

UNIVERSITY OF NAIROBI

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**THE IMPACT OF MOTIVATIONAL STRATEGIES ON VOLUNTEERS
PERFORMANCE: A CASE STUDY OF NON PROFIT ORGANIZATIONS IN
KENYA.**

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**A research project submitted in partial fulfilment of the requirements for a
Master of Arts Degree in Sociology with specialization in Rural Sociology and
Community Development.**

SEPTEMBER 2014

NAIROBI-KENYA

DECLARATION

This project is my original work and has not been submitted to any other University or College for any academic credit.

KENYATTA GLORIA NYAMBURA

Signed.....

Date.....

This project has been submitted with my approval as the University Supervisor.

DR. AGNES ZANI

Signed.....

Date.....

DEDICATION

I would like to dedicate my dissertation first and foremost to the Almighty God. I would also like to dedicate it to my dearest mother, Mrs. Mary Wangari Kenyatta, and my four loving siblings Nelson Kenyatta, Anthony Mwangi, Margaret Wanjiku and Esther Wairimu for their immense support throughout my academic experience. You have all been my inspiration.

ACKNOWLEDGEMENTS

My sincere gratitude goes to my Supervisor, Dr. Agnes Zani for the selfless guidance and mentoring she has offered to me throughout my dissertation. Thank you and I will forever be indebted to you. I would also like to thank the Volunteer Involving Organizations (VIO) Network which is the amalgamation of the Voluntary Organizations in Kenya, the Kenya Red Cross Society (KRCS), the United Nations Volunteers (UNV) and the St. John Ambulance Kenya for the assistance given to me during my field work.

May the Good Lord bless you all abundantly.

ABSTRACT

Volunteers play a significant role in the achievement of the goals and objectives of the non-profit organizations (voluntary organizations). However, these voluntary organizations have focused more on their permanent employees (non-volunteers) in terms of motivation for productivity leaving behind volunteers, it has been widely assumed that volunteers are intrinsically motivated considering the fact that they offer their services voluntarily and therefore the presence or lack of any form of motivation would not alter their performance (Fischer, 2003; Kreitner & Kinicki, 2007; Wright, Larsen and Higgs, 1995).

The study sought to identify the motivational strategies in existence in the voluntary organizations and their effect on volunteer performance; it further grouped the strategies into intrinsic and extrinsic factors as categorized by Herzberg (1959) theory to assist the study understand if both motivational and hygienic factors were significant when it comes to volunteers performance and job satisfaction. The study further used the Social Exchange Theory to establish whether volunteers engaged in volunteer work expecting social rewards, and therefore the two had to strike a balance.

Research was carried out in three voluntary organizations in Kenya they include the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The three voluntary organizations were selected due to the availability of a high active volunteer base of more than 100 volunteers in Nairobi which was the study area. A total of 120 respondents were sampled constituting 90 volunteers selected from the volunteer registers while a comparative study was done with 30 non volunteers.

The study found out that the motivational strategies which had been grouped into intrinsic and extrinsic factors existed in the voluntary organizations though they were not conversant to all the volunteers and the non volunteers. The study also inferred that volunteer performance was influenced by the motivational strategies with the largest respondents of volunteers (44.4%) selecting strategies that were geared towards their personal growth and development (intrinsic), while for non volunteers the largest respondents (33.3%) selected organizational motivational strategies (extrinsic) that created a conducive work environment. The study further revealed that the motivational strategies determined both the volunteers' and the non volunteers' performance.

The study recommendations include customizing the motivational strategies by the voluntary organizations to consider both intrinsic and extrinsic factors which play a significant role in volunteers' performance, dissemination and prioritization of the motivational strategies by the voluntary organizations and the development of a legal framework for volunteerism in Kenya.

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ACRONYMS

AMREF	Africa Medical and Research Foundation
ILO	International Labour Organization
KRCS	Kenya Red Cross Society
NAVNET	National Volunteer Network Trust
NPOs	Non Profit Organizations
PASW	Predictive Analytics Software
S.P.S.S	Statistical package for Social Sciences
SET	Social Exchange Theory
TOI	Theory of Interdependence
UNV	United Nations Volunteers
VIO	Voluntary Involving Organizations Network
VSO	Volunteer Service Overseas

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DEFINATION OF KEY TERMS

A volunteer - Is an individual who, without pay, reaches out beyond the confines of their normal responsibilities, to freely and willingly contribute in different ways without expectations of profit or reward in the belief that the voluntary activity is beneficial to the community and satisfying to them.

Volunteerism – The principle of an individual offering their time, energy, services, knowledge and skills freely for the benefit of other people in the community as a social responsibility rather than for any financial reward.

Motivational Strategy – An effective management practice that promotes employees productivity.

Non Profit Organization - These are organizations e.g. associations, charities, cooperatives and other voluntary organizations that use their surplus revenues to achieve their goals rather than distribute them as profits or dividends. Their start up funding is provided by their members, trustees, or others who do not expect repayment, and who do not share in the organization's profits losses which are retained or absorbed. Most Non Governmental Organizations are non profit organizations and they are usually granted tax exemptions, and contributions to them are often tax deductible.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Volunteerism is a basic expression of human relationships. It is about people's need to participate in their societies and to feel that they matter to others. According to Paul (2011), the social relationships intrinsic to volunteer work are critical to individual and community well-being. The ethos of volunteerism is infused with values including solidarity, reciprocity, mutual trust, belonging and empowerment, all of which contribute significantly to quality of life (Paul, 2011). As such, volunteerism is universal and immense, representing an enormous reservoir of skills, energy and local knowledge for peace, growth and development. Consequently, volunteerism is not only the backbone of civil society organizations, social and political movements, but also of many health, education, housing and environmental programmes and a range of other civil society, public and private sector programmes worldwide. It is an integral part of every society.

Volunteers are the life-blood of any voluntary organization. They dedicate hours of time and energy, working in a variety of ways. Without them, most of the voluntary organizations would cease to exist. Considering the fact that volunteers do not receive direct personal gains such as a salary, the voluntary organizations must find other ways to motivate volunteers to perform and continue volunteering, and by so doing retain the knowledge and skill resources of the organization (Millette and Gagne, 2008).

Voluntary organization's key task in management is to motivate their workforce to effectively and efficiently work towards achieving their organizational goals and objectives. Therefore, the topic of motivation plays a key role in the field of management, as it is one of the most popular management topics which affect the extent to which individuals utilize their skills and abilities. Kreitner and Kinicki (2007) assert that motivation are those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. There are various theories of motivation and psychologists have embraced the functional approach of motivation, which details the functions served by actions, these actions can include volunteering, which can serve various functions.

The motivation of individuals to volunteer has intrigued those researching and working alongside volunteers, in addition, understanding the motivational drives of those volunteering has been a recurrent issue in most of the literature on volunteering. However little has been done to highlight and address the relation between motivation strategies and volunteer performance. It has been assumed that volunteers being people who offer their services freely, therefore the presence or lack of any form of incentive would not affect their delivery of the voluntary service. According to Fischer (2003), the search for links between job satisfaction and job performance has fascinated organizational scholars for decades, a scholar such as Herzberg (1959) had the sensation that improving employee morale would result to higher productivity, however this notion changed when it was noted that employees who performed well were expected to be more satisfied with results of greater rewards, though there was no relationship between performance and greater rewards.

Likewise in volunteers a gap can be established whereby the volunteers are required to contribute to the achievement of their voluntary organizations and enhance their productivity while at the same time their motivation and reward is ignored and not considered, the organizations they serve presume that volunteers are driven by intrinsic factors and therefore extrinsic factors do not affect their performance.

Considering that voluntary organizations rely on volunteers for delivery of their mandate, investing in volunteer motivation is significant as poor performance by the volunteers can be expensive to these organizations e.g. the staff will take more time in supervision efforts, training costs and provision of a conducive work environment. Therefore when an organization incurs such costs and the volunteer does not perform to satisfactory levels, then it is easy to conclude that the cost of having the volunteer outweighs the benefits of having the volunteer in the organization (VSO Jitolee, 2006). It is critical for the Volunteer Managers to ensure that they develop strategies that motivate their volunteers so as to maximize their service delivery thus give satisfactory performance.

In addition, volunteers have different motives for volunteering, while their values and beliefs often remain unchanged during a volunteer's tenure with a voluntary organization, the motives for volunteering will often go through myriad changes that

can reduce their performance and the longevity of the volunteer's involvement with the organization, especially when the organization is unaware of or does not understand and plan for such changes. Unless the voluntary organization can identify when and why this shift in motivation occurs, it will also be unable to mitigate the fallout that comes from volunteer turnover.

Voluntary organisations seek ways of maximising the performance and satisfaction levels of their human resources (Elding, Tobias and Walker, 2006). Therefore, motivation of their permanent employees and volunteers is critical for their performance. An individual's performance can be influenced by personal (intrinsic) (e.g. competencies, motivation, time, commitment) and organisational (extrinsic) factors (e.g. training, work conditions, management practices) which in turn have an impact on the achievement of organisational goals. This can be compared with Herzberg (1959) theory, where intrinsic motivators such as challenging work, rewarding and responsibility produce employee satisfaction, while extrinsic hygiene factors, including status, salary and job security among others, if absent produce dissatisfaction.

According to Wright, Larsen and Higgs (1995), it has been assumed that volunteers are individuals who are inherently motivated considering the fact that they offer their services, time, energy and skills freely to the voluntary organizations. It could be due to the fact that, volunteers would be interested more in gaining experiences and acquiring competencies, tapping into the learning opportunities available, acquiring growth and recognition among others. This assumption has led to most voluntary organizations not investing in volunteer motivation as they would expect the volunteers to perform irrespective of them being motivated or not (Fischer, 2003).

It is therefore imperative to determine whether volunteers are only motivated by intrinsic factors as has been surmised or the extrinsic factors too do play a role in their motivation. The volunteers are like the permanent employees as they provide human resource to the voluntary organizations for the achievement of these organizations goals and objectives; the only difference is that volunteers do not earn a salary compared to the permanent employees. It is therefore important to establish whether the volunteers are motivated by both the intrinsic and extrinsic factors as the

permanent employees (non volunteers); considering that organizations invest heavily in motivating their permanent employees to get satisfactory performance; while for volunteers, volunteer motivation is not taken into much consideration considering the fact that their services are offered voluntarily.

Volunteer services are geared towards improving the performance of the voluntary organizations they serve; therefore their motivation cannot be ignored by these organizations (Elding, Tobias & Walker, 2006). In addition, the process of evaluating the effectiveness of volunteers and providing them with feedback is critical to recognise and reward volunteers who have done a good job and to identify where improvements in a volunteer's job performance can be made; either through intrinsic or extrinsic motivational strategies which in turn have an impact on the achievement of the organisational goals and objectives (Herzberg, 1959).

1.2 Problem Statement

Voluntary organizations are often challenged to keep volunteers motivated and interested in helping them meet their missions and goals. These organizations strive to ensure the volunteers are motivated to not hinder their capacity to deliver the quality or range of services and program their clients and members have come to expect. This also ensures these organizations do not divert large proportions of limited resources to recruiting, orienting and training new volunteers rather than furthering organisational goals.

Most voluntary organizations have difficulty motivating altruistic and compassionate individuals to volunteer for them (Hager and Brudney, 2004). After all, most volunteers are individuals who are interested in supporting the activities of the non profit organization for little more than knowing that they are "doing something worthwhile" and for the satisfaction that it brings to them personally (Dolnicar & Randle, 2007). Despite the initial motivation and commitment of volunteers, the voluntary organizations also have a role to play to motivate their volunteers so as to help them meet the organization's mission and goals.

Volunteers may be driven by different motives during their volunteering period in an organization; identification of these motivational differences is significant as it leads

to their stay and commitment in volunteering. Therefore, the voluntary organizations still face various challenges in motivating their volunteers (Hager and Brudney, 2004). In addition, volunteers are a great resource to organizations with limited resources, however, when these organizations take note of their volunteer drop in motivation and output, they are quick to blame the volunteer's skills and expertise rather than the real issues of lack of motivation and volunteer's drop in productivity (Wright, Larsen and Higgs, 1995).

Volunteers are human beings just as the permanent employees, who give their expertise and time willingly without being coerced. Because of the human factor, it is arguable that volunteers needs influence their motivation. Those that volunteer have different reasons for volunteering, which include gaining experience, giving back to society and learning something new. Arguably then, organizations might not focus on developing motivation strategies for volunteers as they do for their permanent employees. With this lacking, organizations might notice changes in behaviour of volunteers that may include, low motivation levels, less contribution to ones role, lack of commitment to the organization and poor performance. This in turn affects the progress of the organization in achieving its goals and objectives.

Considering that individuals are motivated by intrinsic and/or extrinsic factors which impact on their contribution and performance, this may not be different from the volunteers despite their commitment to offer voluntary services (Herzberg, 1959). Voluntary organizations may focus more on their permanent employees in terms of motivation for productivity leaving behind volunteers with an assumption that they are inherently motivated. It is therefore critical to establish if this group of social workers require both intrinsic and extrinsic factors for their productivity and performance (Herzberg, 1959); or the intrinsic factors are more significant compared to the extrinsic factors in their motivation. Similar to the permanent employees, volunteers also contribute to the successes of the voluntary organizations and therefore contribute to the economic growth; they are a group of social workers that their motivation cannot be ignored, if high performance is to be anticipated.

This paper aimed to assess the impact of motivational strategies on volunteer performance in Kenya. Considering the fact that volunteers supplement the efforts of

many organization's permanent employees and they are individuals who have chosen to commit their time and energy to a cause without receiving any monetary compensation, it was therefore significant for the study to identify the factors that motivate individuals to volunteer and the reasons behind their decision and commitment to engage in volunteer work. This was critical for the study to understand the different factors that encourage the volunteers to offer their services voluntarily.

According to Fischer (2003), volunteers do not receive a salary as the permanent employees do at the end of the month with an assumption that offering volunteers any form of motivation or not offering them does not affect their delivery of services and productivity. This paper further identified the motivational strategies that had been put in place by the voluntary organizations; these motivational strategies were grouped into the intrinsic and extrinsic factors and investigated if they influenced and motivated an individual to offer voluntary services. It has been termed as critical for voluntary organizations to maintain the level of motivation at an all-time high and support the implementation of the motivational strategies if the organizations are to progress and achieve growth (Millete and Gagne, 2008).

Poor performance by volunteers is expensive to any organization using this type of social workers (Galit, et al., 2008). Apart from the monetary costs, it costs organizations far more to involve volunteers within the organization e.g. their work space, time involved in supervision and their training costs. This study therefore provided the relationship between volunteer performance and their motivation; organizations that do not focus in motivating their volunteers, chances were that these volunteers would not perform to expected levels and additionally it would be difficult to retain the volunteer (Galit, et al., 2008). The study therefore, investigated the gap arising from the assumption that this group of social workers performance is not subject to their motivation, considering the fact that it is assumed the volunteers are already inherently motivated to offering their services voluntarily (Fischer, 2003).

1.3 Objectives of the Study

1. To identify the factors that motivate people to volunteer.
2. To find out the motivational strategies that exist in voluntary organizations.
3. To investigate the effect of motivational strategies on volunteer performance.

1.4 Research Questions

1. What are the factors that motivate people to volunteer?
2. To what extent do the motivational strategies exist in voluntary organizations?
3. What are the effects of motivational strategies on volunteer performance?

1.5 Justification of the Study

Volunteers are a great resource that enables organizations achieve their mandates with limited human resource, however volunteers do not just volunteer, they have different motives that drive them into offering their services voluntarily. Therefore, for voluntary organizations investment in volunteer motivation cannot be overemphasized as a great determinant of their performance. As volunteers choose to offer their services without expecting monetary gains, this means that voluntary organizations focus is to develop and implement other motivational strategies apart from the financial incentives. This study therefore assisted the voluntary organizations identify the factors that motivate individuals to volunteer.

The study further assisted the voluntary organizations determine whether both intrinsic and extrinsic hygiene factors do influence and motivate volunteers and the permanent employees (non volunteers) for job satisfaction (Herzberg, 1959). In most organizational settings, volunteers are usually a group that is left out while these organizations gear up efforts towards motivating their permanent employees. They assume that volunteers are already inherently motivated to volunteer and are not like the non volunteers whom the organizations invest heavily on in terms of considering the intrinsic and extrinsic factors to motivate them so as to enhance their performance.

Additional, the study brought an understanding to the voluntary sector including the voluntary organizations on the social rewards that motivate individuals to offer their services freely. According to the Social Exchange Theory, volunteers often weigh the cost and especially the social rewards that accrue from volunteering before they can commit to engage in volunteer work (West & Turner, 2000). This theory enabled the study understand whether volunteers are driven into volunteering by the social rewards such as learning, gratitude, higher status and respect associated with their contribution to the welfare of their communities as opposed to the extrinsic factors (Hinck, 2000).

