project area. Thus, the field staffs use the available monetary incentives to motivate the volunteer workers to participate in community-driven projects and to helpful in evaluations to assess the success of projects (Wodon & World Bank, 2001). Thus, monetary incentives play a vital role in attracting, maintaining and motivating volunteer workers in community projects conducted in urban cities.

The effect that monetary incentives has or does not have on volunteer work is widely discussed and investigated. Basically, it is stated that if people receive payments for certain behaviours, the expectation is that they are likely to engage in these desired behaviours (Lotham, 2011). Relatively small changes in task conditions can produce large differences in the effects of incentives. Research shows that sometimes monetary incentives improve the desire for the community participation in volunteer work, though other times it does not have a demonstrable effect. In addition, there is a relationship between monetary incentives and intrinsic motivation. In general, people are motivated by factors that exist in the person himself, real self-motivation which arises out of, for example, and personal interest in the service to the community. Monetary



rewards are said to enhance intrinsic motivation, however there is even more evidence that argues the opposite; that financial rewards undermine intrinsic motivation (Mitra, 2013). However, it is not always the case that offering monetary incentives leads to better commitment into voluntary services, even more, sometimes it even reduces effort, since other factors come in that influences the decision to participate in the community services.

## **2.6 Recognition and motivation of volunteer workers**

One of the major reasons for volunteering is to give back something worthwhile to the society. Helping others and benefitting the society results in external recognition and respect which motivates individuals to volunteer within their community (Pynes, 2013). People are also motivated by status. Status is defined as the ranking that a person holds in a group, an organization for the society. The prestige or status motive can be a strong motivation of individuals who have an innate desire to be significant within the society. Many of the actions exhibited by individuals are result oriented in the direction of achieving recognition and respect to a large extent (Beigbeder, 2001).

One of the better-known benefits of volunteering is the impact on the community. Unpaid volunteers are often the glue that holds a community together. Volunteering allows you to connect to your community and make it a better place. Even helping out with the smallest tasks can make a real difference to the lives of people and organizations in need. Furthermore, volunteering is a two-way street. It can benefit you and your family as much as the cause you choose to help. Dedicating your time as a volunteer helps you make new friends, expand your network, and boost your social skills. A study in West Australia revealed that recognition is an important motivation to volunteer. Recognition for skills, effort, and contribution is important for volunteers worldwide. The need of recognition reinforces the importance of managers to strategize on various mechanism that allow all volunteer workers to be acknowledged for their achievements within various sectors of development and contribution in achieving organizational objectives (Esmond & Dunlop, 2004).

A survey done in Turkana County in 2002 showed that the community respected and appreciated the volunteer workers. Many of the volunteer workers survived the harsh conditions in Turkana and they were viewed as role models by many residents who looked up to them for help

especially in education programs for the girl child and morans who had dropped out of school (Yang, 2002).

In South Africa, a research done by Davids and Skinner in collaboration with Human Sciences Research Council., Nelson Mandela Children's Fund., & W.K. Kellogg Foundation. (2006), reveals that motivation of volunteer workers is highly influence by recognition. The national authorities within South Africa award the most outstanding volunteer workers who have contributed significantly to the different developmental areas. This recognition is accompanied by presidential awards and national respect as being one is viewed as a patriotic citizen who is self-driven to make the society a better place out of philanthropy. Community activities allows participation from every individual who exhibits the desire to work with the less privileged. The community feedback openly recognizes the individuals and organizations that have significantly changed lives in society. The motivating factor resulting from recognition is the respect, appreciation and recommendation received from the community and other public institutions (Subbarao & Coury, 2004).

Evidence has shown that improved community activities are directly related to good recognition programs (Hessle & Almeida, 2014). When recognition programs are in place, people feel valued; therefore they become more dedicated to help the community meet its goals. Community workers are increasingly being asked to do more volunteer work. Demographers predict that fewer workers will be available and that those who do exist will likely have fewer skills than their predecessors. These new community workers will have different values and expect their jobs to be purposeful and motivating.

According to Dekker (2003), everyone wants to be appreciated. Results from a recent survey by the council of communication management confirms that the majority of workers find recognition for a job well done to be a top motivator when it comes to workers service delivery. The types of recognition are simple, thoughtful a personal kind of recognition that signifies true appreciation for a job well done. It is more important today than ever before to understand the importance of recognition and the value of a reward system. The concept of community service is changing as well as the nature of the work the community workers are doing is doing. Although times, values, and community voluntary services needs are changing, its evidence that

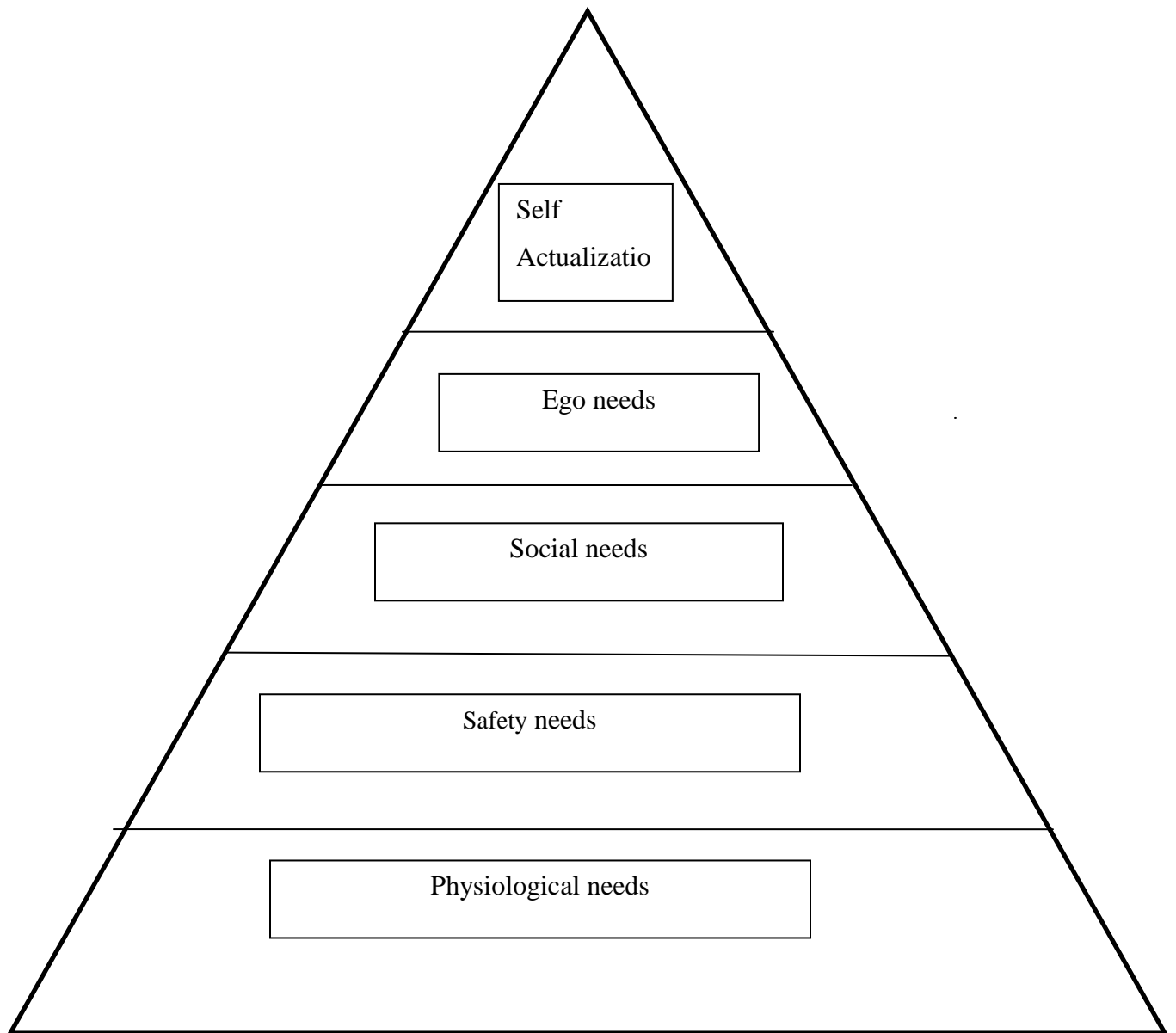
people are still concerned about workers recognition. When workers feel recognized and involved, they are much less likely to worry about money and security at the long run, this will enhance motivation to continue with the voluntary services to the community just because their relentless services and actions are recognised (Scott & Howlett, 2009).

## **2.7 Theoretical framework**

This study was guided by Abraham Maslow's theory of human motivation. In 1943, Dr. Abraham Maslow's article "A Theory of Human Motivation" appeared in Psychological Review, which were further expanded in his book titled 'Toward a Psychology of Being'. Abraham H. Maslow attempted to formulate a needs-based framework of human motivation and based upon his clinical experiences with people. From this theory of motivation, modern leaders and executive managers find means of motivation for the purposes of workforce management. Abraham Maslow's book Motivation and Personality (1954), formally introduced the Hierarchy of needs.

The basis of Maslow's motivation theory is that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. According to Maslow, there are general types of needs (physiological, survival, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs." As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or acts evilly (Thomas, 2009).