The findings of the study were beneficial in providing insights to the voluntary organizations and the government on the motivational strategies that do exist and are utilized by the voluntary organizations. As voluntary organizations still struggle with the challenge of motivating their volunteers for quality service delivery, these findings enabled these organizations to develop and implement motivational strategies that contribute to their volunteer's productivity.

The study also provided insight on the effects of these existing motivational strategies on volunteer performance, these findings were able to inform voluntary organizations the extent to which motivation affects volunteers performance, this assisted the voluntary organizations implement more effective and efficient motivational strategies to optimize on the delivery of services by their volunteers.

Consequently, volunteers may not be necessarily motivated by the same factors that motivate the permanent employees. Most voluntary organizations associate the success of their organizations with the efforts of their permanent employees and do not see the volunteers as complementors of these efforts; they do not associate their successes and good performance to their volunteers. This study assisted the voluntary organizations relate their performance to that of their volunteers and not only their permanent employees and also determine if motivation is a determinant of their productivity.

1.6 Scope and Limitation of the Study

The study sought to determine the impact of motivational strategies on volunteers' performance in voluntary organizations. It therefore focused on three objectives which include; the identification of the factors that motivate people to volunteer; the motivational strategies in existence in the voluntary organizations and the effect of these motivational strategies on volunteers' performance. The motivational strategies were grouped into two categories (intrinsic and extrinsic) factors. Analysis of both categories was taken into consideration using the Herzberg (1959) Two Factor Theory and the Social Exchange Theory.

The study conducted two hypotheses tests to determine the relationship between the motivational strategies and the performance of both the volunteers and the non volunteers for comparison purposes. The null hypotheses developed indicated that the motivational strategies did not determine volunteers' or the non volunteers' performances while the alternative hypotheses developed indicated that the motivational strategies did determine the volunteers' or the non volunteers' performances.

The study took place in three voluntary organizations in Kenya; they include the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The three voluntary organizations were selected due to the fact that they had an active volunteer base of more than 100 volunteers in Nairobi which is the capital city of the Country compared to the other voluntary organizations in the Country. Other voluntary organizations include; National Volunteer Network Trust (NAVNET), Ufadhili Trust, President's Award, Progressive Volunteers, MS Kenya, Youth Alive Kenya, Skills Share International, VSO Jitolee and Ungana-Young Friends of AMREF among others. However, these voluntary organizations were not studied because they did not have a high active volunteer base in Nairobi which was the study area and due to financial and time constraints.

The study was limited in terms of providing information and findings that were collected from an urban setting. This therefore meant that the findings may only be applicable in urban settings as opposed to rural settings. Therefore creating a limit in the study since information from volunteers whose voluntary organizations are located in rural settings was not considered in the study.

In addition, the study was limited considering the fact that it focused on voluntary organizations (non-profit organizations) which are part of the private sector. This therefore left out organizations in the public sector which also may be achieving their goals and objectives through the contribution of volunteers. The study was therefore limited in finding out if organizations in the public sector do have motivational strategies in place to motivate their volunteers and how these strategies do affect their performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant literature and provided the theoretical and the conceptual frameworks for the study. Volunteers having been a vital component of the voluntary organizations; however, their roles have become even more significant in an age with “leaner staffs and less money,” coupled with greater demands on the non-profit system (Walker, 2001). In this section of the study, close examination was done on the influential and recent literature on volunteerism, paying particularly close attention to information on the concept of volunteerism, volunteer motivation and its relationship to volunteer performance, and the challenges and patterns involved in volunteerism.

2.2 The Concept of Volunteerism

People across the world engage in volunteerism for a great variety of reasons; to help to eliminate poverty and to improve basic health and education, to provide a safe water supply and adequate sanitation, to tackle environmental issues and climate change, to reduce the risk of disasters and to combat social exclusion and violent conflict. In all of these fields, volunteerism contributes to peace and development by generating well-being for people and their communities. Volunteerism also forms the backbone of many national and international organizations and other civil society organizations as well as social and political movements. It is present in the public sector and increasingly a feature of the private sector. (Paul, 2011).

Volunteers being individuals who reach out beyond the confines of their paid employment and normal responsibilities to contribute in different ways without expectations of profit or reward contribute towards community development. Volunteering therefore enables the volunteers realize their assets, which include knowledge, skills and social networks, for the benefits of themselves, their families and their communities. The values of volunteerism are extremely relevant in strengthening the capacity of the most vulnerable to achieve secure livelihoods and to enhance their physical, economic, spiritual and social well-being. As such, investing in volunteerism by various organizations has been imperative considering the developmental value volunteers bring about.

The majority of non-profit organizations rely heavily on volunteers to assist in serving their clienteles' needs. Without volunteers, a large portion of these needs would either not be met or would require being addressed by paid staff, consuming time and resources. Volunteers are essential to non-profit organizations and enhance program delivery, while reaching a larger population that wouldn't be possible without their involvement and service (Independent Sector, 2007). For the 1.9 million non-profit organizations in the United States, Internal Revenue Service Data Book (2006), volunteers are the lifeline. American society as a whole benefits from the commitment, skills, and enthusiasm of those who volunteer (Independent Sector, 1996a).

Volunteerism varies widely according to the type of organization. The types of organizations to which volunteers affiliate include religious (35%), educational or youth service (27%), and social or community service (13%). Lower rates of participation are reported in organizations related to hospital or other health (8%), civic, political, professional or international (7%), other (7%), and sport, hobby, cultural or arts (4%). Furthermore the reality is that volunteers usually participate in four broad activity areas, fundraising or selecting items to raise money (29%), collecting, preparing, distributing or serving food (25%), engaging in general labour (22%), and teaching or tutoring (21%) (Corporation for National and Community Service, 2007).

2.3 Sociological Determinants of Volunteerism

Understanding why people volunteer their time and services makes it easier to find volunteers, organize their work, and recognize their contributions (Independent Sector, 2008). Realizing that not everyone is motivated by the same factors is very important. Volunteering is, for some, a way of returning to the community some benefit received (need for achievement). For others, it is an ineffable experience that makes the volunteer "feel good and needed" (need for affiliation). Yet for others, it can be a transforming experience, changing one's perspective of people, community, and society, while defining one's purpose in life and making an impact (need for power), (Independent Sector, 2008). As a volunteer manager, these reasons are important to recognize as they will guide understanding of why volunteers are joining, not joining, or leaving their organization. In order to more effectively attract and

retain volunteers, Gittell (1980) proposed that one needs to understand and appeal to volunteers' motives.

Indeed, there is no doubt that volunteer work contributes significantly to the International Labour Organization (ILO) objectives. It straddles both the economic objectives, even though it is not carried out to generate an income, and the wider social objectives. Its contribution is recognized by society and policy makers as essential for the well-being of any society and country. However its volume, value and characteristics do not feature much in most countries mainstream information system (Young, 2007).

Additionally, the volunteer literature reveals that motivational factors influencing volunteerism, tend to change over time and activity level, regardless of organization. Researchers have suggested that the motivational factors influencing the decision to first volunteer are unlike those that influence continuation, (Gidron, 1984; Oda, 1991; Winniford, and Carpenter & Stanley, 1995). As volunteers join an organization and progress through the "group cycle," initial motivational factors will likely change as a result of socialization and satisfaction. The group cycle originally described by Jack Gibb (1964) and further developed by Kathleen Dannemiller (1992) can assist volunteer managers in helping volunteers adjust and feel more comfortable and satisfied within a group. Elements of the cycle are: membership (concern of acceptance into the group); control (concern of how the group will work together as well as establishing the individual role of the volunteer); and goal formation (concern of the group goals and objectives and how the individual's volunteer goals will be integrated into the overall goals). As volunteers start to feel more comfortable and satisfied with their volunteer role, initial motivational factors such as providing a service, contributing to the society or personal benefits seem to subside overtime. Factors such as enjoyment of work and the sense of making a real difference are more influential in the decision to continue volunteering.

McCurley and Lynch (1996) pointed out that changing life situations can cause a person's motivational need to vary (e.g., marriage, pregnancy, illness, or unemployment); therefore, impacting the supervision and recognition of volunteers. When a change occurs in a volunteer's life there may also be a change in the factors

that motivate them. Taking into consideration these changes, a volunteer coordinator may need to adjust a volunteer's task, hours, and/or type of recognition. The volunteer coordinators "need to be flexible about the volunteer experience so that they can provide the volunteers with the motivational 'pay-check' they find satisfactory". Understanding that volunteer motivations change over time and situations is imperative, not only in motivating volunteers to join but in encouraging them to continue their volunteer service.

2.4 Volunteer Motivation Factors

Many studies have examined the motivational factors of individuals who donate their services to various organizations however little has been done to highlight and address the human resource management related factors to this group of workers (the volunteers) in their job performance as contributors of social welfare and economic growth. The motivation of people to volunteer has long fascinated those researching and working alongside volunteers. According to Esmond (1997), what actually motivates a person to volunteer is a complex and vexing question, yet getting to understand these motivations is suggested by many authors to be of great assistance to the Volunteer Coordinators in their recruitment, selection, placement and retention (Clary, Snyder and Ridge, 1992; Cnaan and Goldberg-Glen, 1991; Esmond, 2001a; Mcurley and Lynch, 1994; Vineyard, 2001).

The year 1970's saw the emergence and an increasing number of study research examining volunteerism and motivation. Pitterman (1973) provided some early insights into understanding older volunteers and their motivations; while Tapp and Spanier (1973) conducted a study comparing the attitudes and motivations of volunteers against college students. Howarth (1976) used a self- developed personality questionnaire containing questions relating to social conscience and concern for others, to provide further insight into volunteer motivation. Interestingly, Howarth (1976) concluded that the volunteer is impelled by conscience as a form of anxiety, and volunteer work as anxiety reducing.

According to Gidron (1978), he drew from the work of Herzberg (1966) and his Motivational- Hygiene Theory that identified both intrinsic motives and extrinsic hygiene factors in people's motivations in paid work. Adapting this theory to

volunteering, Gidron (1978) surmised that the rewards for volunteering were either; personal (e.g. the opportunity for self-fulfilment); social (e.g. developing interpersonal relations); or indirectly economic (e.g. gaining work experience). In addition, Gidron (1978) identified that motivations and rewards can differ with age; older volunteers were found to place a higher value on social relationships and younger volunteers on gaining work experience.

Brudney (2005) inferred that one of the major motivational factors for volunteering is the mere enjoyment of giving something worthwhile to society (achievement need). Other motivational factors include sharpening one's job skills by Heidrich (1988), testing new careers, building a resume Chapman (1985), and/or a desire to feel useful (achievement need) (Anderson & Moore, 1978). Others have suggested that people volunteer to influence others, make an impact, or lead a worthwhile project (power need); (Atkinson & Birch, 1978; Fitch, 1987; Flynn & Webb, 1975; Gluck, 1979). According to Wilson (2000), the desire for meeting new people and friendly interpersonal relationships (affiliation need) were directly connected to the motivational levels of volunteers. There is consistency though within volunteer literature that altruism (an affiliation need), prosocial behaviour (an achievement need), social affiliation (an affiliation need), and personal belief in the cause (a power need) are major motivational factors for volunteers, regardless of the organizations they serve.

Several studies, Guseh & Winders (2002); Independent Sector (2001); and Safrit, King & Burcsu (1991) reported that volunteers were motivated to action primarily by altruistic factors, defined as unselfish behavior or self-sacrifice for the welfare of others. Customarily, there is a long tradition of seeing volunteering as a form of charity, based on altruism and selflessness (Allen & Rushton, 1983; Brunero, 2002; Ellis, 1994; Quick, 1985). Therefore, Gora & Nemerowicz (1985) inferred that volunteerism was considered as the willingness of people to work on behalf of others without the expectation of self-gain, tangible or intangible. However, there has been debate over whether it is more realistic to view volunteering as non-altruistic and more as an exchange where both sides derive benefits; (Ellis, 1996; Shulman, 1982; Smith, 1981; Van Til, 1988).

For example, Reichlin (1982) found that recruitment strategies focusing on external rewards (achievement need) (e.g., college credit) have become more common than strategies stressing internal rewards (affiliation need) (e.g., helping those in need) as a reason for volunteering. Such work suggested that non-altruistic motivational factors are important to volunteer behaviour (Culp & Schwartz, 1999; Culp, 1997; Fitch, 1987). On the other hand, a Gallup poll (2004) examining volunteer motivation found that most volunteers became involved because they wanted to do something useful and help others. This suggested that altruistic motivational factors are more influential.

For many volunteers, social affiliation is vital, and this has been supported and upheld in the literature; (Culp, 1997; Gidron, 1977; McCurley & Lynch, 1996; Shulman, 1982; Smith, 1981). Family ties, social interaction, and the feeling of belonging give volunteers the incentive to start and continue their volunteer efforts. Many people volunteer because they were recruited by a friend or family member. When a friend or family member personally asks one to volunteer, it is often hard to say “no” (Berger, 1991). Furthermore, people often find lifelong friendships through volunteer work. While meeting people is often an added bonus, many people choose to volunteer primarily to develop friendships; (Culp; Henderson, 1981; McCurley & Lynch; Pearce, 1983b; Perkins, 1989; Wandersman, Florin, Friedmann & Meier, 1987). Social affiliation serves as a major motivational factor for volunteers in a variety of voluntary organizations.

Further, according to Klein, Sondag & Drolet (1994); Mckee (2003); Smith (1981) people who volunteer because of their personal belief in the cause have the strongest level of commitment to the voluntary organization; Volunteers who derive their motivation from passion and influencing others (power need), regardless of personal sacrifice, are the ones who are most dedicated and motivated to serve. In conclusion, altruism or prosocial behaviour, social affiliation, and a personal belief in the cause are all major motivational factors for most volunteers.

Authors of volunteer literature concur that volunteers desire some form of recognition; short-term, goal-oriented assignments; training; and support, (Bradner, 1999; Ellis, 1996; Ilsely, 1990; Little, 1999; Monear, 1994; and Rouse & Clawson,

1992). As a result of the previously discussed cultural perception that volunteerism should be more altruistic in nature, Smith (1981), recognition is not noted on surveys as one of the primary motivational factors for volunteering, (Culp & Schwartz, 1999; McCurley & Lynch, 1996; and Seevers, Graham, & Conklin, 2007). However, literature indicates that volunteer recognition is important to most volunteers. In most voluntary organizations, the most noted and meaningful form of recognition is acknowledgement, whether it is called recognition, appreciation, or award, it is closely associated with volunteer motivation, (McCurley & Lynch, 1996; Safrit, King & Smith, 1992; and Vineyard, 1981).

Moreover, according to Ellis (1996), adults, especially baby boomers, desire short-term, goal-oriented, volunteer assignments. Volunteers want to see value from their donated time. Anecdotally, there is evidence that if volunteers complete a short-term project successfully, they are more likely to continue their volunteer service (Ellis, 1996). Therefore, rather than making a long-term commitment from the beginning, volunteers who accept a series of short assignments are more likely to stay with the voluntary organization. In addition, goal-oriented assignments help volunteers know what is expected of them and how their efforts contribute to the goal, bringing a sense of accomplishment to volunteers when the goal is met.

2.5 Volunteer Performance

Studies undertaken on volunteer performance are limited. According to Carol K. and Stephen M (2012), volunteers would be motivated to volunteer if their volunteering would lead to social action and if they felt useful and productive at the volunteer placement. In addition, their study indicated that volunteers are not necessarily motivated by the very factors that motivate salaried employees since they normally offer their services for free; therefore, they inferred that certain factors predict volunteer's motivation to volunteer and perform.

Better preparation of talented and qualified volunteers tends to result in higher volunteer participation, and, by extension, volunteer satisfaction and a commitment of longevity to the organization (Lysakowski, 2002). The development and implementation of recruitment strategies based on needs, skills, and personality

matching, volunteer retention can be improved by recognizing that the volunteer's role in the accomplishment of a collective goal is itself a motivating factor; (Frels, 2006). Because volunteers are motivated when they experience a sense of accomplishment, it is imperative that the NPO discuss with its volunteers the goals and objectives that they have set for their participation (Frels, 2006).

Consequently, knowing what voluntary organizations goals are, is useless without also knowing what the strengths of volunteers are so that they can be aligned with an area of participation that keeps them "engaged, productive and confident" in what they are doing for the organization; (Frels, 2006). Then, when volunteers fulfil those goals and objectives, they should be praised and celebrated (Frels, 2006). Just as acknowledgment of employees' contributions helps keep them motivated and loyal, so does simple forms of praise and recognition motivate volunteers.

Motivation of volunteers is further increased when the organization's volunteer management strategy involves reporting to volunteers what their efforts have actually achieved for the organization (Frels, 2006). The value of this strategy is especially evident when it comes to the outcomes or the performance of major organization activities and events, where the quality of services offered is a clear indication to volunteers how well they have performed and, just as importantly, their significance to the organization (Lysakowski, 2002; and Frels, 2006).