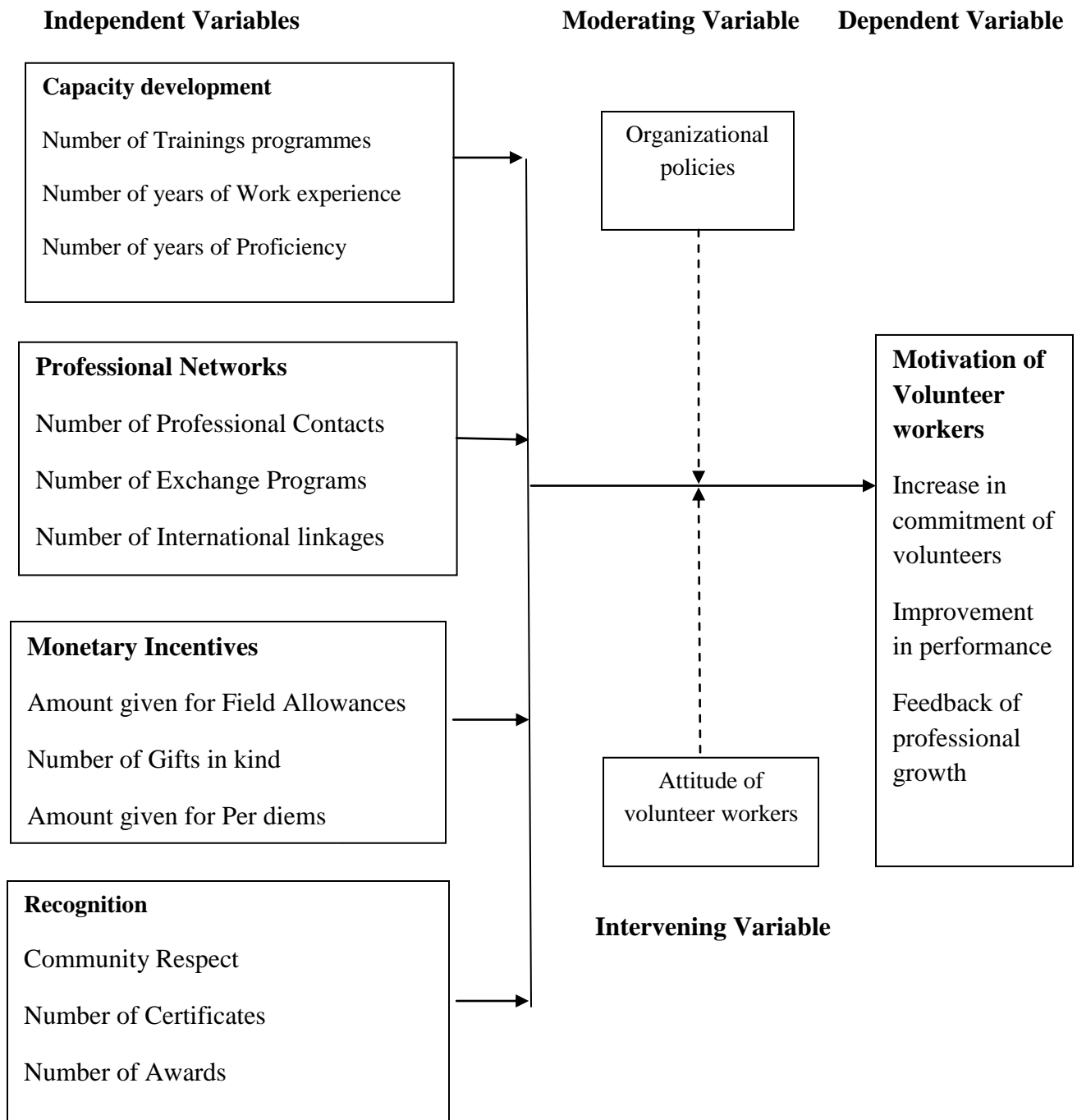
Figure 1 represents Maslow's Hierarchy of needs as the theoretical framework which has been used in the study.



**Figure 1 Theoretical Framework**

## 2.8 Conceptual framework

The study was guided by the following conceptual framework.



**Figure 2 - Conceptual Framework**

## **2.9 Explanation of the relationship of variables in the conceptual framework.**

In the conceptual framework, motivation of volunteer workers is the dependent variable that is influenced by different factors like capacity training, professional and social networks, recognition and respect and monetary incentives as the independent variables. The study describes how different factors influence the motivation of volunteer workers within various community projects run by NGOs.

The components of capacity building training include various seminars, conferences and workshops offered to volunteers to enhance their knowledge, skills and capability to handle street children while promoting rehabilitation programs. The components of professional and social networks are professional contact, friends' networks and exchange programs that give the volunteers exposure to share experiences and learn from each other for the betterment of innate capabilities in handling projects and children generally. The components of monetary incentives include field allowances, gifts in kind and per diems given to the volunteers in the course of their duty. Finally, the components of respect and recognition include community respect, certificates, rewards, and honour that is accorded to the volunteer within their areas of operation.

The volunteers' attitudes and the organizational policies are the intervening variables as they act as catalysts or inhibitors in the interaction between dependent and independent variables. They two variables may have the effect of modifying the expected from the factors influencing motivation of volunteer workers.

## **2.10 Gaps in literature reviewed**

In the literature search, no study has been done on the motivation of volunteer workers within the streets children rehabilitation projects in Nairobi County. Thus, this study evaluates the influence of capacity training, professional and social networks, monetary incentives, and respect and recognition on motivation of volunteer workers in street children rehabilitation projects. The recommendations may communicate to the government, the NGOs and other stakeholders on factors that influence motivation of volunteers and the ways in which the volunteers can be further motivated.

### **2.11 Summary of literature review**

The literature review revealed that individuals choose between alternative forms of behaviour in order to achieve personal goals. They are motivated to pursue these goals only if they perceive them as contributing to the satisfaction of their needs and wants. These goals that motivate these individuals include capacity training, professional and social networks, monetary incentives and respect and recognition. These factors contribute to the satisfaction of human needs thus; they influence the motivation of volunteer workers (Couchenour & Chrisman, 2014).

People volunteer to work for community programs to serve the community, to gain knowledge, develop skills, working experience, and grow their career. This can be classified under capacity building. The literature review also exposed that the individual needs to be recognized, respected and acknowledged for their service in the community projects. Individuals can also be motivated by their desire for higher status and prestige within the community (Mitra, 2013). Thus, the study sought to establish the factors influencing the motivation of volunteer workers in the street children rehabilitation projects in Nairobi County.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter gives an outline of how the study was carried out. It describes the research design, the target population, the sample and sampling procedure, research instruments, validity and reliability of instruments, data collection procedures and data analysis techniques that was used. It also entails ethical considerations and operational definition of variables.

#### **3.2 Research design**

A descriptive survey research design was used as the researcher was seeking to describe the opinions of the respondents on factors affecting motivation of volunteer workers. It was both quantitative and qualitative so as to cover both the open-ended and close-ended questions. The descriptive research design was used because the researcher was seeking the opinions of volunteer workers working with Undugu Society of Kenya on factors influencing motivation of workers in their organization. The researcher also described the characteristics of the variables to be measured. Thus, the descriptive research design was deemed to be the most appropriate as it is concerned with describing the characteristics of a particular individual or a particular group (Kothari, 2004).

In descriptive surveys, the researcher is able to adequately define what is to be measured and finds adequate methods for measuring it along with a clear-cut definition of the population of the study. The design in such studies is specific and focuses on the objectives of the study, designing the method of data collecting, selecting the sample, collecting the data and processing and analyzing data and reporting the findings. Descriptive survey design gathers both qualitative and quantitative data and analyses the data to describe the relationship between the variables (Association for Educational Communication and Technology, 2001). Thus, descriptive survey design enabled the collection of quantitative information which was analysed to measure the factors influencing motivation.



### 3.3 Target population

According to Cooper, & Schindler (2003), population refers to the entire group of people, events, or things of interest to a researcher. Further, Mugenda & Mugenda (1999) defines target population as that population to which a researcher wants to generalize the results of a study. It is the specific population about which information is desired. The target population of the study was 140 volunteer workers drawn from four areas of operation. This population was included people of various ages, sexes, educational background, and experience.

**Table 3.1: Target population**

<b>Area of operation</b>	<b>Number of volunteer workers</b>
Korogocho slums	33
Muthurwa market	31
Kibera Slums	31
Mlango Kubwa area	45
<b>Total</b>	<b>140</b>

### 3.4 Sample size and Sampling Procedures

Sampling is defined as selecting a given number of subjects from a defined population as a representative of that population (Cooper& Schindler, 2003).

#### 3.4.1 Sample size

The correct sample size in a study is dependent on various factors such as the nature of the population to be studied, the purpose of the study, the number of variables in the study, the type of research design, the method of data analysis, and the size of the accessible population. (Hessle & Almeida, 2014) According to the Krejcie and Morgan table (1970) attached in appendix V, a sample size of 103 is adequate for this study. This sample included 24 volunteer workers working within Korogocho slum area, 23 volunteer workers working within Muthurwa market area, 23 volunteer workers working within Kibera slum area and 33 volunteer workers working within Mlango Kubwa area.

**Table 3. 2: Sample size of the study**

<b>Area of operation</b>	<b>Target population</b>	<b>Sample size</b>
Korogocho slums	33	24
Muthurwa market	31	23
Kibera Slums	31	23
Mlango Kubwa area	45	33
<b>Total</b>	<b>140</b>	<b>103</b>

**Source: Undugu Society of Kenya, 2013 annual report**

### **3.4.2 Sampling procedures**

This study applied a probability sampling method where, stratified random sampling technique was used to select respondents from the target population. According to Serekan (2006), stratified random sampling technique is used when the target population is stratified in a meaningful way. In this study, the total population of 140 elements was divided into four strata to include 33 workers from Korogocho area, 31 workers from Muthurwa area, 31 workers from Kibera area, and 45 workers from Mlango Kubwa area.