Content theories of motivation also indicate that needs influence motivation (Kreitner and Kinicki, 2007). Employees are human beings and so are volunteers, who give their expertise and time willingly without being forced. Because of the human factor, it is arguable that volunteers needs, influence their motivation. As earlier mentioned, those that volunteer have different reasons for volunteering, which include giving back to the community, gaining experience and learning something new. Arguably then, organizations might not focus on developing motivation strategies for volunteers. With this lacking, organizations might notice changes in behaviour of volunteers that may include, low motivation levels, less contribution to one's role, and lack of commitment to the organization. This in turn affects the volunteers' performance and the progress of the organization in achieving its goals.

The Frederick Herzberg's (1959) two factor theory, also known as the motivator-hygiene theory, is another very prominent theory in studying motivation; (Herzberg, Mausner & Synderman, 1959). According to Herzberg (1959) people are influenced by two factors: hygiene and motivation. Hygiene factors are extrinsic in nature and relate to an individual's working environment (e.g., working conditions, security, company policies) encompassing Maslow's physiological and safety needs. Hygiene factors do not lead to higher levels of motivation, but when absent they will negatively influence an individual's motivation. Motivation factors encompass Maslow's belonging, esteem, and self-actualization needs and are intrinsic conditions relating to achievement, recognition for accomplishment and satisfaction with the job among others. Herzberg (1959) suggested that these factors must be met in order to motivate an individual into higher performance.

The literature review reveals that researchers in the field have spent much time studying the concept of volunteer motivation with little highlighted to address their effect on performance. This study will therefore focus on the voluntary organizations in developing countries mainly Kenya to identify the organizational motivational strategies that do exist in voluntary organizations and determine their effect on volunteers' performance. It is difficult to establish sufficient literature to guide the study in predicting specific effects between organizational motivational strategies on volunteer performance in an African context.

2.6 Challenges in Volunteerism

Voluntary organizations are faced with various challenges ranging from volunteers lack of adequate time to provide their voluntary services, advancing technology, volunteers changing expectations and volunteers' turnover among others. People today feel increasing pressure and demands for their time. Time is becoming a critical commodity and offering it freely is a challenge as individuals are increasingly weighing their return on investment, by seriously gauging what is required of them and what they will get in return for that investment of time and energy. This indicates that volunteering does not just happen and those involved expect some form of returns even though not of monetary form.

Rise of technology has introduced new ways of work and has also created even larger gaps between those who have technology and those who do not have it. There is therefore an increasing challenge on engaging technology available to help the voluntary organizations change how activities and business processes are conducted. Technology is critical considering the fact that it offers the voluntary organizations opportunities to link volunteers, share information and encourage dialogue on pertinent issues touching development. It further provides forum for training, learning and active participation by a large number of individuals who would want to engage their services freely for the benefit of their society's development. Indeed all of these have created unique challenges in handling communities using the high technology methods. Today in the volunteerism sector, there is no uniform way of undertaking activities, the multi formats available to various voluntary organizations are used to engage volunteers. In addition, the voluntary sector has to cope with limited funding and therefore tend to not have the latest, best, fastest software and hardware in technology.

While individuals engage in volunteering, they have expectations which keep changing as time goes by. There is a younger generation that is more entrepreneurial and less likely to be attracted to large, bureaucratic structure. They prefer trying out new things through new ways and treasure their freedom. This is a group of volunteers that is technologically literate and prefer to use technology as a means of connecting to a global world in new ways. On the other hand, the adult volunteers view technology as unfriendly and they prefer conformity, uniformity and order on activities carried out. Indeed each generation has differing expectations of volunteer service and therefore voluntary organizations have the challenge of bringing these diverse generations together and ensure they work in harmony towards a common goal

Voluntary organizations are further challenged to develop and implement strategies that will support their ability to remain financially solvent and continue providing critical services to their clients; however, their challenges are unique when compared to those in the for-profit organization. The successful operation of these organizations relies on the strengths, expertise, and skills of many people, not the least of whom are the individuals who volunteer their time and effort to help the voluntary organizations

meet its mission and goals. Volunteers have always been a vital component of these organizations; however, their roles have become even more significant in an age with “leaner staffs and less money,” coupled with greater demands on the non profit system (Walker, 2001, p. 46).

From the perspective of the volunteer, individuals considering whether to serve in an unpaid position often face difficult choices. Changing age-related interests, expanding demands on families and the mounting pressures on personal and professional lives affect an individual’s choice. Volunteer-dependent organizations can benefit from management practices focused on volunteer needs and satisfaction—in particular, by developing more appealing strategies for recruitment, retention and recognition.

The issue of keeping volunteers motivated has emerged out of an identifiable volunteer trend in the loss of substantial numbers of volunteers each year after serving only briefly with their respective organizations. The trend is somewhat puzzling and definitely alarming, for a while record numbers of volunteers have been offering their services to voluntary organizations over the last several years, a phenomenon that is attributed to the consistent string of traumatic events that have occurred since, volunteer attrition is also higher than ever (Eisner, 2005). In fact, at least one-third of those individuals who volunteer in a given year will not volunteer the next year (“Volunteer Retention”, 2007).

Some volunteers are more likely to stay with the voluntary organizations for longer periods of time than others. An analysis of how long volunteers stay with their respective organizations in relation to their age shows that the older an individual is, the longer he or she is likely to stay with the organization (“Volunteer Retention”, 2007). The retention rate for volunteers aged 16 to 19 years is almost 20% lower than the retention rate for individuals of over 35 years of age (“Volunteer Retention”, 2007). Those volunteers who have the highest retention rate—69.9% are adults between the ages of 55 and 64 years of age; however, there is a less than 1% difference in retention rates among all volunteers over 35 years of age (“Volunteer Retention”, 2007).

According to Ralston, Lumsdon, and Downward (2005), the problem of volunteer retention is growing at an alarming rate. In their view, there are a number of potential barriers to retention of volunteer commitment and interest. In their investigative study on the need for increased volunteerism and the value of volunteerism to non-governmental and voluntary organizations, the researchers found several important key barriers to volunteer retention as well as factors that encouraged people to remain in a volunteer status position. Key barriers that were cited in the study included: not having necessary skills and experience; not knowing any other volunteers; and lack of time. Factors influencing retention included being asked personally to volunteer by organization leaders and managers; involvement of family and friends; being provided the opportunity to improve qualifications and skills; being able to do volunteer work from home; and flexible schedules and arrangements (Ralston et al., 2005).

Skoglund (2006) agrees with the growing problem of volunteer retention. She points out that retention and turnover are most important factors to volunteer program managers "...because they present serious problems for organizations that depend on volunteers to execute their mission statement... high rates of turnover can hinder the capacity of organizations to deliver quality or range of services and programs.

Experts contend that more successful strategies for retaining volunteers depend upon improved recruiting and motivating strategies (Dolnicar & Randle, 2007; Ellis, 1996). Such strategies take a wide number of variables into account. For instance, due to the fact that retention rates tend to be higher among older adults, Brown (1999) gave a radical recommendation that voluntary organizations looking for volunteers willing to serve for the long-term should concentrate on attracting volunteers who are 35 years and older. By adding the age factor to the list of ideal recruiting criteria, the likelihood of attracting and taking on productive and committed volunteers should be improved.

2.7 Patterns in Volunteerism

An ethic of volunteerism exists in every society in the world, albeit in different forms. Since 2001, wide-ranging research has added greatly to our understanding of the phenomenon. Nevertheless, fundamental misperceptions remain widespread in the developed and developing worlds as to its nature and contributions. There is no agreed methodology for measuring the extent of voluntary engagement. However,

most studies attest to the universality of volunteerism, its universal spread, massive scale and impact.

As with so many other things that have changed over recent years, volunteers, their interests, needs, motivations and limitations have undergone profound transformations. The volunteer labour pool in the twenty first century hardly resembles at all what it looked like as little as fifteen years ago. Therefore any organization that does not track such changes and patterns in volunteers and modernize its volunteer program management practices accordingly is likely to face the challenges of declining success in recruitment, shortened volunteer retention, premature attrition rates, and generally increased costs related to the involvement of volunteers.

Most non profit organizations face the challenge of volunteer turnover. Attracting volunteers is one of the most important objectives of the voluntary and non profit organizations; however, it is a task that is often overlooked or performed poorly by these organization managers and administrators (Farmer & Fedor, 1999). As Farmer and Fedor (1999) observed, many of these organization's administrators are overtaxed with tasks and spend much of their time troubleshooting existing problems rather than setting up preventive and intervention systems to avoid or control such problems. Therefore, the convergence of increasing demand and decreasing supply will almost certainly make the volunteer recruitment climate much more competitive among non profit organizations over the coming years. Those organizations that do not, right now, adapt to shifts in the volunteer labour pool will experience even greater difficulties finding and sustaining volunteers in the future.

However, organizations need to pay attention on how and whom they recruit as volunteers as they do when it comes to recruiting highly-qualified executives (Walker, 2001). Like executives, it is ideal if volunteers can join the organization with a long-term commitment. As Walker (2001) explained, volunteers perform many different types of services that are just as valuable as the functions and tasks of paid employees. One type of volunteer may have the skills and charisma to raise \$500 with five phone calls, while another type of volunteer could effectively streamline one of the

organization's key processes or business operations, resulting in significant cost-savings (Walker, 2001). While these activities are different, they are both important to promoting organizational stability, health, and success.

In order for a productive and long-term relationship between these organizations and their volunteers to develop, volunteers must first be recruited on the basis of possessing qualities, skills, and interests that are consistent with the organization's mission and goals (Walker, 2001). Identifying and attracting volunteers who demonstrate these strengths ensures a goodness of fit between the organization and its volunteers, and is likely to improve retention rates. Making sure that the attributes and skills of volunteers mesh well with the goals of the organization is not enough, however, once talented and skilled individuals are recruited, it is important that clearly defined expectations, tasks, responsibilities, and goals be established in mutuality between the organization and the volunteers (Brown, 2003). This process of role and goal clarification helps to confirm that the volunteer understands the organization's mission and goals, is supportive of these, and is willing to perform specific types of work in service of those goals.

Episodic volunteering represents the single most influential shift in the volunteer labour pool over the years. Simply put, more and more inclined to seek short-term positions (Ellis, 1996). Instead of being willing to take on positions of either long term (measured in years) or indeterminate duration, a huge proportion of volunteers now seek volunteer positions time-limited positions measured in hours or days. Volunteers prefer making short term commitments at the beginning as they weigh the options of long term commitment to the voluntary organizations depending on the "return investment" they receive (Ellis, 1996).

According to literature, some have argued that altruism is a disappearing phenomenon (Linda, 2005). Whether complete selflessness without consideration of return ever existed is perhaps debatable, but the pragmatic organizer of volunteer effort must take note that more people are looking for specific returns on their investment of time and influence. The more "returns" an organization is able to provide and offer, this may be in terms of motivational strategies, then the more volunteers it is likely to attract.

Indeed there are many patterns and shifts in volunteerism in the world that are affecting volunteering today. The point is that volunteering does not take place in a vacuum. It evolves in response to changes in its wider context. The organization that does not understand or appreciate the extent to which continual adaptation is essential to successful volunteer involvement significantly reduces the potential value that volunteers can add to mission accomplishment (Linda, 2005).

2.8. Theoretical Framework

2.8.1. Herzberg Two- Factor Theory

The Herzberg (1959) two factor theory states that certain factors cause job satisfaction, and separate set of factors cause dissatisfaction. The theory therefore informed the study if volunteers are influenced by the two factors of motivation and hygiene to volunteer and further if the factors influenced their job satisfaction and performance. According to Herzberg (1959) the Hygiene factors (work conditions, salary, supervision, company policy) can de-motivate or cause dissatisfaction if they are not present, but do not very often create satisfaction when they are present; however, Motivation factors (achievement, recognition, growth, responsibility, job satisfaction and the work itself) do motivate or create satisfaction and are rarely the cause of dissatisfaction.

Herzberg theory also enabled the study understand whether the motivation and the hygiene factors provide long term or short term influence to the volunteers in terms of their commitment to volunteer, attitude, their job satisfaction, dissatisfaction and productivity. According to Herzberg (1959) the motivators were elements that enriched a person's job; these motivators/ satisfiers were associated with long term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only short term changes in job attitudes and performance, which quickly would go back to its previous level. It is surmised that the motivators described a person's relationship to the tasks being performed while the dissatisfiers described a person's relationship to the environment in which he or she performed her job.

The theory further enabled the study understand why a continuous management process is significant for job satisfaction, the process gives emphasis on assigning

jobs to the volunteers and the employees which would enable them use their full ability and provide to them enough challenge. Additionally, a volunteer or an employee who demonstrates an increasing high level of ability should be given corresponding increasing levels of responsibility; if this is not achieved where individuals cannot use their skills to the full, then, they will experience problems with motivation.

Considering the fact that volunteers provide human resource, the Herzberg theory (1959) enabled the study understand if creating conditions by the voluntary organizations that make volunteers fulfilled in the work place is significant or not. It is assumed that this group of social workers are motivated by personal factors rather than organizational factors. The theory surmises that organizations require to motivate their employees by paying attention to hygiene factors and by the enabling satisfiers. Therefore, this can be by motivating and empowering the volunteers through delegating responsibilities to them, involving them in decision making, acknowledging and recognizing their contributions among others. Motivating volunteers is termed as an important task to all the volunteer managers, considering that a motivated work force improves its production resulting to good performance.

The two factor theory is based on the notion that the presence of one set of job characteristics leads to workers' satisfaction, while another separate job characteristics leads to dissatisfaction. Therefore, satisfaction and dissatisfaction are independent phenomena and not in a continuum of one increasing and the other decreasing. The theory therefore informed the study the factors to concentrate on as a Volunteer Coordinator so as to increase job satisfaction and reduce dissatisfaction among the volunteers or employees. For job satisfaction, motivators come into play; the nature of work itself, responsibility, gaining status, self realization among their workforce. However, to reduce dissatisfaction, then focus on the work environment is key e.g. the working conditions, prevailing organization policies and procedures, supervision, inter-personal relations, salaries and allowances among others. Most job frustrations arise due to poor organization, internal organizational politics, exploitation, bureaucracy which are hygiene factors.

The Herzberg theory further enabled the study understand the reasons why voluntary organizations ought to give attention to both sets of job characteristics; the Motivation and the Hygiene factors. Indeed, the two theory factors lead to motivation, but to a differing extent because they fulfil different needs. The Hygiene factors have an end which once they have been fulfilled they then cease to be motivating factors while the Motivation factors are much more open-ended and this is why they continue to motivate irrespective of one's change over their lifetime. Therefore, most organizations should recognize this situation when designing their methods of volunteer and employee reward and recognition. This would motivate volunteers and the employees to work hard and focus on achieving the organizational goals and objectives, resulting to good performance.

2.8.2 The Social Exchange Theory

This study focused on Thibaut and Kelly Social Exchange Theory (SET), also known as the theory of interdependence (TOI), which assumes that people view life as a marketplace where rewards are sought for certain costs (West & Turner, 2000). The SET enabled the study establish if volunteers engage in volunteer work to assist others especially the voluntary organizations based on drive-reduction to maximize personal gains (rewards) and minimize personal losses (costs). Consequently, it has been theoretically assumed that one group's rewards sought will affect the other groups' costs to be given, therefore, each group's outcome being dependent upon the other group's behaviour as well as their own behaviour and motives, this was compared to the volunteers and the organizations they offer their services voluntarily.

The theory also informed the study whether volunteers are driven to volunteering due to personal factors rather than organizational factors. Indeed, it is surmised that all volunteers have their own personal agendas to fulfil while engaging in volunteer work, be it altruistic or egotistic. The basic assumption of Thibaut and Kelley's SET is that humans are rational beings that seek rewards and avoid punishments based upon the individual's standards to evaluate the costs and rewards (West & Turner, 2000). Additionally, Thibaut and Kelley believe that people especially volunteers often take part in this relational exchange in order to gain reinforcement (Rolloff, 1981).

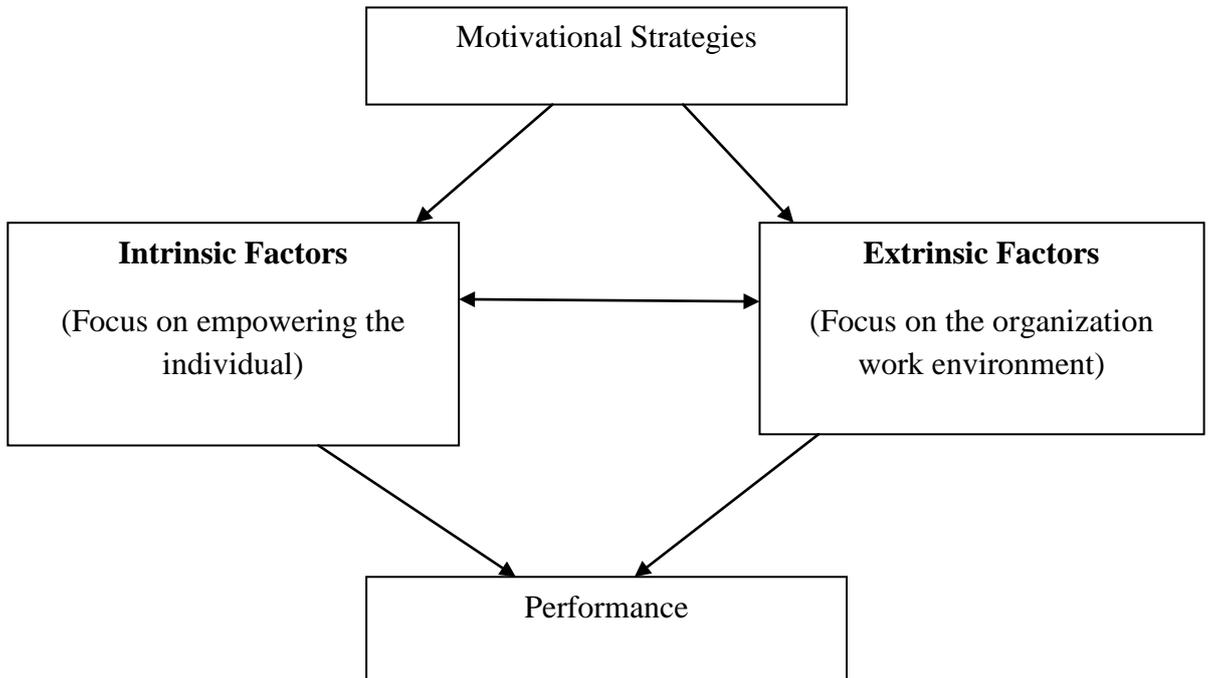
The SET further enabled the study understand the reasons why volunteers offering services to non-profit organizations might consider time spent as a form of cost exchanged. The volunteers may therefore volunteer without expecting monetary compensation but expecting social rewards such as personal attraction, social acceptance, social approval, instrumental services, respect/prestige, and compliance/power (Roloff, 1981). Additionally in volunteering, this reward can take the form of learning, gratitude, perceived higher status associated with giving back to the community, and an overall sense of self-fulfilment (Hinck, 2000).

In addition, the SET informed the study the content of volunteer interactions and services they offer being dependent upon the volunteer circumstances, status of relationship with those in the volunteer setting especially the Volunteer Coordinator, and the collective set of communication and motives. Consequently, it brings understanding to the self-fulfilling social rewards that motivate individuals to exchange their time, energy, services, skills and knowledge; these social rewards may include learning, gratitude, perceived higher status associated with giving back to the community (Hinck, 2000). Volunteers therefore may weigh the costs and rewards of volunteer work before they consider volunteering; these two have to strike a balance.

2.8.3. Conceptual Framework

The conceptual framework for this study revolved around the impact of motivational strategies on volunteer performance in Kenya and particularly in the Kenya Red Cross Society, the United Nations Volunteers and the St. John Ambulance Kenya voluntary organizations. The dependant variable in this study was the volunteer performance while the independent variable was the motivational strategies. This can be illustrated diagrammatically as shown below in figure 2.1.

Figure 2.1: Conceptual Framework



The conceptual framework focused on motivation including the motivational strategies implemented in voluntary organizations and their influence on the volunteers' productivity. Volunteers are crucial in provision of services to organizations that may have limited resources to hire adequate human resources, their commitment to provide their services, energy, time, skills, knowledge and experience freely without expecting monetary compensation in return should be critically taken into consideration. These motivational strategies whether altruistic or egotistic have been termed as key and come into play in ensuring their motivation, additional it is important to understand how these strategies influence the performance of the volunteers.

The motivational strategies which are the independent variable in this study were grouped into two categories, the intrinsic and extrinsic factors; the categorization enabled the study understand the factors that motivate volunteers to engage in volunteering and contribute to the organizations successes. This was significant considering that in most cases volunteers are considered as a group of workers whom the presence of motivation or not does not affect their productivity. In some cases, it has been surmised that the volunteers are inherently motivated considering the fact that they are volunteers and have offered willingly their voluntary services.

The conceptual framework guided the study in terms of linking the motivational strategies and the volunteers' performance. According to Herzberg (1959), it has been assumed that if the motivational strategies employed by the voluntary organizations consider both the intrinsic and extrinsic factors then there is a high likelihood that the volunteers will be motivated and satisfied. This in return would influence their job satisfaction and productivity. Contrary to this, if the motivational strategies lack the intrinsic and extrinsic factors, then it would be difficult and challenging for the voluntary organizations to motivate and satisfy the volunteers. This in return will affect their performance and contribution and therefore lead to dissatisfaction.

The conceptual framework further assisted the study to understand whether satisfaction and performance to volunteer work is owed to the motivational strategies that have been put in place by the voluntary organizations. As voluntary organizations gear up their efforts in ensuring the volunteers are interested in their work, their work environment is conducive and they are further appreciated and acknowledged, the study sought to find out if both factors mentioned earlier (intrinsic and extrinsic) are considered and whether these factors influence the volunteers' involvement in these organizations.

Further the conceptual framework informed the study if the motivational strategies form part of the social rewards that volunteers anticipate to receive once they volunteer considering the fact that they do not get financial compensation. According to the Social Exchange Theory, it is inferred that before volunteers commit to engage in volunteer work, they weigh the costs and social rewards which affect this relationship. This would therefore enable voluntary organizations develop motivational strategies that incorporate the social rewards and in return motivate the volunteers hence influence their performance.

Considering the fact that volunteers are motivated by different factors (personal or organizational) to engage in volunteer work, voluntary organizations investing in motivational strategies should consider these factors holistically. According to Herzberg (1959), he deduced that both set of job characteristics (intrinsic and extrinsic) are to be considered by organizations if employees and volunteers

satisfaction and productivity is to be achieved, the conceptual framework therefore brought an understanding to this holistic approach that supports volunteers' performance.

The study which sought to find out the impact of motivational strategies on volunteer's performance, conducted two hypotheses tests to determine the relationship between the motivational strategies and the performance of both the volunteers and the non volunteers for comparison purposes. The null hypotheses developed indicated that the motivational strategies did not determine volunteers' or the non volunteers' performances while the alternative hypotheses developed indicated that the motivational strategies did determine the volunteers' or the non volunteers' performances. The hypotheses testing assisted the study compare the influence of the motivational strategies to both the volunteers and the non volunteers' performances.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the procedures that were used in conducting the study. It is organized into the following subheadings: research design, site description, target population, unit of observation, unit of analysis, sample and sampling procedures, sample size, research instrument, methods of data collection, and validity of instruments.

3.2 Research Design

This study used both quantitative and qualitative research methods which supported triangulation thus backing up one set of findings from one method of data collection underpinned by one methodology, with another very different method underpinned by another methodology. Primary data was collected through a questionnaire (normally quantitative) to gather statistical data from the volunteer and non volunteer respondents, while to back up the research in more depth, interview guides were used to gather information (normally qualitative) from the selected key informants (Volunteer Coordinators). Secondary data was sourced from the documentary sources on volunteer motivation and performance that were in existence in the three voluntary organizations.

The study used a comparative approach by focusing on both the volunteers and the non volunteers respondents in assessing the impact of motivational strategies on their performance. Further the study conducted two hypotheses tests to determine on the relationship between the motivational strategies and the performance of both the volunteers and the non volunteers. The null hypotheses developed were, the motivational strategies do not determine volunteers'/ non volunteers' performances while the alternative hypotheses developed were, the motivational strategies determine volunteers'/ non volunteers' performances.

The quantitative and qualitative data collected from the respondents was analyzed using the Statistical Package for Social Scientists (S.P.S.S). For descriptive statistics, the tables and charts were used to present the analysis while for inferential statistics, the cross tabulations and chi squares tables helped explain relationships between the dependent (performance) and the independent (motivational strategies) variables.

3.3 Site Description

The study covered three voluntary organizations in Kenya; they included the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The three voluntary organizations were selected from a list of all the voluntary organizations in Kenya provided by the amalgamation of these voluntary organizations network in Kenya (Volunteer Involving Organizations Network). The three voluntary organizations were specifically selected because they had an active volunteer base of more than 100 volunteers in Nairobi County which was the study area compared to other voluntary organizations. The study did not consider other voluntary organizations present in Kenya, they include the National Volunteer Network Trust (NAVNET), Ufadhili Trust, President's Award, Progressive Volunteers, MS Kenya, Youth Alive Kenya, Skills Share International, VSO Jitolee and Ungana-Young Friends of AMREF among others due to the fact that they do not have a high active volunteer base of more than 100 volunteers in Nairobi which is the study area; and due to the monetary and time constraints.

Kenya Red Cross Society has 8 regions namely; West Kenya, Central, Coast, Upper Eastern, North Eastern, North Rift, Lower Eastern and South Rift regions. These regions oversee 63 branches which are distributed countrywide with approximately over 70,000 volunteers. The KRCS Nairobi Branch which has over 250 active volunteers is placed under the Lower Eastern region which additionally oversees 6 other branches namely Kajiado, Machakos, Makeni, Karen Lang;ata, Parklands and Kitui. The United Nations Volunteers whose headquarters is based in Nairobi is the volunteer arm of the United Nations that supports volunteerism in Kenya; its Volunteer Programme was launched in the mid 1970s. UNV works with national volunteers and facilitates the placement of international volunteers who are recruited by the Kenya Field Unit. UNV has approximately 141 volunteers serving in Kenya. The St John Ambulance Kenya has 9 Regional Offices across the country namely, Central, Coast, Eastern, Nairobi, North Eastern, Nyanza, Rift Valley, Upper Eastern and Western. The charitable organization headquarters is based in Nairobi and it is also represented within the Kenya Police, Kenya Railways and Kenya Ports Authority. St. John Ambulance Kenya has nearly 19,000 active volunteers spread countrywide in small operational units called divisions with each division having about 40 members.

The 3 organizations were selected due to their high active volunteer base of more than 100 volunteers at the country's capital city; Nairobi which was the study area compared to their other branches in the Country; this provided a good study to assess the impact of motivational strategies implemented by the voluntary organizations on their volunteers' performance.

3.4 Unit of observation

For purposes of this study, the unit of observation was the volunteers and the non volunteers from the three voluntary organizations which included the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. This was because information collected from the volunteers and the non volunteers on the influence of the motivational strategies on their performance informed findings about the sample. The unit of observation was critical in enabling the study obtain the data required.

3.5 Unit of analysis

Singleton and Straits (1999) describe the unit of analysis as the object or event under study, or simply, as what or who is to be described or analyzed. In this study, information derived from the volunteers was significant and therefore the motivational strategies formed the study's unit of analysis since they informed the conclusion of the study on their influence on the volunteers' performance. The unit of analysis enabled the study make descriptive or explanatory statements.

3.6 Sampling Procedures and Sample Size

The study used homogeneous sampling which is a type of purposive sampling. The list of volunteers and non volunteers was obtained from the three voluntary organizations studied; the KRCS, UNV and the St John Ambulance Kenya. The sampling frame was drawn from the total number of active volunteers and non volunteers (permanent employees) that work in these voluntary organizations. A total of 120 respondents were selected constituting 90 volunteers and 30 non volunteers (permanent employees). In each of the three voluntary organizations 30 volunteers were selected from the volunteer registers of 100 volunteers while 10 non volunteers were selected from the employee registers of 50 non volunteers through simple

random sampling. The 30 non volunteer respondents sampled from the three voluntary organizations were used for a comparative study.

The sampling technique used was simple random among the 90 volunteers and the 30 non volunteers' selected for the study; this was due to the fact that they served in similar voluntary organizations. Purposive sampling was selected to study the population elements because they had similar interest, which is in the field of volunteerism. In addition, three (3) key informants were selected through purposive sampling, one from each of the three voluntary organizations.

3.7 Sources of data

The study used both primary and secondary data sources; primary data was collected directly from the respondents. This included the volunteers, the non volunteers and the Volunteer Coordinators who were the key informants. Secondary data was gathered through review of relevant documents on volunteer motivation and performance.

3.8 Data collection

Both qualitative and quantitative data collection methods were applied. Structured questionnaires (Annex 1 and 2) with both open and close ended questions were used to collect quantitative data from the volunteer and the non volunteer respondents. Structured personal interviews were carried out using the interview guide (Annex 3) with the key informants (the three volunteer coordinators) from the three voluntary organizations studied so as to collect qualitative data. Some data was also obtained through an observation guide (Annex 4) while secondary data was acquired from the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya documentary sources relating to volunteer motivation and performance.

3.9 Data analysis

The data collected was edited, coded and used to create a data set using the Statistical Package for Social Scientists (S.P.S.S), also known as the Predictive Analytics Software (PASW). Descriptive statistics such as tables and charts were used to present frequencies and percentages resulting from the data analysis, while inferential

statistics in form of cross tabulations and chi squares helped explain relationships between the dependent and the independent variables within the data set.

Secondary data from the KRCS, UNV and St. Johns Ambulance Kenya documentary sources on volunteer motivation, as well as information collected from the interviewees was complementary to the primary data, and assisted in analyzing the same.

3.10 Problem Encountered in the Field

A major problem encountered during the study include collection of data from the respondents during the working hours, considering that these were employees whether permanent or volunteers and had targets to achieve thus contribute to the success of the organizations they worked for. Therefore, a rapport was created with the organizations' administration and the volunteer coordinators in the three voluntary organizations who allowed the volunteers and the non volunteers to participate in the study during their work hours. This made it easier for the three research assistants to collect information from the respondents during this time (working hours) rather than when the volunteers and the non volunteers were in their tea and lunch time breaks.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the findings from the research done to determine the impact of motivational strategies on performance using a case study of volunteers in voluntary organizations in Kenya; these include the Kenya Red Cross Society, the United Nations Volunteers and the St. John Ambulance Kenya.

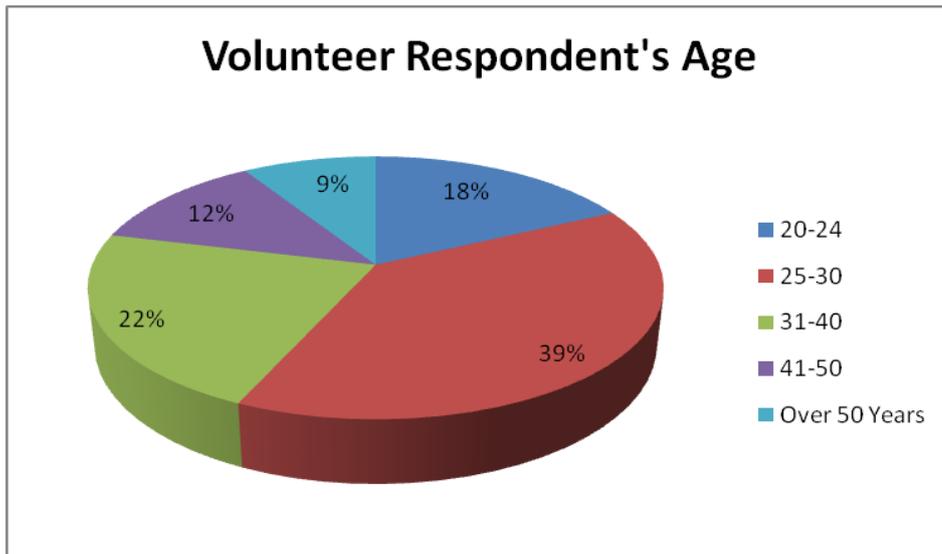
The primary data was collected from a sample of 120 respondents who comprised 90 volunteers and 30 non volunteers who were selected for a comparative study. Secondary data was obtained from the documentary sources from the KRCS, UNV and St. Johns Ambulance Kenya offices. The information from the key informants and secondary data was used to support, and in some cases explain the findings in the primary data (the questionnaires). The findings in this section, as best as possible, provided answers to the research questions, and therefore achieved the objectives of the entire study. Unless otherwise stated, percentages used within this and subsequent chapters refer to the entire sample.

4.2 General Characteristics of the Study Respondent

4.2.1 Respondents' Ages

The largest proportion of volunteer respondents constituting 39% fell between the ages of 25 and 30 years. The second and third largest proportions were those of respondents aged between 31 and 40 years and 20-24 years of age constituting 22% and 18% of the sample respectively, while 9% of the respondents were over 50 years. This is shown in Figure 4.1 below.