Thus, the sample of 103 elements will be obtained proportionally as follows:

$$\text{Korogocho} = (33/140) \times 103 = 24.2 \text{ (rounded off to 24)}$$

$$\text{Muthurwa} = (31/140) \times 103 = 22.8 \text{ (rounded off to 23)}$$

$$\text{Kibera} = (31/140) \times 103 = 22.8 \text{ (rounded off to 23)}$$

$$\text{Mlango Kubwa} = (45/140) \times 103 = 33.1 \text{ (rounded off to 33)}$$

In all the four areas, the respondents to participate in the study were chosen randomly from the group of volunteer workers who attended their normal bi-weekly progress reporting meeting in each area.

### **3.5 Data collection instruments**

This study used personally administered questionnaires for collecting data. This is because questionnaires are cost effective, free from bias, respondents who are not easily approached can be reached conveniently through it and it allows use of large samples hence more dependable

and reliable results. The questionnaire had both the open-ended and close-ended questions. The questionnaires were administered personally by the researcher so as to offer any clarifications that may be sought. The design of the questionnaire was guided by the objectives and the data to be collected.

The questionnaire was divided into six sections distinguished by letter A, B, C, D, E and F. Section A collected information on demographic characteristics of the respondents. Section B collected information on effect of capacity training on motivation of volunteer workers, section C collected information on effects of professional and social networks on motivation of volunteers, section D collected information on effects of recognition and respect on motivation of volunteer workers and section E collected information on effects of monetary incentives and allowances on motivation of volunteers. The last section F consisted of one open-ended question to give the respondents an opportunity to give suggestions and opinions on what should be done to motivate the volunteer workers further.

Data was also collected from secondary sources of data like pamphlets, circulars, journals, articles, written reports, related literature and records mainly from Undugu Society records, UNICEF website and children departments in the target areas. This contributed towards the formation of background information, needed by the researcher in order to build the research effectively and the reader to comprehend more thoroughly its survey outcome.

### **3.5.1 Pilot testing of research instruments**

According to Dlamini, Human Sciences Research Council, & W.K. Kellogg Foundation (2004), pilot testing of research instruments is important because it reveals unclear instructions, vague questions and it enables the researcher to improve on the efficiency of the instruments. The research instrument was piloted in Kibera slums in Nairobi West area and the questionnaires were administered to the volunteers who are not part of the main study from Laini Saba ward. This area was preferable because it provides similar environmental conditions that the volunteers who were included in the study from the Kibera slums work in. Thus, this area exhibits demographic similarity with the actual areas where the research was carried out. The questionnaire was administered to 11 volunteer workers deployed within Laini Saba ward.

### 3.5.2 Validity of the instrument

Validity refers to the accuracy and meaningfulness of inferences which are based on research results. It is the degree to which results obtained from the analysis of the data collected actually represent the element of interest of the study. Particularly, validity has to do with how accurately the data obtained in the study represents the variables of the study (Mugenda & Mugenda, 1999). To establish the validity of the research instrument, the researcher sought the opinions of experts in the field of study particularly University of Nairobi lecturers in the department of Extra Mural Studies. This helped to improve the content validity of the data that was collected.

### 3.5.3 Reliability of the research instrument

Reliability is defined as the degree to which research instruments yield consistent results after repeated trials. Reliability is an indication of the stability and consistency with which the instrument measures the concept and is influenced by random error (Mugenda & Mugenda, 1999). This is a measure of how stable, dependable, trustworthy and consistent a tool is in measuring the same thing each time. Piloting of the instruments will be done to test the constructive reliability of the instruments. The pilot group should be at least 10% of the sample size (Denscombe, 2003). This is what led the researcher to choose a sample of eleven participants in the pilot study. In addition, using internal consistency methods, reliability was

tested through the Cronbach Alpha test whose formula is: 
$$\alpha = \frac{K}{K-1} \left( 1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$
 to reveal the reliability of the instrument.

In the pilot study, K represented the number of variables being measured in the study. There were twelve questions (variables) asked to the eleven respondents who were interviewed during the pilot study. The findings were fed into the SPSS software to give a Cronbach Alpha test score of 0.75. In this study, the Cronbach Alpha test score of 0.75 for internal reliability was within the recommendable range indicating an acceptable and good reliability (Manning & Munro, 2006).

### **3.6 Data collection procedures**

The researcher sought permission from the organization of study, USK to carry out the study. The researcher accessed the volunteer workers in their bi-weekly progress meetings conducted in each area in the presence of appropriate project officers. The questionnaires were administered personally by the researcher and this facilitated any clarifications required in the process of probing for more answers. The researcher also attached a permission letter from the organization and an introductory letter to assure the respondent of confidentiality and encourage free flow of information from the respondent.

### **3.7 Data analysis techniques**

The data obtained from the field was checked for completeness prior to being coded and categorised. Data analysis involved proper conversion of the gathered data into information which can easily be understood. Research serves the purpose of not only collecting data but also deducing information from the data gathered. The raw data was captured and analysed using Statistical Package for Social Scientists (SPSS) software. The data was analysed using descriptive statistics including frequencies and percentage counts. The particular descriptive statistical method, the mean, was used to analyse the data that was in likert scale and the data was presented in frequency tables. The purpose of descriptive statistics was to enable the researcher to meaningfully describe a distribution of scores or measurements using a few indices or statistics (Mugenda and Mugenda, 1999).

### 3.8 Operational Definition of Variables

The study was guided by the following operational definition of the variables.

**Table 3.3 Operational Definition of Variables**

<b>Research Objective</b>	<b>Type of variable</b>	<b>Indicator</b>	<b>Measurement Scale</b>	<b>Data Collection Methods</b>	<b>Tools Of Analysis</b>	<b>Data Analysis</b>
Identify the factors influencing motivation of volunteer workers in street children rehabilitation projects.	Independent	Developed research plan developed by volunteers. Work plan monitoring volunteer participation in projects. Continuous feedback of interest in participation in volunteer work.	Ordinal	Questionnaire	Mean	Descriptive statistics

Determine the essence of capacity building trainings on motivation of volunteer workers.	Dependent	Report from workshops, conferences, and seminars.  Evaluation report on workers appraisal.  Periodical Performance evaluation records	Ordinal	Questionnaire	Mean	Descriptive statistics
Assess the importance of professional and social networks on motivation of volunteer workers	Dependent	Network report compiled by area government offices  Feedback reports from the networks of different organizations	Ordinal	Questionnaire	Content Analysis	Descriptive statistics

			Effective communication channels are established				
Assess the influence of monetary incentives on motivation of volunteer workers	dependent	Rewards awarded for motivation of volunteers Existing records of inclusion of volunteers in organizational resources such as t-shirts and caps	Ordinal	Questionnaire	Content Analysis	Descriptive statistics	
Assess the influence of recognition and respect on motivation of volunteer workers	dependent	The respect accorded to volunteers in community  The records of certificates awarded to volunteers.	Ordinal	Questionnaire	Content Analysis	Descriptive statistics	



### **3.9 Ethical considerations**

The participants were informed of the intentions of the study so that they can participate willingly and from a point of awareness. The researcher also practiced confidentiality while collecting and analysing the data collected and did not allow any kind of distortion. In addition, the researcher was not subjected to conform to any preconceived opinions but was guided by objectivity. The identity of the respondents was protected and pseudo names were used in case any individual stories were highlighted in the report.

The researcher also obtained the necessary permits from the organization and the University of Nairobi, School of Continuing and Distance Education, Department of Extra-Mural Studies before conducting the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

In this chapter, the findings of the study are presented and discussed in thematic subsections in line with the study objectives. The thematic areas include: questionnaire return rate, demographic characteristics of the respondents, capacity development and motivation of volunteer workers, professional networks and motivation of volunteer workers, monetary incentives and motivation of volunteer workers, recognition and motivation of volunteer workers.

#### **4.2 Questionnaire Return Rate**

Out of the sampled 103 respondents, two were not available during the data collection period. Thus the questionnaires were administered to and collected from 101 respondents. This represents 98% return rate and is presented in Table 4.1.

**Table 4. 1: Questionnaire Return Rate.**

<b>Population</b>	<b>Sample</b>	<b>Response Rate</b>	
		<b>Returned</b>	<b>Percentage</b>
Korogocho-Ngomongo	8	8	100
Korogocho-Kisumu Ndogo	8	8	100
Korogocho-Kariadudu	8	8	100
Muthurwa-Base	5	5	100
Muthurwa-Market	8	8	100
Muthurwa(Machakos Bus Terminus)	10	10	100
Kibera-Soweto	8	8	100
Kibera-Kisumu Ndogo	8	8	100
Kibera-Katwekera	7	7	100
Mlango Kubwa-Tsunami	10	9	90
Mlango Kubwa-Kosovo	7	6	85.7
Mlango Kubwa-Kiamutisya	6	6	100
Mlango Kubwa-Daraja	10	10	100
<b>TOTAL</b>	<b>103</b>	<b>101</b>	<b>98.1</b>

The high questionnaire return rate, 101 out of 103 (98.1%) was achieved because the researcher used a one of the volunteers in each area as a contact person to make prior arrangements with the respondents to meet them during their regular bi-weekly meetings. The researcher introduced the topic and purpose of the study, clarified any issues and provided responses to queries raised, personally administered all the questionnaires and collected the completed questionnaires at the end of the meetings. However, 2 (1.9%) of the respondents were not available due to illness and other work commitments. Mugenda & Mugenda (1999) provides guidelines for the range of rate return acceptable in research. The literature categorizes 50% as adequate, 60% as good and 70% and above as very good for analysis and reporting. Thus, the questionnaire return rate of 98.1% was very good and surpassed the minimum threshold for achieving the objectives of the study.