Figure 4.1: Volunteer Respondents' Age



(Source: Research Data, 2014)

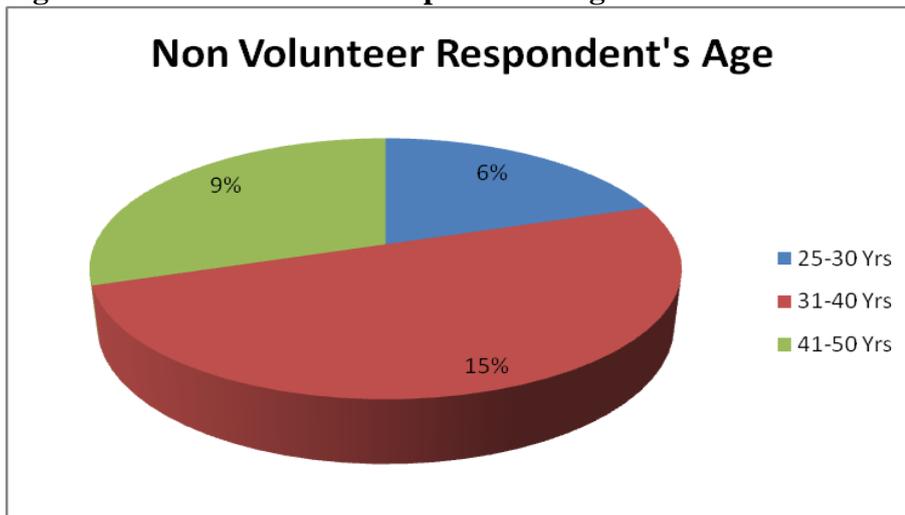
The findings on figure 4.1 above can be explained due to the fact that the age with the most volunteers was dominated by youth who were between 20-35 years old. Young people especially the youth at this particular time would like to gain experience, acquire new knowledge and skills for their self development. At this particular time, youth would like to get the exposure that is required to be able to better themselves and be part of community development as well as contribute to the welfare of the Society.

In addition, information obtained from the key informants indicated that young people are given priority in these voluntary organizations due to the fact that they are productive and energetic at this particular age and can therefore be able to work in hardship and vulnerable areas to assist their communities and become part of the community development. It is imperative to note that most community work done by the voluntary organizations is basically in the hardship and vulnerable areas e.g. the slums, drought and flood stricken areas, conflict prone areas among others.

The non volunteers did not reflect this age distribution for the volunteers, according to the findings on figure 4.2 below 50% of the respondents fell between 31 to 40 years, 30% fell between 41 to 50 years while 20% fell between 25 to 30 years. Considering the fact that a large group fell between the ages of 31 to 40 years and the non

volunteers are the employees, this can be explained by the fact that this is a group that has gained experience and skills over time and therefore are knowledgeable in their area of work and can execute their tasks comfortably. In addition, the information obtained from the key informants indicated that this age group of between 31 to 40 years had volunteered in these organizations for quite some time, therefore later on seizing the job opportunities available due to them being knowledgeable of the organizational issues.

Figure 4.2: Non Volunteer Respondent's Age



(Source: Research Data, 2014)

4.2.2 Respondents' Gender

The sample was made up of thirty two female respondents, constituting 35.6% of the entire sample. Male respondents who were fifty eight in total made up 64.4% of the sample as demonstrated in Table 4.1 below.

Table 4.1: Respondents' Gender

Respondents' Gender	Frequency	Percentage
Male	58	64.4
Female	32	35.6
Total	90	100

(Source: Research Data, 2014)

According to volunteers from the three voluntary organizations sampled, the mandate of these organizations focused on community development; this therefore required great efforts since most of the work was done in the field, which was the grass root level. Information obtained from the key informants indicated that the voluntary organizations usually undertook activities that were hard, tedious and which required many hours before completion, and in addition these activities were carried out at the community with the vulnerable populations, this explained the reason why male respondents were more compared to female respondents in volunteering.

Additionally, the key informants noted that their voluntary organizations work with volunteers with an aim of assisting the poor communities to improve their welfare and achieve development. This therefore requires investment in a lot of energy and time for development to be achieved and therefore men have shown interest working in these hard conditions with little or no developments at all, or with inadequate resources compared to women.

The non volunteer respondents reflected this gender distribution with nine female respondents constituting 30%, while 21 male respondents constituted 70%. Further information received from the key informants indicated that irrespective of being a volunteer or a non volunteer, the work offered in the voluntary organizations coupled with the tough working conditions in the remote and vulnerable areas across the country seems to attract men to work in this sector compared to women.

4.2.3. Volunteers' Occupation

From the 90 respondents who were volunteers, 38.9% of the respondents were not employed and did engage in volunteer work, this was followed by 27.8% of the respondents who were students; 22.2% were self employed while 11.1% of the respondents were the employed. This is shown in table 4.2 below.

Table 4.2: Volunteers' Occupation

Occupation	Frequency	Percentage
Student	25	27.8
Employed	10	11.1
Self-Employed	20	22.2
Non- Employed	35	38.9
Total	90	100

(Source: Research Data, 2014)

The findings on table 4.2 above explain the occupation of those who offer their voluntary services. It is imperative to note that information obtained from the key informants indicated that most of the volunteers are not employed and therefore prefer using their free time constructively volunteering in these voluntary organizations to be able to gain experience, knowledge and skills thus contribute to their personal development as they develop their communities too. Additionally, the information from the key informants also noted that the students preferred to volunteer due to the desire for personal development, use of their free time constructively and in addition, this may be due to the fact that, they may be required to engage in volunteer work to complete a course.

The employed and self employed respondents had little time to volunteer since they were working in other organizations and in their businesses respectively, therefore the key informants referred to them as part time volunteers due to the fact that they prefer to volunteer during their little free time and irrespective of them being in these occupations and are few, they are interested in volunteering and would want to be part of their communities development.

4.2.4. Period in Volunteering

This section is vital in determining the period the volunteer respondents had been volunteering. According to the findings, the largest respondents constituting 35.6% had been volunteering for more than a year (11-15 months); 18.9% had been volunteering between 16-20 months; and 16.7% had been volunteering for both between 6-10 months; and 21-25 months. This is shown in Table 4.3 below.

Table 4.3: Period in Volunteering

Period in Volunteering	Frequency	Percentage
1-5 Months	6	6.7
6-10 Months	15	16.7
11-15 Months	32	35.6
16-20 Months	17	18.9
21-25 Months	15	16.7
Over 25 Months	5	5.6
Total	90	100

(Source: Research Data, 2014)

As such, the findings indicated that most of the respondents had been volunteers for more than a year, according to the key informants, this was due to the fact that the respondents were passionate about bettering their communities and therefore, their volunteering was driven by the desire to improve the welfare of their communities and their personal development rather than monetary gain which was short term.

Notably, only five volunteers constituting 5.6% had volunteered for more than 2 years, these were those volunteers who had already become part and parcel of the voluntary organizations and were able to participate in these organizations decision making forums. Due to the fact that volunteers were able to participate in volunteering for more than a year as indicated in the study findings, this shows that these voluntary organizations had low volunteer turnover.

4.3 Research Question One: What are the factors that motivate people to volunteer?

Research findings under this section provide in detail the factors that motivate individuals to volunteer in the voluntary organizations. To better understand these factors, the section was further structured to study the sources that influence individuals to commence and engage in volunteering; and later on after volunteering, the hours these volunteers are involved in volunteer work as well as if they enjoyed volunteering and whether they would encourage citizens to volunteer. This section is

therefore significant in informing the study on the initial stage of individuals in their volunteering engagement.

4.3.1. Factors that Motivate Individuals to Volunteer

According to the findings in table 4.4 below, 51.1% of the volunteer respondents were encouraged to volunteer due to the desire to gain experience and learning opportunities; 18.8% of the respondents were encouraged to volunteer by their peers; 16.7% were encouraged to volunteer so as to complete their school courses which required them to get engaged in volunteer work so as to earn grades while 13.3% of the respondents were encouraged to volunteer due to the fact that they lacked employment which resulted them to engage in volunteering so as to keep themselves busy.

Table 4.4: Factors that Motivate Volunteering

Factors motivating volunteering	Frequency	Percentage
Lack of Employment	12	13.3
Peer Influence	17	18.9
School requirement	15	16.7
Gain Experience and Learning Opportunities	46	51.1
Total	90	100

(Source: Research Data, 2014)

According to the information received from the key informants, volunteers who were encouraged to volunteer so as to gain experience, skills and knowledge, simply to get exposure were driven by the individual desire to grow and develop individually and contribute to their community development. Notably is the peer influence which is critical; friends of an individual also encourage one to volunteer, this is especially realized when an individual friends are involved in volunteering and the individual is not engaged in volunteering activities, and realizes their friends have developed and achieved much through volunteering and the individual would therefore not want to be left behind but also be part of the transformation.

In addition, the key informants indicated that students undertaking their field work courses usually are encouraged to engage in volunteer work so as to complete their field work courses. These students even after the course may continue being volunteers of the voluntary organizations they joined while undertaking their course work. In addition, the findings indicated that 13.3% of the respondents were encouraged to volunteer due to lack of employment and therefore had to engage in volunteer work; in regard to this, information collected from the key informants indicated that the volunteers who were unemployed engaged in volunteer work since it was readily available and it was the easiest opportunity available to seize and utilize their free time constructively.

Subsequently, the section sought to identify the sources that influenced the individuals to start volunteering. In addition to identifying the factors that encouraged these individuals to volunteer, it was significant also to get to understand the sources that influenced them into offering their services freely without expecting financial compensation as discussed below.

4.3.2. Sources that influence volunteering

The largest volunteer respondents constituting 44.4%, as shown on table 4.5 below were influenced to start volunteering by their friends, 26.7% decided to undertake volunteering individually depending on their own desire; 16.7% decided to undertake volunteering due to their school course; while 6.7% and 5.6% of the respondents started volunteering due to influence from their teachers and family respectively.

Table 4.5: Sources that influence volunteering

Sources	Frequency	Percentage
Family	5	5.6
Friends	40	44.4
Teachers	6	6.7
School Course	15	16.7
Individual Desire	24	26.7
Total	90	100

(Source: Research Data, 2014)

The study findings therefore supported information obtained from the key informants which indicated that peer influence was critical for individuals to engage in volunteering; as individual would see their friend gain experience, skills and knowledge while volunteering and therefore, the individual would not want to be left behind on the same and therefore agrees to engage in volunteering so as to develop him or herself while contributing to their communities' growth.

Individual desire is also critical while an individual is making a decision to engage in volunteering, this is whereby one is driven by the desire to grow individually in terms of gaining experience and getting the exposure required while working and at the same time; individuals are driven by the desire to give back and develop their communities. In addition, when students are required to undertake volunteer work to complete a course as this may be a mandatory requirement, then they may be forced to engage in volunteer work to ensure this is achieved, though finally an individual undertaking volunteer work so as to complete his/her course may decide to engage in volunteering even after completing their courses.

The findings also clearly indicated that families and teachers do not have much influence or persuasion in introducing individuals to volunteering. Information obtained from the key informants supported these findings as it indicated that this was due to the set up the teachers and family members were found or operated in, that may not have been suitable in convincing individuals to offer their time, energy, skills and experience among others voluntarily.

The section further sought to establish the hours the volunteers were engaged in volunteer work per week. This was significant due to the fact that apart from the respondents committing to engage in volunteer work, the hours of engagement as discussed below would assist in determining their involvement in volunteering and link this to their occupations as earlier discussed under subsection 4.2.3.

4.3.3. Hours engaged in Volunteering per Week

Among the 90 volunteer respondents 61.1% were engaged in volunteering for 31-40 hours; 11.1% were engaged in volunteering for both 21-30 hours and for over 40 hours; while 10% and 6.7% of the respondents were engaged in volunteering for 11-20 hours and 1-10 hours respectively. This is shown on Table 4.6 below.

Table 4.6: Hours Engaged in Volunteering

Hours Engaged in Volunteering per Week	Frequency	Percentage
1-10 Hours	6	6.7
11-20 Hours	9	10
21-30 Hours	10	11.1
31-40 Hours	55	61.1
Over 40 Hours	10	11.1
Total	90	100

(Source: Research Data, 2014)

Most of the respondents who were engaged in volunteering for more hours (31-40 hours) were the ones who are not employed and the students, this was clear from the observation guide. This was explained further by the information obtained from the key informants which indicated that this group of people; the non-employed and the students had more free time at their disposal to offer and engage in volunteering activities compared to those volunteers who were employed.

Information obtained from the key informants indicated that volunteers who had served for more than 40 hours a week usually served in the Disaster Management Sectors of the voluntary organizations which required them to work for long hours as compared to the other volunteers; this would especially apply when disasters strike and these volunteers would be involved in rescue and response activities.

Volunteers who were employed in other organizations or self employed did not engage in volunteering for more than 20 hours, the key informants indicated that this was due to the fact that these volunteers were already engaged in their employment

most of the time especially on week days and the only time available to volunteer was on the weekends. In addition, students who were engaged in volunteering also offered little of their available time in volunteering since most of their time was consumed while undertaking their course work, therefore, they were left to volunteer mostly during the weekends, and this was the similar case to those employed and the self employed.

Subsequently, the section further sought to establish whether the respondents (volunteers) enjoyed volunteering and if they would encourage people to volunteer as discussed below. In addition, the non volunteers (permanent employees) though did not offer their services voluntarily, the study sought to establish if this group would encourage individuals to engage in volunteer work.

4.3.4. Enjoy Volunteering

The findings on table 4.7 below indicated that 83.3% of the volunteer respondents enjoyed volunteering while 16.7% did not enjoy volunteering. Most of the respondents (83.3%) enjoyed volunteering due to the fact that they saw volunteering as an avenue for growth and development among themselves and their communities. They enjoyed volunteering since it was self fulfilling, some of the respondents indicated that once they supported their communities in development and improved their welfare, they felt good being part and parcel of that development.

Table 4.7: Enjoy Volunteering

Enjoy Volunteering	Frequency	Percentage
Yes	75	83.3%
No	15	16.7%
Total	90	100%

(Source: Research Data, 2014)

The respondents who indicated that they did not enjoy volunteering (16.7%), stated that it was due to the fact that they had been forced to volunteer by the prevailing circumstances; others indicated that since they were not employed and had completed their studies with nothing to do and keep them busy, they opted engaging in volunteering since it was free and available unlike employment, and in addition, volunteering kept them busy.

4.3.5. Promote Volunteering

According to table 4.8 below, 94.4% of the volunteer respondents indicated that they would encourage individuals to volunteer while 5.6% indicated that they would not encourage individuals to volunteer.

Table 4.8: Promote Volunteering

Promote Volunteering	Frequency	Percentage
Yes	85	94.4
No	5	5.6
Total	90	100

(Source: Research Data, 2014)

The volunteer respondents who would encourage individuals to volunteer said that this was due to the fact that volunteering was key in improving the welfare of communities, and this would be done at minimal utilization of funds since the volunteers would offer their services, skills and time freely without expecting monetary compensation. The key informants indicated that due to the limited development resources, people have to come together and pull the resources available including volunteers to realize their progress and development.

The volunteer respondents further indicated that encouraging individuals to volunteer would assist these individuals to gain skills, knowledge and experience in their area of volunteering, and this would be done at no cost. In addition, volunteering was self fulfilling, especially when an individual realized that he/she was part of its community development, being associated with these achievements, satisfied the volunteers involved. The 5.6% volunteer respondents, who indicated that they would not encourage individuals to volunteer, indicated that volunteering was a wastage of time for the volunteers who would not expect any financial compensation. These respondents indicated that gaining experience was not worth volunteering considering the fact that even the non volunteers gained experience and acquired knowledge while at the same time they would earn a salary.

The non volunteer respondents similarly reflected this distribution with all the 30 respondents constituting 100% indicating that they would encourage individuals to volunteer. They termed volunteering as an activity that would better the individuals and their communities in terms of growth and development. They further indicated that personal development was significant, an individual focusing on gaining experience, acquiring skills and a wealth of knowledge in different fields, volunteering would then increase their marketability and therefore get a higher chance of being considered for job opportunities.

4.4 Research Question Two: To what extent do the motivational strategies exist in voluntary organizations?

Research findings under this section provide the motivational strategies (both intrinsic and extrinsic) that were in existence in the three voluntary organizations studied. These motivational strategies are critical in any organization that gets its services from the volunteers and would require to improve its volunteers' management, commitment and performance.

4.4.1. Motivational Strategies in Existence

According to the findings on table 4.9 below which provided multi-responses from the volunteer respondents, 70% of the respondents indicated that clear organizational communication and reporting channels existed as a motivational strategy in the organizations they volunteered in, 55.6 % of the respondents indicated that the opportunity to learn new skills and gain experience existed, 50% of the respondents indicated the existence of clear tasks and procedures, 47.8% of the respondents indicated the existence of opportunities for personal development as a motivational strategy, 44.4% of the respondents indicated the existence of training and development opportunities, 35.6% indicated the existence of job opportunities, 33.3% of the respondents indicated the existence of incentives and opportunities to contribute especially to decision making, 27.8% of the respondents indicated the existence of a conducive working environment and gaining recognition and acknowledgement after good performance, while 25.6% of the respondents indicated the existence of opportunities to create friendships and networks.

Table 4.9: Motivational Strategies in Existence (Volunteer Respondents)

S/No	Intrinsic Motivational strategies	Yes	Percentage	No	Percentage
1	Personal development	43	47.8	47	52.2
2	Opportunities to learn new skills and gain experience	50	55.6	40	44.4
3	Opportunities to contribute e.g. decision making	30	33.3	60	66.7
4	Create friendship and networks	23	25.6	67	74.4
5	Recognition and Acknowledgement	25	27.8	65	72.2
S/No	Extrinsic Motivational strategies	Yes	Percentage	No	Percentage
1	Conducive work environment	25	27.8	65	72.2
2	Incentives	30	33.3	60	66.7
3	Clear tasks and procedures	45	50	45	50
4	Training and development opportunities	40	44.4	50	55.6
5	Job opportunities	32	35.6	58	64.4
6	Clear communication and reporting channels	65	70	27	30

(Source: Research Data, 2014)

These findings indicated that only three (3) motivational strategies were known to be in existence by half (50%) of the respondents, they included having clear communication and reporting channels, opportunities to learn new skills and gain experience and; having clear tasks and procedures. From these findings, it can be surmised that to a large extent the voluntary organizations have in existence these motivational strategies though, they have not been well disseminated to the volunteers and may not be a priority to the voluntary organizations and therefore are not implemented as required.

The study categorized the motivational strategies into two categories; intrinsic and extrinsic. The intrinsic motivational strategies focused on empowering the volunteers and contributed to their personal growth and development, they were basically geared towards bettering the volunteers while; the extrinsic motivational strategies are external and mostly focus on the organizational and not the volunteer, these are strategies that have been put in place to enhance these organizations e.g. their procedures, policies, productivity and performance among others. According to the study findings as indicated on table 4.9 above, it can be inferred that the voluntary organizations did not have motivational strategies in existence that considered both the intrinsic and the extrinsic factors.

Information obtained from the key informants indicated that although the motivational strategies existed in their voluntary organizations to a large extent, these organizations had not prioritized the implementation of the motivational strategies compared to other activities undertaken by these organizations. They termed this as unfortunate considering the fact that the volunteers were key in contributing to the success of these organizations and therefore motivating them was critical to enhance their productivity. They noted that, despite their push to ensure the implementation of these motivational strategies, their organizations termed the volunteers as individuals who were inherently motivated and therefore motivating them or not would not have any effect on their performance.

The research findings for the non volunteer respondents were obtained for comparison purposes as shown on table 4.10 below, these findings reflected similar results as those of the volunteer respondents with 90% of the respondents indicated the existence of training and development opportunities, 83.3% of the respondents indicated having clear communication and reporting channels and a conducive work environment, 66.7% of the respondents indicated the existence of clear tasks and procedures and; the opportunities to contribute especially in decision making.

Table 4.10: Motivational Strategies in Existence (Non Volunteer Respondents)

S/No	Intrinsic Motivational strategies	Yes	Percentage	No	Percentage
1	Personal development	10	33	20	66.7
2	Opportunities to learn new skills and gain experience	3	10	27	90
3	Opportunities to contribute e.g. decision making	20	66.7	10	33
4	Create friendship and networks	5	16.7	25	83.3
5	Recognition and Acknowledgement	5	16.7	25	83.3
S/No	Extrinsic Motivational strategies	Yes	Percentage	No	Percentage
1	Conducive work environment	25	83.3	5	16.7
2	Incentives	5	16.7	25	83.3
3	Clear tasks and procedures	20	66.7	10	33
4	Training and development opportunities	27	90	3	10
5	Job opportunities	3	10	27	90
6	Clear communication and reporting channels	25	83.3	5	16.7

(Source: Research Data, 2014)

According to the findings on table 4.10 above, voluntary organizations had in existence the motivational strategies and it could therefore be inferred that although the motivational strategies were in existence, not all the non volunteers were conversant with these motivational strategies, meaning that the strategies were not disseminated to the non volunteers as well as to the volunteers as it had earlier been mentioned in this study. It was also noted that the voluntary organizations did have the two categories of the motivational strategies in place; the intrinsic and extrinsic, though according to the findings, the voluntary organizations did seem to invest more on the extrinsic strategies which focused on the organization rather than empowering the individuals working for the organization.

The Herzberg (1959) theory supported the research findings for both the volunteers and the non volunteers that both factors intrinsic and extrinsic are significant in

individual's motivation and organizations should invest in both factors as compared to only one. Although the extrinsic factors are external and if absent they create dissatisfaction, they do not provide motivation as compared to the intrinsic factors which focus on development of an individual. It was noted that, the voluntary organizations invested more or gave priority to the external motivational strategies that were geared towards the organization compared to the intrinsic motivational strategies. According to Herzberg, this therefore meant that the external factors which do not necessarily provide motivation to a large extent were heavily considered by the voluntary organizations as opposed to the intrinsic factors which are the motivators. These findings are critical to any voluntary organizations especially while designing and developing the motivational strategies for their volunteers so as to focus on both the organization and the individual providing his/her services.

4.5 Research Question Three: What are the effects of motivational strategies on volunteer performance?

Research findings under this section indicate the impact of motivational strategies on volunteer performance, a comparative study on the same is done to determine the impact of these motivational strategies on the non-volunteers' performance. The section further determines the relationship between the motivational strategies and the performance on both the volunteers and the non-volunteers. Additional, it is critical to note that irrespective of motivation impacting on the volunteers' performance, the challenge of their turnover cannot be ignored by the voluntary organizations. Therefore, this section will further provide in detail the factors that contribute to volunteer turnover and how this challenge can be addressed by the voluntary organizations.

4.5.1. Most Important Strategies

According to the findings on table 4.11 below, motivational strategies are important for performance of the volunteers. The motivational strategies which were geared towards improving the volunteers (personally) were selected by most of the volunteer respondents as the most important motivational strategies; they include opportunities to learn new skill and gain experience (44.4%), personal development (16.7%), recognition and acknowledgement (14.4%), opportunities to contribute e.g. decision making (5.6%), and training and development (5.6%). Therefore it is critical for the

voluntary organizations to invest more on intrinsic motivational strategies compared to the extrinsic motivational strategies when it comes to their volunteers' productivity.

Table 4.11: Most Important Strategies (Volunteers)

S/No	Intrinsic Motivational strategies	Yes	Percentage
1	Personal development	15	16.7
2	Opportunities to learn new skills and gain experience	40	44.4
3	Opportunities to contribute e.g. decision making	5	5.6
4	Create friendship and networks	2	2.2
5	Recognition and Acknowledgement	13	14.4
S/No	Extrinsic Motivational strategies	Yes	%
1	Conducive work environment	1	1.1
2	Incentives	3	3.3
3	Clear tasks and procedures	1	1.1
4	Training and development opportunities	5	5.6
5	Job opportunities	4	4.5
6	Clear communication and reporting channels	1	1.1
	Total	90	100%

(Source: Research Data, 2014)

In comparison with the volunteer respondent findings obtained by the study on the motivational strategies in existence in the voluntary organizations under sub section 4.4.1, it was noted that most of the voluntary organizations have invested greatly on the extrinsic motivational factors compared to the intrinsic motivational factors, therefore, this affects the performance of the volunteers considering the fact that the strategies in place do not focus on empowering them and therefore do not bring about their job satisfaction.

The study findings on table 4.11 above were supported by the Herzberg (1959) theory which asserts that the intrinsic factors are critical since they are the motivators that enhance job productivity and performance; they are responsible for ones satisfaction

in the work performance and rarely cause dissatisfaction. The Extrinsic factors which are also referred to as hygienic factors focus on the organization to ensure the conditions prevailing in the workplace are suitable for performance, they are the cause of dissatisfaction especially when absent. Therefore, voluntary organizations should invest in both motivational strategies; Herzberg (1959) refers to them as the two job characteristics due to the fact that they satisfy different volunteer needs.

In addition, the findings were supported by the Social Exchange Theory, the study equated the social rewards to the motivational strategies and this was indicated by the respondents who selected motivational strategies that empowered them to develop personally through learning and acquiring new skills (44.4%), personal development (16.7%), getting recognition and acknowledgement (14.4%) training (5.6%) and getting opportunities to contribute especially in decision making (5.6%); these were the social rewards that drove the volunteers to engage in volunteering and would further influence their performance.

According to the findings on table 4.12 below, 33.3% of the non volunteers indicated that having a conducive work environment was an important strategy, 23.3% indicated that having clear communication and reporting channels was important, 16.7% indicated that having opportunities to contribute was important, 10% indicated that having training and development opportunities and; opportunities to contribute were important motivational strategies, 6.7% indicated that getting recognition and acknowledgement and; having clear tasks and procedures affected their performance while 3.3% indicated that personal development influenced their performance.

Table 4.12: Most Important Strategies (Non Volunteers)

S/No	Intrinsic Motivational strategies	Yes	Percentage
1	Personal development	1	3.3
2	Opportunities to learn new skills and gain experience	0	0
3	Opportunities to contribute e.g. decision making	5	16.7
4	Create friendship and networks	0	0
5	Recognition and Acknowledgement	2	6.7
S/No	Extrinsic Motivational strategies	Yes	Percentage
1	Conducive work environment	10	33.3
2	Incentives	0	0
3	Clear tasks and procedures	2	6.7
4	Training and development opportunities	3	10
5	Job opportunities	0	0
6	Clear communication and reporting channels	7	23.3
	Total	30	100%

(Source: Research Data, 2014)

In comparison with the findings for the volunteer respondents as shown on table 4.11 earlier discussed, the two groups of respondents (volunteers and non volunteers) were not motivated by similar categories of the motivational strategies, the non volunteers (permanent employees) were already experienced and had quite a wealth of knowledge in their areas of work, they seemed to be motivated by the extrinsic motivational factors. Information obtained from the key informants indicated that the non volunteers were individuals who had already personally developed and were knowledgeable, and therefore, opted not to focus on the intrinsic factors, as it was deduced that they were already empowered.

According to the study findings in tables 4.11 and 4.12, it is correct for the study to infer that voluntary organizations should design motivational strategies that focus on both the intrinsic and extrinsic factors due to the fact that they work with both the volunteers and the non volunteers, and considering the fact that the volunteers are driven mostly by the intrinsic motivational strategies and the non volunteers by the extrinsic motivational factors, the two groups are critical as they contribute to the successes of these voluntary organizations and therefore their performance is greatly affected by the mentioned motivational strategies.

4.5.2. Motivational Strategies and Performance

After the description of the results under objective three, the data was further subjected to inferential statistical (bivariate) analysis to test whether there were significant relationships among the independent (motivational strategies) and dependent (performance) variables using Pearson chi-square and where applicable Fisher's exact. This statistical test therefore assessed whether there was a significant relationship between the motivational strategies and the performance of both the volunteers and the non volunteers for a comparison study. A P value of <0.05 indicated a relationship (significance) and the opposite was true. It is critical to note that performance appraisals of both groups of workers (volunteers and non volunteers) had been done after every three months of engaging their services with these voluntary organizations.

The study conducted two hypotheses tests to determine on the relationship between the motivational strategies and the performance of both the volunteers and the non volunteers.

For the volunteers, the null and the alternative hypothesis were as follows below;

H₀: The motivational strategies do not determine volunteers' performance.

H_a: The motivational strategies determine volunteers' performance.

Table 4.13: Motivational Strategies and Volunteers' Performance

	Volunteers' Performance		
Motivational Strategies	Low	High	T2
Intrinsic	7	68	75
Extrinsic	9	6	15
T2	16	74	90

(Source: Research Data, 2014)

$$\chi^2 = 21.55$$

df = 1 at A P value of <0.05 with a critical value of 3.841

According to the statistical test for the volunteers as shown on Annex 5, it indicated a chi square of 21.55 which was more than the critical value of 3.841, therefore the study null hypothesis was rejected which stated that the motivational strategies did not determine volunteers' performance and the alternative hypothesis was accepted. The results were statistically significant and they indicated that the motivational strategies determined performance of the volunteers.

For the non volunteers, the null and the alternative hypothesis were as follows below;

Ho: The motivational strategies do not determine non volunteers' performance.

Ha: The motivational strategies determine non volunteers' performance.

Table 4.14: Motivational Strategies and Non Volunteers' Performance

	Non Volunteers' Performance		
Motivational Strategies	Low	High	T2
Intrinsic	7	4	11
Extrinsic	5	14	19
T2	12	18	30

(Source: Research Data, 2014)

$$\chi^2 = 4.04$$

df = 1 at A P value of <0.05 with a critical value of 3.841

According to the statistical test for the non volunteers as shown on Annex 6, it indicated a chi square of 4.04 which was more than the critical value of 3.841, therefore the study second null hypothesis was rejected which stated that the motivational strategies did not determine non volunteers' performance and the second alternative hypothesis was accepted. Therefore the results for the non volunteers were also statistically significant as they indicated that the motivational strategies determined performance of the non volunteers.

These findings for tables 4.13 and 4.14 are significant as they inform the voluntary organizations that motivational strategies affect performance and therefore, these organizations should put in place both motivational strategies (intrinsic and extrinsic) considering the fact that they determine their volunteers and non volunteers' productivity. The Herzberg (1959) theory supported the research findings under this section which indicated that the motivational strategies impacted on performance; both intrinsic and extrinsic factors were critical in volunteers performance and Herzberg (1959) noted that the intrinsic factors were the motivators that enhanced job performance; while the extrinsic factors which were referred to as the hygienic factors focused on the organization to ensure the conditions prevailing in the workplace were suitable for performance.

Additionally, the findings were supported by the Social Exchange theory where the volunteer respondents selected motivational strategies that empower them to develop personally through learning, acquiring new skills, personal development, training and getting recognition and acknowledgement; these were the social rewards that drove them to engage in volunteering and also influenced their performance; this is shown on table 4.11 as discussed earlier.

Considering the fact that both volunteers and non volunteers provide services to the voluntary organizations and the only difference is that one group, the non volunteers (permanent employees) receive a salary as opposed to the volunteers, therefore both groups should be motivated to be able to perform and contribute to the achievement of their organizational goals and objectives.

Subsequently, the section further sought to identify the factors that contributed to volunteer turnover and the strategies that could be put in place to address this challenge by the voluntary organizations. Therefore the turnover challenge could not be ignored as it is linked to the performance of the volunteers and the voluntary organizations in general, therefore it is discussed below.

4.5.3. Volunteer Turnover

According to table 4.15 below, 62.2% of the volunteer respondents indicated that there was volunteer turnover in the organizations they volunteered in while 37.8% stated that they did not experience volunteer turnover in the voluntary organizations they volunteered in.

Table 4.15: Volunteer Turnover

Volunteer Turnover	Frequency	Percentage
Yes	56	62.2
No	34	37.8
Total	90	100

(Source: Research Data, 2014)

According to the information obtained from the key informants, volunteer turnover was a key challenge among the voluntary organizations in the country, a challenge these organizations needed to strategically address especially by disseminating and implementing the motivational strategies in place so as to ensure their sustainability considering the fact that they relied on volunteers to achieve their mandates. In addition, the findings under subsection 4.5.2 indicated that the performance of the volunteers was determined by the motivational strategies, this therefore agreed with the information received from the key informants on the implementation of the motivational strategies.

4.5.4. Factors that Contribute to Volunteer Turnover

According to the research findings as shown on table 4.16 below, 46.4% of the volunteer respondents indicated that perceived benefits of volunteer work from the volunteers contributed to volunteer turnover in the voluntary organizations. Information received from the key informants indicated that this may have been due

to the fact that most people who may have been interested in volunteering did not really understand what they were committing to until they got into the organization and started volunteering, and as time went by, they realized that there were no benefits to be offered to them as they had perceived especially in terms of monetary gains, this therefore made them quit from volunteering. It is therefore, important from the start; dissemination to be undertaken for volunteers to clearly understand what volunteering entails.

Table 4.16: Factors that Contribute to Volunteer Turnover

Factors that Contribute to Turnover	Frequency	Percentage
Lack of necessary skills/experience	9	16.1
Lack of organizational resources	3	5.4
Disconnect between volunteer motives and actual assigned work	12	21.4
Lack of training and development opportunities	6	10.7
Perceived benefits of volunteer work	26	46.4
Total	90	100

(Source: Research Data, 2014)

Additionally, 21.4% of the respondents indicated that volunteer turnover was contributed by the disconnection between volunteer motives and the actual assigned work; 16.1% of the respondents indicated that lack of necessary skills and experience among the volunteers led to their turnover, 10.7% of the respondents stated that lack of training and development opportunities contributed to volunteer turnover while 5.4% of the respondents indicated that lack of organizational resources to achieve these organizations mission led to high volunteer turnover, this was due to the fact that some voluntary organizations lacked adequate resources to support implementation of its activities, and even enabling volunteers to support these activities; this therefore meant, volunteers engagement becomes difficult.