### 4.3 Demographic characteristics of the respondents

The study sought to find out the demographic characteristics of the respondents in order to have purposeful use of their opinions, thoughts and perceptions to generalize the findings of the study. Volunteer workers within the children rehabilitation program were taken to give a representative opinion of most of the volunteer workers within Nairobi County. Thus, establishing the demographic characteristics of the respondent was very useful in the study. The demographic characteristics of the respondents were, age, gender, marital status, education level and the year of participation in the volunteer work.

#### 4.3.1 Distribution by Gender of the respondents

Table 4.2 shows the data collected on the distribution of the respondents by gender.

**Table 4. 2: Distribution by Gender of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	68	67
Female	33	33
<b>TOTAL</b>	<b>101</b>	<b>100</b>

From the data collected, the findings revealed that majority, 68 (67%) of the respondents were male, 33 (33%) of them were female, the findings therefore implies that majority of respondents were male as compared to the female, the inclusion of both genders was essential in ensuring diversity of opinion.

#### 4.3.2 Distribution by Age of the respondents

Table 4.3 shows the data collected on the distribution of the respondents by age.

**Table 4. 3: Distribution by Age of the respondents**

<b>Age Bracket.</b>	<b>Frequency</b>	<b>Percentage</b>
(21-30) years	22	22
(31-40) years	44	44
(41-50) years	32	32
Over 51 years	3	3
<b>TOTAL</b>	<b>101</b>	<b>100</b>

The data collected, revealed that majority, 44 (44%) of the respondents were aged between (31-40) years, 32 (32%) were aged between (41-50) years, 22 (22%) were aged between (21-30) years while on 3 (3%) were aged Over 51 years. The findings therefore deduce that majority of the participants into the study were aged between (31-40) years. This represents the age bracket who were more involved in the volunteer work. These findings also suggests that youths were involved in other economic activities rather than the volunteer work.

#### **4.3.3 Distribution by Marital Status of the respondents**

Table 4.4 shows the data collected on the distribution of the respondents by marital status.

**Table 4. 4: Distribution by Marital Status of the respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	29	29
Married	52	51
Widowed	16	16
Other	4	4
<b>Total</b>	<b>101</b>	<b>100</b>

From the data collected as shown above, majority 52 (51%) of the respondents were married, 29 (29%) were single, 16 (16%) were widowed while 4(4%) were depicting other categories of status, the findings therefore implies that majority of the respondents were married people, implying these were the majority who were more involved and dedicated to the volunteer work.

#### 4.3.4 Level of Education of the respondents

The study further sought to find out the level of education of the respondents, the data collected were presented in the Table 4.5.

**Table 4. 5: Level of Education of the respondents**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	62	61
Diploma	23	23
Undergraduate	11	11
Graduate	1	1
Other	4	4
<b>TOTAL</b>	<b>101</b>	<b>100</b>

From the data collected as shown in the table above, majority 62 (61%) of the respondents were Certificate holders, 23 (23%) were diploma holders, 11 (11%) were undergraduates, 4(4%) of the respondents were in the possession of other qualifications that is they were those who had partly attended primary education or had no formal education, while 1(1%) of the respondents was a graduate. By implication, majority of the respondents had attained certificates from various local colleges, secondary education certificates or certificates on various courses on child protection awarded from NGOs trainings they had attended and composed the majority of those participating in the volunteer work.

#### 4.3.5 Duration of Participation in Volunteer Work of the respondents.

The study also sought to ascertain the duration of participation in volunteer work. The data collected was presented in the Table 4.6.

**Table 4. 6: Duration of Participation in Volunteer Work**

<b>Duration of Participation in Volunteer Work</b>	<b>Frequency</b>	<b>Percentage</b>
0-3 years	77	76
4-6 years	20	20
7-10 years	4	4
Over 10 years	0	0
<b>Total</b>	<b>101</b>	<b>100</b>

From the data collected, majority 77 (76%) of the respondents had participated in the volunteer work for a period between (0-3) years, 20 (20%) of the respondents had been in the volunteer work for between (4-6) years, 4 (4%) had been for a period between (7-10) years, while none of the respondents had been in the volunteer work for over 10 years. The findings therefore implies that majority of the respondents had been in the volunteer work for the street children for a period between 0-3 years.

#### **4.4 Capacity Development and Motivation of Volunteer Workers**

Capacity development programmes enable volunteers to acquire knowledge, expertise and skills that motivate them to apply professional techniques in the work experience. Through volunteer work, many people get opportunities for training, exposure, experience and a platform to enhance their skills and improve their capabilities to perform professional duties. The first objective of the study was to determine whether capacity development affects motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. To achieve this objective, the number of capacity development trainings, work experience and professionalism aspects were considered.

##### **4.4.1 Training Programmes and Motivation of the Volunteer workers**

The training programmes the volunteers may be involved in, motivate them because they provide an opportunity for them to develop capacity for personal growth. The respondents were asked the extent to which the training programmes attended motivates them to continue working with the street children rehabilitation projects. The results were presented in Table 4.7.

**Table 4. 7: Influence of training programmes on motivation of volunteers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	0	0.0	0
Disagree	3	3.0	6
No effect	0	0.0	0
Agree	27	27.0	108
Strongly agree	71	70.0	355
<b>Total</b>	<b>101</b>	<b>100.0</b>	469
<b>Mean Score on likert scale</b>			<b>4.64 (5)</b>

Out of the 101 respondents, 3(3.0%) disagreed, 27 (27.0%) of them agreed and 71 (70.0%) strongly agreed that training programmes affects the motivation of the volunteer workers in the street children programme. This translates to a mean of 4.64 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society strongly agreed that training programmes offered to them improved their motivation. These findings agree with those of Pintrich (2003) into the impact of voluntary services oversees (VSO) on the Kenyan society, which revealed that a significant number of the volunteers who returned home after their VSO placements gained experience and proficiency that turned out to be of significance in their career growth and development. The findings are also in line with those of Holman (2006) who asserts that capacity development trainings for volunteer workers such as seminars, workshops, and conferences on intervention strategies, child protection, children’s rights, basic teaching skills and counselling of the traumatized children and rehabilitation of drug abuse patients contributes significantly in promoting growth in careers for volunteers.



#### 4.4.2 Work Experience and Motivation of Volunteer Workers

The study sought to establish the influence of work experience on the motivation of the volunteer workers, the data collected were presented in the Table 4.8.

**Table 4. 8: Influence of work experience on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	1	1.0	1
Disagree	3	3.0	6
No effect	0	0.0	0
Agree	42	42.0	168
Strongly agree	55	54.0	275
<b>Total</b>	<b>101</b>	<b>100.0</b>	450
<b>Mean Score on likert scale</b>			<b>4.45 (5)</b>

Out of the 101 respondents, 1(1.0%) strongly disagreed, 3 (3.0%) of them disagreed, 42 (42.0%) agreed and 55 (54.0%) strongly agreed that work experience affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.45 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society strongly agreed that work experience gained through volunteer work improved their motivation. This finding was agreed with the survey done by Subbarao & Coury in 2004 that concluded that volunteering offered unlimited opportunities to cultivate new skills that can enhance a career. Some of the general elements of professional behavior include competence, proper dress and language, avoiding conflicts of interest, and appropriate relations with and respectful treatment of peers and collaborators.

#### 4.4.3 Proficiency and Motivation of Volunteer Workers

The study sought to establish the influence of proficiency on the motivation of the volunteer workers, the data collected were presented in the Table 4.9.

**Table 4. 9: Influence of proficiency on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	0	0.0	0
Disagree	2	2.0	4
No effect	1	1.0	3
Agree	40	40.0	160
Strongly agree	58	57.0	290
<b>Total</b>	<b>101</b>	<b>100.0</b>	457
<b>Mean Score on likert scale</b>			<b>4.52 (5)</b>

Out of the 101 respondents, 2(2.0%) disagreed, 1 (1.0%) of them had no effects, 40 (40.0%) agreed and 58 (57.0%) strongly agreed that proficiency affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.52 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society strongly agreed that proficiency offered to them improved their motivation. This finding was agreed with the survey done by Subbarao & Coury in 2004 that concluded that volunteering is the perfect vehicle to discover something you are really good at and develop a new skill.

#### 4.5 Professional Networks and Motivation of Volunteer Workers

Objective two of the study sought to establish the influence of professional networks on the motivations of the volunteer workers and the findings were presented in this section. Networking is an important tool for reaching out to a pool of volunteer so as to grow the expertise. The volunteer workers act like nodes in the network where they tap knowledge and skills from each

other and share about opportunities that they can they participate in to further develop their profession. This keeps volunteer workers motivated as they gain expertise from each other. Networks make better use of differing knowledge, capabilities and access to resources in an organization. Individuals usually volunteer to get opportunities for professional networks that will grow their skills and networks. The study sought to examine whether professional networks influence motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. Three aspects of professional networks were considered.

#### 4.5.1 Professional Contacts and Motivation of Volunteer Workers

The study sought to establish the influence of professional Contracts on the motivation of the volunteer workers, the findings were presented in the Table 4.10.

**Table 4. 10: Influence of professional contacts on the motivation of volunteers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	0	0.0	0
Disagree	1	1.0	2
No effect	2	2.0	6
Agree	46	46.0	184
Strongly agree	52	51.0	260
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>452</b>
<b>Mean Score on likert scale</b>			<b>4.47 (5)</b>

Out of the 101 respondents, 1(1.0%) disagreed, 2 (2.0%) of them had no effects, 46 (46.0%) agreed and 52 (51.0%) strongly agreed that professional contact affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.47 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society strongly agreed that professional contract offered to them improved their motivation. The findings are in line with those Wideman (2004)

which contended that people volunteer to get opportunities to interact with other professionals in their field of interest and get opportunities to participate in exchange programs that expose volunteers to work experience that is valuable for career growth.

#### 4.5.2 Exchange Programmes and Motivation of Volunteer Workers

Exchange programmes is one of the ways of enhancing professional networks. The study sought to establish the influence of exchange programmes on the motivation of the volunteer workers, the data collected were presented in the Table 4.11.

**Table 4. 11: Influence of exchange programmes on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b> <b>n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	3	3.0	3
Disagree	4	4.0	8
No effect	5	5.0	15
Agree	54	53.0	216
Strongly agree	41	41.0	205
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>447</b>
<b>Mean Score on likert scale</b>			<b>4.42 (5)</b>

Out of the 101 respondents, 3(3.0%) strongly disagreed, 4 (4.0%) of them disagreed, 5 (5.0%) had no effect, 54 (53.0%) agreed and 41(41.0%) strongly agreed that exchange programme affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.42 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that exchange programme offered to them improved their motivation. This finding is line with the research carried out by Loughry, Eyber, Roundtable on the Demography of Forced Migration and Joseph L. Mailman School of Public Health in 2003 who found that 11 out of 18 volunteers were motivated by the participate in volunteer work because they hope to visit other countries for

exchange programmes and get to learn more about other cultures in the world while offering their help to the less fortunate.

#### 4.5.3 International Linkage and Motivation of Volunteer workers

The study sought to establish the influence of international linkage on the motivation of the volunteer workers, the data collected were presented in the Table 4.12.

**Table 4. 12: Influence of international linkage on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	3	3.0	3
Disagree	4	4.0	8
No effect	9	9.0	27
Agree	49	48.0	196
Strongly agree	36	36.0	180
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>414</b>
<b>Mean Score on likert scale</b>			<b>4.09 (5)</b>

Out of the 101 respondents, 3(3.0%) strongly disagreed, 4 (4.0%) of them disagreed, 9 (9.0%) had no effect, 49 (48.0%) agreed and 36 (36.0%) strongly agreed that international linkage affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.09 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that international linkage offered to them improved their motivation.

#### 4.6 Monetary Incentives and Motivation of Volunteer Workers

Objective three of the study sought to establish the influence of monetary incentives on the motivation of the volunteer workers, the data collected were presented in this section. Monetary incentives can be crucial in any individuals' professional engagements because it enables one to

meet their daily financial needs. For employees, salaries act as a means of compensation for work done. However, for volunteers, the monetary incentives are given as a means of facilitating the volunteers to manage personal needs so as to be efficient at their work. To determine the influence of monetary incentives on motivation of volunteer, the aspects of field allowances, per diems and gifts in kind were considered under this theme.

#### 4.6.1 Field Allowances and Motivation of Volunteer Workers

The study sought to establish the influence of field allowance on the motivation of the volunteer worker within the street children rehabilitation programmes. The data collected was presented in the Table 4.13.

**Table 4. 13: Influence of field allowances on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b> <b>n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	0	0.0	0
Disagree	0	0.0	0
No effect	0	0.0	0
Agree	31	30.0	124
Strongly agree	70	70.0	350
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>473</b>
<b>Mean Score on likert scale</b>			<b>4.69 (5)</b>

Out of the 101 respondents, 31(30.0%) agreed and 70 (70.0%) of the strongly agreed that field allowance affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.69 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that field allowance offered to them improved their motivation. The findings are in line with those of Kavanagh and Cavanaugh (2006) who conducted a survey among volunteer workers in South Africa within church programs in Soweto and suggested that money is a critical

factor as it is a relevant motivator, it's a motivator to the extent that it is seen to satisfy individual personal needs and it is also seen as a great motivation to the individual working to achieve financial satisfaction.

#### 4.6.2 Gifts in Kind and Motivation of Volunteer Workers

The study sought to establish the influence of gifts in Kind on the motivation of the volunteer worker within the street children rehabilitation programmes. The data collected was presented in the Table 4.14.

**Table 4. 14: Influence of gifts in kind on motivation of volunteer workers**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Score on likert scale</b>
	<b>n=101</b>		
Strongly disagree	0	0.0	0
Disagree	0	0.0	0
No effect	0	0.0	0
Agree	39	38.0	156
Strongly agree	52	52.0	260
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>416</b>
<b>Mean Score on likert scale</b>			<b>4.11 (5)</b>

Out of the 101 respondents, 39 (38.0%) agreed and 52 (52.0%) of the strongly agreed that gifts in kind affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.11 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that gifts in kind offered to them improved their motivation. The finding is in line with a study done by Yang (2002) in Naivasha among the volunteer worker who work with children neglected by their parents who engage in prostitution and suggested that the caps and t-shirts given to workers and the community pass on the messages on rights of children as well as create awareness of the

existence of individuals who believe in care for the children and this motivates them to continue engaging in volunteer work.

#### 4.6.3 Perdiem and Motivation of Volunteer Workers

The study sought to establish the influence of perdiems on the motivation of the volunteer worker within the street children rehabilitation programmes. The data collected was presented in the Table 4.15.

**Table 4. 15: Influence of perdiems on motivation of volunteer workers**

<b>Response</b>	<b>Frequency n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	0	0.0	0
Disagree	0	0.0	0
No effect	0	0.0	0
Agree	26	35.0	104
Strongly agree	75	75.0	375
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>479</b>
<b>Mean Score on likert scale</b>			<b>4.74 (5)</b>

Out of the 101 respondents, 26 (35.0%) agreed and 75 (75.0%) of the strongly agreed that perdiems affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.74 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that perdiems offered to them improved their motivation. This finding is in line with a study conducted in India in 2013 by Mitra which suggested that monetary incentive motivates volunteer workers to participate in community project and they develop allegiance to the organizations that compensates them for their time, expertise and skills.



#### 4.7 Recognition and Motivation of the Volunteer Workers

Objective three of the study sought to establish the influence of recognition on the motivation of the volunteer workers, the data collected were presented in this section. The recognition of the volunteers within their communities is one of the components that motivates them because of their status they acquire within their communities. They are seen as people of influence who offer assistance for those with children who exhibit deviance behaviour. The components of recognition are discussed under the sub-themes of community respect, certificates and awards in this section.

##### 4.7.1 Community Respect and Motivation of Volunteer workers

The study sought to establish the influence of community respect on the motivation of the volunteer workers, the data collected was presented in the Table 4.16.

**Table 4. 16: Influence of community respect on motivation of Volunteer workers**

<b>Response</b>	<b>Frequency n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	1	1.0	1
Disagree	1	1.0	2
No effect	1	1.0	3
Agree	42	41.0	168
Strongly agree	56	56.0	280
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>454</b>
<b>Mean Score on likert scale</b>			<b>4.49 (5)</b>

Out of the 101 respondents, 1 (1.0%) strongly disagreed and 1 (1.0%) of them disagreed, 1(1.00%) had no effect, 42 (41%) agreed while 56 (56%) strongly agreed that community respect affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.49 (rounded off to 4) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that

community respect accorded to them improved their motivation. The findings are also in line with those of Pynes (2013) who assert that one of the major reasons for volunteering is to give back something worthwhile to the society, helping others and benefitting the society which ultimately results in external recognition and respect which motivates individuals to volunteer within their community.

#### 4.7.2 Organizational Certificates and Motivation of Volunteer Workers

The study sought to establish the influence of certificate issuance on the motivation of the volunteer workers, the data collected was presented in the Table 4.17.

**Table 4. 17: Influence of certificates on motivation of volunteer workers**

<b>Response</b>	<b>Frequency n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	0	0.0	0
Disagree	0	0.0	0
No effect	0	0.0	0
Agree	38	37.0	152
Strongly agree	63	63.0	315
<b>Total</b>	<b>101</b>	<b>100.0</b>	<b>467</b>
<b>Mean Score on likert scale</b>			<b>4.62(5)</b>

Out of the 101 respondents, 38 (37.0%) agreed and 63(63.0%) strongly agreed that certificates affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.62 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society agreed that Certificate issued to them improved their motivation

#### 4.7.2 Awards and Motivation of Volunteer Workers

The study sought to establish the influence of awards on the motivation of the volunteer workers, the data collected was presented in the Table 4.18.