According to the information obtained from the key informants, volunteer turnover was a critical challenge that hindered the capacity of organisations to deliver the quality or range of services and programs its clients and members had come to expect, it further affected the performance of the volunteers and the organizations in general.

This would force the voluntary organizations to divert large proportions of limited resources to recruiting, orienting and training new volunteers rather than furthering organisational goals. However it was noted that with improved volunteer management taking into consideration the implementation of the motivational strategies, the challenge of volunteer turnover would be addressed considering the fact that most volunteers engage in volunteering due to lack of employment.

4.5.5. Strategies to address Volunteer Turnover

According to table 4.17 below, 75% of the volunteer respondents indicated that the strategy of having volunteer disseminations during recruitments would address volunteer turnover, 60.7% of the respondents indicated that volunteers having clear tasks and procedures would address volunteer turnover, while 50% and 32.1% of the respondents stated that providing a conducive work environment and having volunteer feedback sessions respectively would address the challenge of volunteer turnover.

Table 4.137: Strategies to Address Volunteer Turnover

Strategies	Frequency	Percentage
Volunteer Dissemination during Recruitment	42	75
Clear Tasks and Procedures for Volunteers	34	60.7
Conducive Working Environment	28	50
Volunteer Feedback Sessions	8	32.1

(Source: Research Data, 2014)

Information received from the key informants indicated that, it was critical from the start while volunteers are being recruited; the voluntary organizations require to disseminate them on the volunteer expectations and those of the voluntary organizations. This would enable the volunteers be aware and understand from the beginning that they are committing their services, energy, skills and time freely without expecting financial compensation. In addition, the key informants noted that having clear targets and goals for the volunteers would greatly address the challenge of volunteer turnover due to the fact that volunteers would be more aware and prepared in advance to undertake their tasks.

The findings further stated that having a conducive working environment (50%), where volunteers had adequate working space, would volunteer within the normal hours; maximum of eight hours a day among others then this would address the challenge of volunteer turnover. In addition, the volunteers would like to participate in volunteer feedback sessions (32.1%) with their supervisors so as to discuss their progress, welfare, challenges and recommendations for improvements.

4.6 Conclusion

With regards to objective one of the study which was to identify the factors that motivate people to volunteer, it is deducible that 51.1% of the volunteer respondents were encouraged to volunteer due to the desire of gaining experience and learning opportunities, 18.8% were encouraged to volunteer by their peers, 16.7% were encouraged to volunteer so as to complete their school courses which required them to get engaged in volunteer work so as to earn credits while only 13.3% of the respondents were encouraged to volunteer due to the fact that they lacked employment which resulted them to engage in volunteering since it was already available, so as to keep themselves busy. According to the findings it could be inferred that most people were encouraged to volunteer so as grow and develop therefore empower themselves.

The study further sought to find out the sources that influenced individuals to volunteer and the hours the volunteers were involved in volunteer work. Forty of the volunteer respondents constituting 44.4% were influenced to start volunteering by their friends, 26.7% decided to undertake volunteering individually depending on their own desire to make a difference, 16.7% decided to undertake volunteering due to their school course; while 6.7% and 5.6% of the respondents started volunteering due to influence from their teachers and family respectively.

It is imperative to note from these findings that peer influence is critical for individuals to engage or participate in volunteering; an individual would like to equip him/herself with knowledge, skills and experience similar to his/her friend who already is engaged in volunteering. Individual desire is driven by the fact that an individual would like to make a difference in his life and that of his/her community and to achieve this and contribute towards this development, one engages in

volunteering. The findings further indicated that, most of the respondents 61.1% were engaged in volunteering for 31-40 hours while the least respondents 6.7% were engaged in volunteering for 1-10 hours. Information obtained from the observation guide informed the study that the students and those not in employment were the most respondents who would prefer to engage in constructive work during their long free time, and this would be achieved by them engaging in volunteering. In comparison to those employed, it was clear that they had less free time to volunteer and would do so during the weekends.

Regarding objective two of the study, which was to find out the motivational strategies that existed in the voluntary organizations, the findings from the volunteer respondents revealed that clear organizational communication and reporting channels (70%) and the opportunity to learn new skills and gain experience (55.6%) existed as motivational strategies in the voluntary organizations; 50% of the respondents indicated the existence of clear tasks and procedures, 47.8% of the respondents indicated the existence of opportunities for personal development as a motivational strategy, 44.4% of the respondents indicated the existence of training and development opportunities, 35.6% indicated the existence of job opportunities, 33.3% of the respondents indicated the existence of incentives and opportunities to contribute especially to decision making, 27.8% of the respondents indicated the existence of a conducive working environment and gaining recognition and acknowledgement after good performance, while 25.6% of the respondents indicated the existence of opportunities to create friendships and networks. According to the findings, it can be inferred that although the motivational strategies indicated in this study did exist to a large extent in these voluntary organizations, they were not known by all the volunteers and therefore had not been disseminated well to them for implementation.

A comparison study for objective two was undertaken with the non volunteers and the findings were similar to those of the volunteers with 90% of the non volunteers respondents indicating the existence of training and development opportunities, 83.3% of the respondents indicated having clear communication and reporting channels and a conducive work environment, 66.7% of the respondents indicated the existence of clear tasks and procedures and; the opportunities to contribute especially

in decision making. Considering the fact that the motivational strategies were in existence, not all the non volunteers were conversant with these motivational strategies. It was also noted that the voluntary organizations did have the two categories of the motivational strategies; the intrinsic and extrinsic, though according to the findings, the voluntary organizations had invested more on the extrinsic strategies which focused on the organization rather than the individual working for the organization.

Objective three of the study which sought to find out the effect of motivational strategies on volunteer performance, the study revealed that the motivational strategies which were geared towards improving the volunteers (personally) were selected by most of the respondents; they included the opportunities to learn new skill and gain experience (44.4%), personal development (16.7%), recognition and acknowledgement (14.4%), opportunities to contribute especially in decision making (5.6%) and training and development (5.6%). This informed the study that it was critical for the voluntary organizations to invest more on intrinsic motivational strategies compared to the extrinsic motivational strategies when it came to their volunteers' productivity. In comparison with the study findings obtained under subsection 4.4.1 on the motivational strategies in existence in the voluntary organizations, it was noted that most of the voluntary organizations had invested greatly on the extrinsic motivational factors compared to the intrinsic motivational factors, therefore, affecting the volunteers' performance considering the fact that the strategies in place to a large extent were not geared towards empowering the volunteers.

Further to objective three, Herzberg theory supported the study findings that the intrinsic factors are critical since they are the motivators that enhance job productivity and performance; while the extrinsic factors which are also referred to as hygienic factors focus on the organization to ensure the conditions prevailing in the workplace are suitable for performance, they are the cause of dissatisfaction especially when absent. In addition, the findings were supported by the Social Exchange theory where the respondents selected motivational strategies that empower them to develop personally through learning, acquiring new skills, personal development, training and

getting recognition and acknowledgement; these were the social rewards that drove them to engage in volunteering and also influenced their performance.

A comparison study for objective three was done with the non volunteers (permanent employees), the findings revealed that the two groups did not agree that similar groups of motivational strategies were important, the non volunteers who were already experienced and had quite a wealth of knowledge in their areas of work, were motivated by the extrinsic motivational factors. Findings from the non volunteers 33.3% indicated that the most important motivational strategy was having a conducive work environment, 23.3% indicated that having clear communication and reporting channels affected their performance, 16.7% indicated having opportunities to contribute e.g. decision making was an important strategy, 10% indicated that having training and development opportunities and; opportunities to contribute affected their performance, 6.7% indicated that getting recognition and acknowledgement and; having clear tasks and procedures affected their performance while 3.3% indicated that personal development influenced their performance. These findings can further be explained by the fact that this was a group of individuals who had already personally developed and were knowledgeable, and therefore, did not focus on the intrinsic factors, as it was deduced they were already empowered.

Consequently, the study further sought to establish if there was a relationship between the independent variable (motivational strategies) and the dependent variable (volunteers and non volunteers' performance) through a statistical test. The results were statistically significant indicating that motivational strategies determined performance for both the volunteers and the non volunteers resulting to a relationship between the two variables. This therefore would inform the voluntary organizations to put in place motivational strategies that consider both factors (intrinsic and extrinsic) due to the fact that they affect their volunteers' and the non volunteers' performance. These individuals were also critical for these voluntary organizations due to the fact that they offered their services for the achievement of the organizations mandates and in return these organizations ought to motivate them.

In addition, the study sought to find out the factors that contributed to the voluntary organizations turnover, and 46.4% of the volunteer respondents indicated that

perceived benefits of volunteer work from the volunteers contributed to volunteer turnover in the voluntary organizations, this was due to the fact that most people who were interested in volunteering did not really understand what they were committing to until they got into the organizations and started volunteering and as time went by, they realized their perceived benefits were not met, while 5.4% of the respondents indicated that lack of organizational resources to achieve these organizations missions led to volunteer turnover, this was due to the fact that some voluntary organizations lacked adequate resources to support implementation of its activities, and even enabling volunteers to support these activities; this would therefore make volunteers engagement in activities difficult.

To address volunteer turnover, 75% of the volunteer respondents indicated volunteer disseminations as a strategy to be undertaken during recruitments, 60.7% indicated having clear tasks and procedures would address the turnover, 50% indicated having a conducive work environment while 32.1% indicated putting in place frequent volunteer feedback sessions would address volunteer turnover in the voluntary organizations.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary and conclusion of the entire study, as well as the recommendations that will be useful in tackling problems identified through the research questions.

5.2 Summary

Volunteers play a crucial role in the realization of the objectives of the voluntary organizations. The provision of their time, energy, skills and knowledge enables these organizations to deliver quality services to their clients and the communities they serve. In most cases volunteers are like investors in these organizations who provide their services out of their own free will without receiving monetary compensation like a salary, therefore voluntary organizations ought to find other ways to motivate volunteers to perform and continue volunteering, and by so doing retain the knowledge and skill resources of the Organization (Millette and Gagne, 2008).

The study sought to determine the impact of motivational strategies on volunteers' performance in voluntary organizations. It therefore focused on three objectives which include; the identification of the factors that motivate people to volunteer; the motivational strategies in existence in the voluntary organizations and the effect of these motivational strategies on volunteers' performance. The motivational strategies were grouped into two categories (intrinsic and extrinsic) factors and analysis of both factors was taken into consideration using the two factor theory of Herzberg (1959) so as to establish if both intrinsic and extrinsic factors were significant in determining an individuals' performance and job satisfaction. The study also sought to establish if the Social Exchange Theory played a crucial role for volunteers' engagement in volunteer work while expecting social rewards which were equated to the motivational strategies e.g. learning, satisfaction and recognition among others.

Considering the fact that individuals are motivated by intrinsic and extrinsic factors which impact on their contribution and performance, this may not be different from the volunteers despite their commitment to offer voluntary services. Voluntary organizations may focus more on their permanent employees (non volunteers) in terms of motivation for productivity leaving behind volunteers with an assumption

that they are intrinsically motivated. Similar to the non volunteers, the volunteers also contribute to the successes of the voluntary organizations and therefore contribute to the economic growth; they are a group of social workers that their motivation cannot be ignored, if high performance is to be anticipated.

Poor performance by volunteers is expensive to any organization using this type of social workers. Apart from the monetary costs, it costs organizations far more to involve volunteers within the organization e.g. their work space, time involved in supervision and their training costs. Organizations that do not focus in motivating their volunteers, chances are that these volunteers will not perform to expected levels and additionally it would be difficult to retain the volunteer (Galit, et al., 2008). As mentioned earlier, the study will therefore find out the factors that motivate individuals to volunteer and the motivational strategies that are in existence in these voluntary organizations and; their effect on volunteer performance.

The study conceptual framework revolved around the impact of the motivational strategies on volunteer performance in Kenya and particularly in the Kenya Red Cross Society, the United Nations Volunteers and the St. John Ambulance Kenya voluntary organizations. The dependant variable in the study was the volunteer performance while the independent variable was the motivational strategies. The categorization of the motivational strategies into intrinsic and extrinsic factors enabled the study understand whether both factors encouraged volunteers to engage in volunteering and whether it further determined their performance. This was significant considering that in most cases volunteers are considered as a group of workers whom the presence of motivation or not does not affect their productivity. In some cases, it has been surmised that the volunteers are inherently motivated considering the fact that they are volunteers and have offered willingly their voluntary services (Fischer, 2003).

Research was carried out in three voluntary organizations in Kenya; they include the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The three voluntary organizations were selected from a list of all the voluntary organizations in Kenya provided by the amalgamation of these voluntary organization network in Kenya (Volunteer Involving Organizations Network). The three voluntary organizations were specifically selected because they had an active

volunteer base of more than 100 volunteers in Nairobi County which was the study area compared to other voluntary organizations in the Country. Other voluntary organizations include; the National Volunteer Network Trust (NAVNET), Ufadhili Trust, President's Award, Progressive Volunteers, MS Kenya, Youth Alive Kenya, Skills Share International, VSO Jitolee and Ungana-Young Friends of AMREF among others. However, these voluntary organizations were not studied due to monetary and time constraints, and also they did not have a high active volunteer base of more than 100 volunteers in Nairobi which was the study area.

The research data was collected through homogenous, purposive sampling, using structured questionnaires, observation checklist, and by carrying out structured interviews. Secondary data was obtained from the three organizations volunteer motivation and performance documentary sources, and data analysis was carried out using S.P.S.S. The sample consisted of 120 respondents constituting 90 volunteers and 30 non volunteers. The 90 volunteers were sampled using the volunteer registers as the sampling frame with 30 volunteers selected from each of the three voluntary organizations through simple random sampling; In addition, the 30 non volunteers were sampled from the three voluntary organizations for a comparative study; with 10 non volunteers selected from each of the three organizations employee registers through simple random sampling. Consequently, three volunteer coordinators were selected through purposive sampling and interviewed as key informants, each from the three voluntary organizations.

The largest proportion of volunteer respondents (38.9%) fell between the ages of 25 and 30 years. The second and third largest proportions were those of respondents aged between 31 and 40 years and 20-24 years of age constituting 22.2% and 17.8% of the sample respectively. These findings explain the reason why the age with the most respondents (38.9%) was dominated by youth; this was due to the fact that young people especially the youth at this particular time would like to gain experience acquire new knowledge and skills for their self development. At this particular time, youth would like to get the exposure that is required to be able to better themselves and be part of their communities' development as well as contribute to the welfare of the Society. For comparison purposes, the non volunteer respondents did not reflect this age distribution with 50% of the respondents falling between 31 to 40 years, 30%

fell between 41 to 50 years while 20% fell between 25 to 30 years. This can be explained by the fact that this is a group that is employed and has therefore gained experience and skills over time and therefore are knowledgeable in their area of work and can execute their tasks comfortably.

Fifty eight of the volunteer respondents constituting 64.4% were male while thirty two of the respondents constituting 35.6% were female. Information obtained from the key informants indicated that the voluntary organizations usually undertook activities that were hard, tedious and which required many hours before completion, and in addition these activities were carried out at the community with the vulnerable populations, this explained the reason why male respondents were more compared to female respondents in volunteering. The non volunteer respondents also reflected this gender distribution with nine of the female respondents constituting 30% and 21 of the male respondents constituting 70%.

Thirty five of the volunteer respondents constituting 38.9% were not employed and thus did engage in volunteer work, this was followed by 27.8% of the respondents who were students; 22.2% constituted self employed respondents while 11.1% of the respondents were employed in other organizations. These findings indicated that most of the volunteers were not employed and thus preferred using their free time constructively volunteering in these voluntary organizations to be able to gain experience, knowledge and skills thus contribute to their personal development as they contribute to the development of their communities.

The study indicated from its finding that the largest proportion of volunteer respondents constituting 35.6% had volunteered for more than a year (11-15 months), 18.9% had volunteered between 16-20 months; and 16.7% had volunteered for both between 6-10 months and 21-25 months. This therefore indicated that the volunteer respondents were passionate about bettering their communities and therefore, their volunteering was driven by the desire to improve the welfare of their community and their personal development rather than monetary gain which was short term.

Most of the volunteer respondents constituting 44.4% were influenced to start volunteering by their friends while 26.7% of the respondents indicated that they

decided to volunteer due to their own desire. Therefore, peer influence was critical for individuals to engage in volunteering while the personal desire to improve their communities and their personal development also contributed greatly to their engagement in volunteer work. However, from the study findings, 5.6% of the respondents indicated that they were influenced to start volunteering by their families; this therefore showed that the family did not have much influence on individuals to volunteering.