**Table 4. 18: Influence of awards on motivation of volunteer workers**

<b>Response</b>	<b>Frequency n=101</b>	<b>Percentage</b>	<b>Score on likert scale</b>
Strongly disagree	0	0.0	0
Disagree	0	0.0	0
No effect	0	0.0	0
Agree	47	47.0	188
Strongly agree	54	53.0	270
<b>Total</b>	<b>101</b>	<b>100.0</b>	458
<b>Mean Score on likert scale</b>			<b>4.53 (5)</b>

Out of the 101 respondents, 47 (47.0%) agreed and 54 (53.0%) strongly agreed that awards affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.53 (rounded off to 5) on a 5 point likert scale. It was established that volunteer workers on the street children rehabilitation projects in Undugu society strongly agreed that Awards issued to them improved their motivation.

After testing all the three variables under recognition of volunteer workers, it was determined that recognition motivates the volunteer workers to engage in the helping the community with handling street children. This is line with the finding of Pynes (2013) who assert that one of the major reasons for volunteering is to give back something worthwhile to the society, helping others and benefitting the society which ultimately results in external recognition and respect which motivates individuals to volunteer within their community.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter covers summary of the findings, discussion of the findings and conclusion drawn from the study as well as the recommendations based on the study findings and suggestions for further study.

**5.2 Summary of the Findings**

The first objective was to determine the influence of capacity development on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. To this end, three variables were tested namely training programmes, work experience and proficiency. On training programmes, only 3 (3%) of the 101 volunteers disagreed, while 27 (27%) agreed and 71 (70%) strongly agreed that the training programmes offered to them motivated them to work as volunteers. On work experience, only 1(1%) of the 101 volunteers strongly disagreed, 3 (3%) disagreed, 42 (42%) agreed and 55 (54%) strongly agreed that the work experience they gained from participating in volunteer work motivated them to continue volunteering in children rehabilitation programmes. On proficiency, 2 (2%) of the 101 volunteers disagreed, 1 (1%) was neutral, 40 (40%) agreed and 58 (57%) strongly agreed that the proficiency acquired from volunteer work motivated them to carry on with volunteering in children rehabilitation programmes within Undugu Society of Kenya. The mean score on a 5 point likert scale on this objective is 4.64 which was rounded off to 5. It was therefore determined that capacity development is one of the factors that positively motivate volunteer workers in the children rehabilitation programs.

The second objective of the study was to examine the influence of professional networks on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. To this end, three variables were tested namely professional contacts, exchange programmes and international linkages. On professional contacts, only (1.0%) of the 101 volunteers disagreed, 2 (2.0%) of them said it had no effects, 46 (46.0%) agreed and 52 (51.0%)

strongly agreed. This translates to a mean of 4.47 (rounded off to 4) on a 5 point likert scale. On exchange programme, 3(3.0%) of the 101 volunteers strongly disagreed, 4 (4.0%) of them disagreed, 5 (5.0%) said exchange programmes had no effect, 54 (53.0%) agreed and 41(41.0%) strongly agreed. This translates to a mean of 4.42 (rounded off to 4) on a 5 point likert scale. On international linkages, 3(3.0%) of the 101 volunteers strongly disagreed, 4 (4.0%) of them disagreed, 9 (9.0%) said it had no effect, 49 (48.0%) agreed and 36 (36.0%) strongly agreed that international linkage affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.09 (rounded off to 4) on a 5 point likert scale.

The third objective of the study was to assess the influence of monetary incentives on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. To this end, three variables were tested namely field allowance, gifts in kind and perdiems. On field allowances, 31(30.0%) out of the 101 respondents agreed and 70 (70.0%) strongly agreed that field allowance affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.69 (rounded off to 5) on a 5 point likert scale. On gifts in kind, 39 (38.0%) out of the 101 respondents agreed and 52 (52.0%) strongly agreed that gifts in kind affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.11 (rounded off to 4) on a 5 point likert scale. On perdiems, 26 (35.0%) out of the 101 respondents agreed and 75 (75.0%) strongly agreed that perdiems affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.74 (rounded off to 5) on a 5 point likert scale.

The fourth objective of the study was to establish the influence of recognition on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County. To this end, three variables were tested namely community respect, certificates and awards. On community respect, 1 (1.0%) out of the 101 respondents strongly disagreed, 1 (1%) of them disagreed, 1(1%) said it had no effect, 42 (41%) agreed while 56 (56%) strongly agreed that community respect affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.49 (rounded off to 4) on a 5 point likert

scale. On certificates, 38 (37.0%) of the 101 respondents agreed and 63 (63.0%) strongly agreed that certificates affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.62 (rounded off to 5) on a 5 point likert scale. On awards, 47 (47.0%) of the 101 respondents agreed and 54 (53.0%) strongly agreed that awards affects the motivation of the volunteer workers in the street children rehabilitation project. This translates to a mean of 4.53 (rounded off to 5) on a 5 point likert scale.

The findings of the study answered the research questions since the influence of capacity development, professional networks, monetary incentives and recognition on the motivation of the volunteer workers have been quantified by descriptive statistics. The discussion and related literature were presented for each of the four variables of the study.

### **5.3 Discussion of Findings**

The study was conducted to investigate the factors influencing the motivation of the volunteer workers in the street children rehabilitation programme. The finding derived from the study are discussed in this section.

#### **5.3.1 Capacity Development and Motivation of the Volunteer Workers**

On the influence of capacity development on the motivation of the volunteer workers, the study revealed that that the various dimensions of Capacity development considered in the study which includes the number of training programmes offered through seminars and workshops by organizations, the first hand work experience as a result of capacity development programs and capacity development programs resulting in increased professionalism have all collectively contributed significantly in enhancing the motivation of the volunteer workers within the street children rehabilitation programmes. These findings revealed that a significant number of the volunteers who returned home after their VSO placements gained experience and proficiency that turned out to be of significance in their career growth and development (Pintrich, 2003).

#### **5.3.2 Professional Networks and motivation of the Volunteer Workers.**

On the influence of professional networks on the motivation of the volunteer workers, the findings revealed that the aspects of the professional networks; The professional contacts acquired in the course of duty in street children rehabilitation projects, The friend networks

acquired in the course of duty in street children rehabilitation projects and the exchange visits organized within the street children rehabilitation projects collectively contributed towards enhancing the motivations of the volunteer workers within the street children rehabilitation programmes. The findings also in conforming to literature review reveals that people volunteer to get opportunities to interact with other professionals in their field of interest and get opportunities to participate in exchange programs that expose volunteers to work experience that is valuable for career growth at a long run (Wideman, 2004).

### **5.3.3 Monetary Incentive and motivation of the Volunteer Workers**

On the influence of monetary incentives on motivation of the volunteer workers, the findings reveal that the kinds of the monetary incentives such as the field allowances (for instance transport allowance, lunch allowance) paid by organization, the gifts in kind (for instance t-shirts, caps, books, calendars) given by the organization and the per diems paid by the organization during project activities enhance to considerable level the motivation of volunteer workers within the street children rehabilitation programmes. Further the findings conforming with the literature review reveals that money is a critical factor as it is a relevant motivator to the extent that it is seen to satisfy individual personal needs and also seen as a great motivation to the individual working to achieve financial satisfaction (Kavanagh and Cavanaugh 2006).

### **5.3.4 Recognition and Motivation of the Volunteer Workers.**

On the influence of recognition on motivation of the volunteer workers, the finding revealed that the community respect accorded to volunteers in street children rehabilitation projects, the certificates awarded to volunteers in street children rehabilitation projects and the rewards and privileges offered to volunteers in street children rehabilitation projects results in enhancing motivations among the street children rehabilitation programmes. The findings also conforming to the literature review reveals that that one of the major reasons for volunteering is to give back something worthwhile to the society, helping others and benefitting the society which ultimately results in external recognition and respect which motivates individuals to volunteer within their community (Mitra, 2013).

## **5.4 Conclusion**

The study was conducted to investigate the factors influencing the motivation of the volunteer workers in the street children rehabilitation programme, from the summary of the finding, the study makes the following conclusions:

On the influence of capacity development on the motivation of the volunteer workers, the study concludes that the number of training programmes offered through seminars and workshops by organizations, the first hand work experience as a result of capacity development programs and capacity development programs resulting in increased professionalism contributes significantly in enhancing the motivation of the volunteer workers within the street children rehabilitation programmes.

On the influence of professional networks on the motivation of the volunteer workers, the study concludes that the aspects of the professional networks; the professional contacts acquired in the course of duty in street children rehabilitation projects, the friend networks acquired in the course of duty in street children rehabilitation projects and the exchange visits organized within the street children rehabilitation projects contributes towards enhancing the motivations of the volunteer workers within the street children rehabilitation programmes.

On the influence of monetary incentives on motivation of the volunteer workers, the study concludes that different kinds of the monetary incentives such as the field allowances including transport allowance and lunch allowance which are paid by organization, the gifts in kind including the t-shirts, caps, books and the calendars given by the organization and the perdiems paid by the organization during project activities promotes the motivation of volunteer workers within the street children rehabilitation programmes.

On the effects of recognition on motivation of the volunteer workers, the study concludes that the community respect accorded to volunteers in street children rehabilitation projects, the certificates awarded to volunteers in street children rehabilitation projects and the rewards and privileges offered to volunteers in street children rehabilitation projects contributes in motivations among the volunteer workers in the street children rehabilitation programmes.



## **5.5 Recommendations for the Policy Actions.**

Based on the findings and conclusions of the study, the following recommendations were drawn:

1. The study recommends that society should create volunteer welfare department to handle all motivational issues concerning volunteers. Central to this should be the regular provision of both material and non-material incentives to boost the morale of volunteers and enhance their job performance.
2. The study recommends that regular and adequate information concerning volunteerism and its challenges should be availed for the benefit of both practicing and prospective volunteers. This will help eliminate the culture of ignorance and misinformation that characterizes volunteerism, so that those who join in know what they are getting into.
3. The study recommends that human resource functions and practices such as job analysis, job design, performance measurements and human resource planning should be injected into the process of volunteer management in order to eliminate the culture of unconcern that has afflicted this very important cadre of the service providers.
4. The study recommends that other factors that affect the use of the approaches by volunteer work during informal learning activities should be considered. The study recommends that such variables as volunteer's attitude, motivation, working hours and burn out, delay during reintegration and placements after rehabilitation process should be enhanced to promote motivation among the volunteer work.

## **5.6 Suggestions for Further Studies**

The following areas of research could be useful in highlighting critical aspects of factors affecting volunteer motivation which have not been dealt with in this study:

1. There is need to study the effectiveness of the training offered to volunteers in terms of change in job behaviour.
2. A study should be designed to investigate the implications of volunteer turnover on the sustainability of voluntary programmes.

3. It would be of great importance to conduct a background survey of volunteers to determine how their social economic status affects their job performance as volunteers.
4. To verify and validate the findings of the study, it is recommended that the research be carried out on frequency of use of care-giving approaches during informal learning in other geographical areas including other provinces.

### **5.7 Contribution to the body of knowledge**

This part highlights the contribution of the study to the body of knowledge based on the findings of the study objectives.

<b>Objective</b>	<b>Contribution</b>
<p>To determine the influence of capacity development on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.</p>	<p>The study established that capacity development enhances the motivation of volunteer workers .The findings are also in line with those of Holman (2006) who asserts that capacity development trainings for volunteer workers such as seminars, workshops, and conferences on intervention strategies, child protection, children’s rights, basic teaching skills and counselling of the traumatized children and rehabilitation of drug abuse patients contributes significantly in promoting growth in careers for volunteers.</p>
<p>To examine the influence of professional networks on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.</p>	<p>The study established that professional networks enhances the motivation of volunteer workers. The findings are in line with those Wideman (2004) which contended that people volunteer to get opportunities to interact with other professionals in their field of interest and get opportunities to participate in exchange</p>

programs that expose volunteers to work experience that is valuable for career growth.

To assess the influence of monetary incentives on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.

The study established that monetary incentives enhances the motivation of volunteer workers. The findings are in line with those of Kavanagh and Cavanaugh (2006) who conducted a survey among volunteer workers in South Africa within church programs in Soweto and suggested that money is a critical factor as it is a relevant motivator, it's a motivator to the extent that it is seen to satisfy individual personal needs and it is also seen as a great motivation to the individual working to achieve financial satisfaction.

To establish the influence of recognition on motivation of volunteer workers within the street children rehabilitation programs in Nairobi County.

The study established that recognition enhances the motivation of volunteer workers. This is line with the finding of Pynes (2013) who assert that the major reasons for volunteering is giving back something worthwhile to the society, helping others and benefitting the society which ultimately results in external recognition and respect which motivates individuals to volunteer within their community.

## REFERENCES

- Abraham, A. (2011). *Formation and management of NGOs: Non-governmental organisations*. New Delhi: Universal Law Pub. Co.
- Adler, N.J. & Gurnersen, A. (2007). *International Organizational Behavior*. New Delhi: Cengage Learning India Private Ltd.
- Aras, G., & Crowther, D. (2010). *NGOs and Social Responsibility*. Bradford: Emerald Group Pub.
- Armstrong, M. (2009). *Armstrong's handbook for Human Resource Management Practices*, 11<sup>th</sup> edition. London:Kogan page.
- Association for Educational communication and technology (AECT) (2001). "The Handbook of Research for Educational Communication and Technology." Retrieved on: 29<sup>th</sup> July 2014 from <http://www.aect.org>
- Beigbeder, Y. (2001). *The role and status of international humanitarian volunteers and organizations: The right and duty to humanitarian assistance*. Dordrecht: M. Nijhoff.
- Braveman, B., & Page, J. J. (2012). *Work: Promoting participation and productivity through occupational therapy*. Philadelphia, PA: F.A. Davis Co.
- Connors, T. D. (2012). *The volunteer management handbook: Leadership strategies for success*. Hoboken, NJ: Wiley.
- Cooper, D.R & Schindler, P.S (2003). *Business Research Methods*. New York: Mc
- Coskelly, G & Brosnan, P. (2001). "Volunteers and employment relations Issues in the Not for profit Sector". *Australian Journal on Volunteering*. Vol 6 no. 2, pp 99-107.
- Couchenour, D. L., & Chrisman, K. (2014). *Families, schools, and communities: Together for young children*.
- Dauids, A., Skinner, D., Human Sciences Research Council. Nelson Mandela Children's Fund., & W.K. Kellogg Foundation. (2006). *A situational analysis of orphans and vulnerable children in four districts of South Africa*. Cape Town: HSRC Press.

- Deci, E. L., Koestner, R., & Ryan, R. M. (2009). *A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation*. *Psychological Bulletin*, 125(6), 627–668.
- Dekker, P. (2003). *The values of volunteering: Cross-cultural perspectives*. New York: Kluwer Academic/Plenum Publishers.
- Denscombe, M. (2003), *The Good Research Guide (2nd Edition)*, Buckingham: Open University Press.
- Dlamini, P. K., Human Sciences Research Council., & W.K. Kellogg Foundation. (2004). *A description selected interventions for the care of orphans and vulnerable children in Botswana, South Africa, and Zimbabwe*. Cape Town, South Africa: HSRC Publishers.
- Durrenberger, E. P., Martí, J., Annual Meeting of the Society for Economic Anthropology, & Society for Economic Anthropology. (2006). *Labor in cross-cultural perspective*. Lanham, Md: AltaMira Press.
- Esmond, J & Dunlop, P. (2004). *Developing the Volunteer motivation Inventory to assess the underlying motivation drives of volunteers in Australia*. Sydney: CLAN WA Inc.
- Foster, G. (2005). *A generation at risk: The global impact of HIV/AIDS on orphans and vulnerable children*. Cambridge [u.a.: Cambridge Univ. Press.
- Hardina, D. (2007). *An empowering approach to managing social service organizations*. New York: Springer.
- Hallgrimsdóttir, H., Benoit, C., & Canadian Electronic Library (Firm). (2011). *Valuing care work: Comparative perspectives*. Toronto [Ont.: University of Toronto Press.
- Hessle, S., & Almeida, S. M. F. (2014). *Human rights and social equality: Challenges for social work*.
- IFRC (2011). *The value of volunteers; Imagine how many needs would go unanswered without volunteers*. Red Cross Red Crescent Academic Network.

- In Cahill, K. M., & Center for International Health and Cooperation. (2003). *Basics of International Humanitarian Missions*. New York: Fordham University Press and The Center for International Health and Cooperation.
- In Gagné, M. (2014). *The Oxford handbook of work engagement, motivation, and self-determination theory*.
- Kavanagh, B. B., & Cavanaugh, C. (2006). *The new volunteerism, a community connection*. Cambridge, Mass: Schenkman Pub. Co.
- Kenya., & Kenya. (2007). *Kenya: Vision 2030*. Nairobi: Government of the Republic of Kenya, Ministry of Planning and National Development and the National Economic and Social Council (NESC), Office of the President.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques. 2<sup>nd</sup> Revised Edition*. New Delhi: New Age International Publishers Ltd.
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. Emmitsburg, MD: National Emergency Training Center.
- Latham, G. P. (2011). *Work motivation: History, theory, research, and practice*. London: SAGE
- Liao-Troth, M. A. (2008). *Challenges in volunteer management*. Charlotte, N.C: IAP-Information Age Pub.
- Loveless, A. S., & Holman, T. (2006). *The family in the new millennium: World voices supporting the "natural" clan*. Westport, Conn: Praeger Publishers.
- Loughry, M., Eyber, C., Roundtable on the Demography of Forced Migration., & Joseph L. Mailman School of Public Health. (2003). *Psychosocial concepts in humanitarian work with children: A review of the concepts and related literature*. Washington, DC: National Academies Press.
- Manning, M.L., & Munro, D. (2006). *The Survey Researcher's SPSS Cookbook*. Frenchs Forest, NSW: Pearson Education

- Messner, M. A. (2009). *It's All for the Kids: Gender, Families, and Youth Sports*. Berkeley: University of California Press.
- Meyer & Allen. (1997). *Journal of Applied Psychology* 2004, Vol 89, No.6, 991-1007.
- Mitra, A. (2013). *Voices of privilege and sacrifice from women volunteers in India: I can change*. Lanham: Lexington Books.
- Mugenda, O., Mugenda, A. (1999). *Research Methods: Quantitative and qualitative approaches*. Nairobi: African centre for technology studies.
- Musick, M. A., & Wilson, J. (2008). *Volunteers: A social profile*. Bloomington: Indiana University Press.
- Pintrich, P. R. (2003). *A motivational science perspective on the role of volunteer motivation in learning capacity-building contexts*. *Journal of Educational Psychology*, 95(4), 667–686.
- Pynes, J. (2013). *Human resources management for public and nonprofit organizations: A strategic approach*.
- Scott, R., & Howlett, S. (2009). *Volunteers in hospice and palliative care: A resource for voluntary service managers*. Oxford: Oxford University Press.
- Silverstein, B. (2007). *Motivating employees: Bringing out the best in your people*. Pymble, NSW: HarperCollins e-books.
- Stelljes, A. D. (2008). *Service-learning and community engagement: Cognitive developmental long-term social concern*. Amherst, N.Y: Cambria Press.
- Subbarao, K., & Coury, D. (2004). *Reaching out to Africa's orphans: A framework for public action*. Washington, DC: World bank.
- Tschirhart, M., & Bielefeld, W. (2012). *Managing nonprofit organizations*. San Francisco, CA: Jossey-Bass.
- The Center for Corporate Citizenship at Boston College. (2003). *Community involvement index*. Chesnut Hill, Massachusetts: The Center for Corporate Citizenship at Boston College.
- Thomas, K. W. (2009). *Intrinsic motivation at work: What really drives employee engagement*. San Francisco: Berrett-Koehler Publisher

- Wideman, J. (2004). *Children's ministry volunteers that stick*. Loveland, Colo: Group.
- Wilson, B. A., & McLellan, D. L. (2007). *Rehabilitation studies handbook*. Cambridge: Cambridge University Press.
- Wodon, Q., & World Bank. (2001). *Attacking Extreme Poverty: Learning from the Experience of the International Movement ATD Fourth World*. Washington, D.C: World Bank.
- Yang, D. C. (2002). *Kakuma, Turkana: Dueling struggles : Africa's forgotten peoples*. Saint Paul, Minn: Pangaea



## APPENDICES

### Appendix I: Letter of Introduction

Mercy Okisa Alubbe,

Date: 31<sup>st</sup> July, 2014.

P O Box 40494 – 00100,

**NAIROBI**

### **TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

### **RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a Postgraduate student at the University of Nairobi, pursuing a Master of Arts degree in project Planning and Management. As partial fulfilment for the degree, I am conducting a research study on “**Factors influencing motivation of volunteer workers in street children rehabilitation projects in Nairobi county; a case of Undugu Society of Kenya.**”

Therefore, I would appreciate if you could spare a few minutes of your time to answer the following questions concerning the factors that influence motivation of volunteer workers in the street children rehabilitation projects in Nairobi County. The information given in the questionnaire will be treated with utmost confidentiality and at no instance will your name be mentioned in this study. All the information will be used for academic purposes.

Your assistance and cooperation will be highly appreciated and thank you in advance.

Yours faithfully,



**Mercy Okisa**

**L50/62565/2013**

**Appendix II: Questionnaire for Volunteer Workers within Undugu Society of Kenya**

**IMPORTANT NOTE:**

Information provided through the questionnaire will be treated with confidentiality and will be exclusively for academic purpose. All answers will be considered right.

**INSTRUCTION:**

- i. Do not write your name on the questionnaire.
- ii. Please read each question carefully.
- iii. Kindly answer all the questions by ticking or filling in the spaces provided.

**SECTION A: DEMOGRAPHIC CHARACTERISTICS**

1. Name of area of operation : \_\_\_\_\_

2. Gender: Male  Female

3. Age: (i) 21- 30years  (ii) 31-40 years  (iii) 41 – 50years   
(iv) Over 51 years

4. Marital status  
(i) Single  (ii) Married  (iii) Widowed

Other please specify \_\_\_\_\_

5. Level of Education  
(i) Certificate  (ii) Diploma  (iii) Undergraduate   
(iv) Graduate  (v) other please specify? \_\_\_\_\_

6. For how long have you participated in volunteer work: \_\_\_\_\_

**SECTION B: EFFECTS OF CAPACITY DEVELOPMENT ON MOTIVATION OF VOLUNTEER WORKERS**

*Please answer the question on a scale of 1-5 by ticking the appropriate box to show the extent to which you agree or disagree with the following statement*

<b>Statement</b>	<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Agree</b> <b>3</b>	<b>Strongly agree</b> <b>4</b>	<b>No effect</b> <b>5</b>
The number of training programmes offered through seminars and workshops by organizations enhance motivation of volunteer workers.					
The first hand work experience as a result of capacity development programs enhances motivation of volunteer workers.					
Capacity development programs resulting in increased professionalism enhance motivation of volunteer workers.					

**SECTION C: EFFECTS OF PROFESSIONAL NETWORKS ON MOTIVATION OF VOLUNTEER WORKERS**

*Please answer the question on a scale of 1-5 by ticking the appropriate box to show the extent to which you agree or disagree with the following statement*

<b>Statement</b>	<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Agree</b> <b>3</b>	<b>Strongly agree</b> <b>4</b>	<b>No effect</b> <b>5</b>
The professional contacts acquired in the course of duty in street children rehabilitation projects enhance the motivation of volunteer workers.					
The friend networks acquired in the course of duty in street children rehabilitation projects enhance the motivation of volunteer workers					
The exchange visits organized within the street children rehabilitation projects enhance motivation of volunteer workers.					

**SECTION D: EFFECTS OF MONETARY INCENTIVES ON MOTIVATION OF VOLUNTEER WORKERS**

*Please answer the question on a scale of 1-5 by ticking the appropriate box to show the extent to which you agree or disagree with the following statement*

<b>Statement</b>	<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Agree</b> <b>3</b>	<b>Strongly agree</b> <b>4</b>	<b>No effect</b> <b>5</b>
The field allowances (for instance transport allowance, lunch allowance) paid by organization enhance the motivation of volunteer workers.					
The gifts in kind (for instance t-shirts, caps, books, calendars) given by the organization enhance the motivation of volunteer workers					
The per diems paid by the organization during project activities enhance the motivation of volunteer workers					

**SECTION E: EFFECTS OF RECOGNITION ON MOTIVATION OF VOLUNTEER WORKERS**

*Please answer the question on a scale of 1-5 by ticking the appropriate box to show the extent to which you agree or disagree with the following statement*

<b>Statement</b>	<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Agree</b> <b>3</b>	<b>Strongly agree</b> <b>4</b>	<b>No effect</b> <b>5</b>
The community respect accorded to volunteers in street children rehabilitation projects promotes motivation of volunteer workers.					
The certificates awarded to volunteers in street children rehabilitation projects promote motivation of volunteer workers.					
The awards and privileges offered to volunteers in street children rehabilitation projects enhance the motivation of volunteer workers.					

**SECTION F:** This question has one open ended question to provide the opportunity to give suggestions, comments, and recommendations that would improve on motivation strategies of volunteer workers

1.
2.
3.

*Thank you very much for your time and participation!!*

## Appendix III: Research Authorization Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 310571, 2219420  
Fax: +254-20-318245, 318249  
Email: secretary@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No.

Date:

1<sup>st</sup> December, 2014

NACOSTI/P/14/1569/4196

Mercy Okisa Alubbe  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Factors affecting motivation of volunteer workers in street children rehabilitation projects in Nairobi: A case of Undugu Society of Kenya*," I am pleased to inform you that you have been authorized to undertake research in Nairobi County for a period ending **31<sup>st</sup> December, 2014**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
DR. S. K. LANGAT, OGW  
FOR: SECRETARY/CEO

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.


*National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified*



## Appendix IV: Research Clearance Permit

**THIS IS TO CERTIFY THAT:**  
**MISS: MERCY OKISA ALUBBE**  
**of UNIVERSITY OF NAIROBI, 40494-100**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**  
**on the topic: FACTORS AFFECTING**  
**MOTIVATION OF VOLUNTEER WORKERS**  
**IN STREET CHILDREN REHABILITATION**  
**PROJECTS IN NAIROBI: A CASE OF**  
**UNDUGU SOCIETY OF KENYA**  
**for the period ending:**  
**31st December, 2014**


**Permit No : NACOSTI/P/14/1569/4196**  
**Date Of Issue : 1st December, 2014**  
**Fee Received :Ksh. 1000**




*Mercy Okisa Alubbe*  
**Secretary**  
**National Commission for Science,**  
**Technology & Innovation**

**CONDITIONS**

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**



**REPUBLIC OF KENYA**



**National Commission for Science,**  
**Technology and Innovation**

**RESEARCH CLEARANCE**  
**PERMIT**

**Serial No. A 3783**

**CONDITIONS: see back page**

**Appendix V: Krejcie and Morgan Table.**

<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>
10	10	220	140	1,200	291
15	14	230	144	1,300	297
20	19	240	148	1,400	302
25	24	250	152	1,500	306
30	28	260	155	1,600	310
35	32	270	159	1,700	313
40	36	280	162	1,800	317
45	40	290	165	1,900	320
50	44	300	169	2,000	322
55	48	320	175	2,200	327
60	52	340	181	2,400	331
65	56	360	186	2,600	335
70	59	380	191	2,800	338
75	63	400	196	3,000	341
80	66	420	201	3,500	346
85	70	440	205	4,000	351
90	73	460	210	4,500	354
95	76	480	214	5,000	357
100	80	500	217	6,000	361
110	86	550	226	7,000	364
120	92	600	234	8,000	367
130	97	650	242	9,000	368
140	103	700	248	10,000	370
150	108	750	254	15,000	375
160	113	800	260	20,000	377
170	118	850	265	30,000	379
180	123	900	269	40,000	380
190	127	950	274	50,000	381
200	132	1,000	278	75,000	382
210	136	1,100	285	1,000,000	384

Note.—N is population size and S is sample size

Source: Krejcie, R.V., & Morgan, D.W., (1970)