According to the findings, 51.1% of the volunteer respondents said that they were encouraged to volunteer due to the desire to gain experience and have learning opportunities, 18.8% were encouraged to volunteer by their peers, 16.7% were encouraged to volunteer so as to complete their school courses which required them to get engaged in volunteer work so as to earn grades while 13.3% of the respondents were encouraged to volunteer due to the fact that they lacked employment which led them to engage in volunteer work. These findings were supported by the key informants who indicated that the desire to gain experience and learn new skills simply focused on making the volunteers better, and therefore they would prefer exchanging their time and services for this social reward.

Fifty five of the volunteer respondents constituting 61.1% were engaged in volunteering for 31-40 hours; while 11.1% were engaged in volunteering for 21-30 hours and for over 40 hours respectively; while 10% of the respondents 6.7% were engaged in volunteering for 11-20 hours and 1-10 hours respectively. From the research findings and the information received from the observation guide, it was clear that those engaged in volunteering for more hours (31-40) were those not employed and the students. This may be due to the fact that these groups had more free time at their disposal compared to those employed and would prefer to engage in volunteer work. It was further noted that the respondents who were employed did not engage in volunteering for more than 20 hours and those that engaged in volunteering for over 40 hours were volunteers in the Disaster Management Sectors.

The study sought to find out the motivational strategies that existed in the voluntary organizations, therefore the largest volunteer respondents constituting 70% indicated the existence of clear organizational communication and reporting channels, 55.6%

indicated availability of opportunities to learn new skills and gain experience, 50% indicated the existence of clear tasks and procedures, 47.8% indicated the existence of opportunities for personal development, 44.4% indicated the existence of training and development opportunities, 35.6% indicated the existence of job opportunities, 33.3% indicated the existence of incentives and opportunities to contribute especially to decision making, 27.8% indicated the existence of a conducive working environment and gaining recognition and acknowledgement after good performance, while 25.6% indicated the existence of opportunities to create friendships and networks. These findings therefore indicated that the motivational strategies were in existence in these voluntary organizations to a large extent, however they were not known by all the volunteers and this was because these motivational strategies had not been disseminated for implementation.

A comparison study for the existence of the motivational strategies with the non volunteers were similar to those of the volunteers with 90% of the non volunteer respondents indicating the existence of training and development opportunities, 83.3% of the respondents indicated having clear communication and reporting channels and a conducive work environment, 66.7 of the respondents indicated the existence of clear tasks and procedures and; the opportunities to contribute especially in decision making. These findings also revealed that the motivational strategies were in existence, however not all the non volunteers were conversant with these motivational strategies. The findings also revealed that the voluntary organizations did have the two categories of the motivational strategies; the intrinsic and extrinsic, though according to the findings, the voluntary organizations had invested more on the extrinsic strategies which focused on the organization rather than the intrinsic strategies which focused on the individual working for the organization.

According to the research findings, the motivational strategies affected the volunteers' performance; the study revealed that the motivational strategies which were geared towards improving the volunteers (intrinsic) were selected by most of the volunteer respondents; 44.4% selected the opportunities to learn new skills and gain experience affected their performance, 16.7% indicated personal development, 14.4% indicated recognition and acknowledgement, 5.6% indicated opportunities to contribute while also 5.6% indicated training and development was an important strategy. This would

therefore inform the voluntary organizations to invest more on intrinsic motivational strategies when it comes to their volunteers' so as to enhance their productivity. Comparing the findings obtained on the motivational strategies in existence in the voluntary organizations with their influence on the volunteers' performance, it was noted that most of the voluntary organizations had invested greatly on the extrinsic motivational strategies as compared to intrinsic motivational strategies, therefore, affecting the volunteers' performance who were greatly influenced by the strategies that contributed to their personal growth and development.

Research findings for the non volunteers revealed that the volunteers were not motivated by similar motivational factors as those of the non volunteers. This may be explained by the fact that the non volunteers (permanent employees) were already experienced and had quite a wealth of knowledge in their areas of work; they therefore were motivated by the extrinsic motivational strategies. Ten of the respondents constituting 33.3% indicated that a conducive work environment was an important motivational strategy, 23.3% indicated having clear communication and reporting channels was important, 16.7% indicated that having opportunities to contribute was an important strategy, 10% indicated that having training and development opportunities was important, 6.7% indicated that getting recognition and acknowledgement and; having clear tasks and procedures were important motivational strategies while 3.3% indicated that personal development was an important motivational strategy.

The study was informed by both the Herzberg (1959) and the Social Exchange Theory which supported the research findings. The Herzberg (1959) theory enabled the study understand the importance of voluntary organizations considering both the intrinsic and the extrinsic motivational strategies to influence their volunteers and non volunteers performance. The intrinsic factors were critical since they were the motivators that enhanced job productivity and performance; while the extrinsic factors also referred to as hygienic factors focused on the organization to ensure the conditions that prevailed in the workplace were suitable for performance, they avoided dissatisfaction. Considering the fact that the respondents were encouraged to volunteer so as to develop themselves through learning, acquiring new skills, getting satisfaction, recognition and acknowledgement among others, this therefore supported

the social exchange theory whereby volunteers were driven by social rewards to commit to engage in volunteer work.

The study further sought to establish if there was a relationship between the independent and the dependent variables (motivational strategies and performance of both the volunteers and the non volunteers) through hypothesis testing. The results were statistically significant indicating a relationship did exist between the motivational strategies and the performance of both volunteers and the non volunteers (permanent employees). This therefore informs the voluntary organizations to put in place motivational strategies since they influence their volunteers performance, and further motivate the volunteers and the non volunteers to be able to perform since both groups offered their services for the achievement of the organizations mandates.

In addition to the study, the volunteer respondents indicated the factors that contributed to volunteer turnover in their organizations; 46.4% indicated perceived benefits of volunteer work from the volunteers, 21.4% indicated the disconnection between volunteer motives and the actual assigned work, 16.1% indicated lack of necessary skills and experience among the volunteers, 10.7% stated the lack of training and development opportunities while 5.4% indicated the lack of organizational resources to achieve these organizations missions. To address the turnover challenge, the volunteer respondents provided the strategies to be put in place with 75% of respondents indicated having volunteer disseminations during recruitments, 60.7% indicated having clear tasks and procedures, while 50% and 32.1%) of the respondents stated that providing a conducive environment and having regular volunteer feedback sessions would address this challenge respectively.

5.3 Conclusion

According to the Herzberg (1959) theory, voluntary organizations need to consider two factors that are involved in volunteer performance. They include the intrinsic (motivators) and the extrinsic (hygiene factors), the two factors supported the study due to the fact that the motivational strategies should encompass both job characteristics to ensure the performance of the volunteers and the non volunteers. In addition, the Social Exchange Theory (SET) helped the study understand, the reasons behind volunteers engaging in volunteer work without expecting financial

compensation but expecting the social rewards such as learning, recognition and satisfaction which are also associated with giving back to the community.

The intrinsic and extrinsic motivational strategies are significant in any voluntary organization due to the fact that they determine volunteers' performance. Volunteers being individuals that provide valuable human resource in the voluntary organizations with limited resources to hire, they also freely provide their services without expecting a salary or financial compensation in return, therefore voluntary organizations in return should focus on designing and putting in place motivational strategies that enhance their volunteers' productivity.

Indeed the voluntary organizations have a great role to play to ensure that volunteers are motivated so as to help them meet their organizational missions and goals. Motivating volunteers is not an event but a process that encompasses other processes involved in volunteer management; therefore, it is critical for any organization utilizing volunteers to get it right from the beginning, ensure that it has aligned and improved on its volunteer management processes which include; recruitment, induction, training and motivation.

It is critical for the intrinsic and extrinsic motivational strategies to be put in place in the voluntary organizations and clearly get disseminated to the volunteers for implementation, this would lead to volunteers getting motivated to volunteer and therefore influence on their performance. According to the findings, 70% of the volunteer respondents indicated that clear organizational communication and reporting channels existed as a motivational strategy in the organizations they volunteered in, this was followed by 55.6 % of the respondents who indicated that the opportunity to learn new skills and gain experience existed. It was further noted from the study findings under subsection 4.4.1 on the motivational strategies that existed in the voluntary organizations, that both the volunteers and the non volunteer respondents were not conversant with the motivational strategies in existence. Information obtained from the key informants indicated that the intrinsic and extrinsic motivational strategies had not been disseminated by the voluntary organizations to the volunteers and the non volunteers as they were not a priority for implementation

by these voluntary organizations compared to other activities undertaken by these organizations.

The study further noted that the motivational strategies did determine the volunteers and the non volunteers' performance. According to the findings on table 4.11, seventy five of the volunteer respondents constituting 83.3% indicated that the intrinsic motivational strategies which focused on empowering themselves were the most important strategies while research findings on table 4.12 with 22 of the non volunteer respondents constituting 73.3% indicated that the extrinsic motivational strategies were the most important strategies. Further it was noted that the voluntary organizations invested more on the extrinsic motivational factors compared to the intrinsic ones, this therefore concluded the fact that volunteers' performance was greatly affected and organizations would receive poor performance. In view of this, voluntary organizations investment in both intrinsic and extrinsic motivational strategies is critical for both its volunteers and the non volunteers' productivity and contribution to their organizations goals.

The intrinsic and extrinsic motivational strategies being significant in determining volunteers' performance, the study findings also noted that the voluntary organizations could not avoid the challenge of volunteer turnover, 62.2% of the volunteer respondents indicated that volunteer turnover was real in their organizations and mainly it occurred due to perceived benefits of volunteer work by the volunteers. To address the challenge, 75% of the volunteer respondents indicated that volunteer dissemination during recruitment was critical, this would further enable volunteers understand their tasks and procedures which was indicated by 60.7% of the respondents; in addition 50% and 32.1% of the volunteer respondents indicated that providing a conducive environment for volunteers and having regular volunteer feedback sessions respectively were some of the strategies that would address the volunteer turnover challenge.

5.4 Study recommendations

The study makes the following recommendations:

1. The voluntary organizations should tailor make and customize their motivational strategies to include both intrinsic and the extrinsic factors considering the fact that both volunteers and the non volunteers (permanent employees) are driven by different motivational strategies. In view of this, the tailor made holistic motivational strategies will enhance volunteers and non volunteers' performance and therefore contribute to the success of the voluntary organizations. Both factors would ensure the volunteers are motivated and the prevailing conditions at the work place are conducive, therefore bringing about their job satisfaction and good performance.
2. There is an urgent need for the voluntary organizations to disseminate and prioritize the motivational strategies they have put in place for implementation, this would ensure that all the volunteers and the non volunteers providing services for these organizations are well conversant with these motivational strategies and therefore can tap into them. Having the motivational strategies known by the volunteers and the non volunteers from the start of their service terms would greatly influence their performance, considering the fact that the two groups are motivated by different strategies and this would also apply to each individually, therefore giving them an opportunity to explore the motivational strategies in place.
3. Voluntary organizations should align and improve on their volunteer management; this is an important element considering that it has critical processes key in volunteer management which include; volunteer recruitment, orientation, training and more importantly motivation and recognition. Therefore, with the alignment and improvement of these processes the voluntary organizations will be able to ensure their volunteers are managed in an appropriate, efficient and effective approach. This will contribute to motivating them and in return enhance their commitment to volunteer and productivity.

4. Additionally, the Country should develop a legal framework for volunteerism (the National Volunteer Policy) which will give a standard platform in the area of volunteer management. Therefore with the policy not being in place this has led to the different voluntary organizations utilizing different methodologies to manage volunteers. Therefore with the framework in place, there will be a standard way of managing volunteers in all voluntary organizations with clear guidelines on volunteer management including the recruitment, orientation, training, motivation and recognition as well as retention processes. This will also enable the voluntary organizations and the government create mass awareness to the general public in the country on volunteering and therefore promote the volunteerism sector.

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<https://www.kenyaredcross.org/>

ANNEX 1: PROJECT QUESTIONNAIRE I

For Volunteers

Dear Sir/Madam,

I am a student at the University of Nairobi, and for my Masters degree, I am carrying out research on the impact of motivational strategies on performance within the Voluntary Organizations in Kenya including the Kenya Red Cross Society, the United Nations Volunteers and the St. John Ambulance Kenya. Your participation in this research will therefore be highly appreciated. Please be assured that your responses will be treated with the utmost confidentiality and used for academic purposes only.

Questionnaire no: _____

Section One: Respondent's Bio data.

1. Please indicate your sex Male [] Female []
2. Please indicate the name of the organization you volunteer in

3. Indicate your age bracket by ticking an appropriate box below
 - a. 20 – 24 Years []
 - b. 25 – 30 Years []
 - c. 31 – 40 Years []
 - d. 41 – 50 Years []
 - e. Over 50 Years []
4. Please indicate your occupation
 - a. Student []
 - b. Employed []
 - c. Self employed []
 - d. Non employed []
5. Please indicate your period of volunteering
 - a. 1 – 5 Months []
 - b. 6 – 10 Months []
 - c. 11 – 15 Months []
 - d. 16 – 20 Months []
 - e. 21 – 25 Months []
 - f. Over 25 Months []

Section Two: Factors that motivate individuals to volunteer

6. Which among the following factors motivate you to volunteer? (*Please tick only one*)

- Lack of employment
- Peer influence
- School course requirement
- Gain experience and learning opportunities

7. Who influenced you to volunteering

- a. Family/ relatives
- b. Friends
- c. Teachers
- d. A School Course
- e. Individual desire

8. How many hours do you volunteer in a week

- a. 1 – 10 Hours
- b. 11 – 20 Hours
- c. 21- 30 Hours
- d. 31 – 40 Hours
- e. More than 40 Hours

9. Do you enjoy volunteering Yes No

10. Would you encourage volunteering among citizens in Kenya Yes No

11. If yes or no, please explain why?

Section Three: Motivational Strategies that exist in Voluntary Organizations

12. Which among the following motivational strategies do exist in the voluntary organization you volunteer in?

a. Intrinsic

- Personal development
- Opportunities to gain experience and learn new skills
- Opportunities to contribute e.g. in decision making
- Create friendship and networks
- Recognition and acknowledgement

b. Extrinsic

- Conducive work environment
- Incentives
- Clear tasks and procedures
- Training and development opportunities
- Job opportunities
- Clear organizational communication and reporting channels

13. State any other motivational strategies that exist in the voluntary organization you volunteer in?

Section Four: Effects of Motivational Strategies on Volunteer Performance

14. Which among the following motivational strategies do you think is the most important strategy? (*Please tick only one*)

a. Intrinsic

- Personal development
- Opportunities to gain experience and learn new skills
- Opportunities to contribute e.g. in decision making

- Create friendship and networks
- Recognition and acknowledgement

b. Extrinsic

- Conducive work environment
- Incentives
- Clear tasks and procedures
- Training and development opportunities
- Job opportunities
- Clear organizational communication and reporting channels

c. None

- None of the above

15. If not stated above, kindly state any other motivational strategy that is the most important?

16. Why is the motivational strategy you have selected in no. 14 above the most important?

17. What was the grading in your last/ recent performance appraisal?

- 0-49
- 50 and above

18. Which motivational strategy do you think contributed to your performance results as indicated in number 17 above? (*tick only one*)

Intrinsic [] Extrinsic []

19. Do you think there is volunteer turnover in your organization? Yes []

No []

20. If, yes, which among the five factors do you think contribute to volunteer turnover in your organization? (*Please tick only one*)

[] Lack of necessary skills or experience

[] Lack of organizational resources to achieve mission

[] Disconnection between volunteer motives and the actual assigned work

[] Lack of training and development opportunities

[] Perceived benefits of volunteer work

21. Give strategies that should be put in place by your organization to address the challenge of volunteer turnover.

Thank you for your participation

ANNEX 2: PROJECT QUESTIONNAIRE II

For Non Volunteers

Dear Sir/Madam,

I am a student at the University of Nairobi, and for my Masters degree, I am carrying out research on the impact of motivational strategies on performance within the Voluntary Organizations in Kenya including the Kenya Red Cross Society, the United Nations Volunteers and the St. John Ambulance Kenya. Your participation in this research will therefore be highly appreciated. Please be assured that your responses will be treated with the utmost confidentiality and used for academic purposes only.

Questionnaire no: _____

Section One: Respondent's Biodata

1. Please indicate your sex Male [] Female []
2. Please indicate the name of the organization you volunteer in

3. Indicate your age bracket by ticking an appropriate box below
 - f. 20 – 24 Years []
 - g. 25 – 30 Years []
 - h. 31 – 40 Years []
 - i. 41 – 50 Years []
 - j. Over 50 Years []
 - k.
4. You being a non volunteer, would you encourage volunteering among citizens in Kenya Yes [] No []
5. If yes or no, please explain why?

Section Three: Motivational Strategies that exist in Voluntary Organizations

6. Which among the following motivational strategies do exist in the voluntary organization you work in?

c. Intrinsic

- Personal development
- Opportunities to gain experience and learn new skills
- Opportunities to contribute e.g. in decision making
- Create friendship and networks
- Recognition and acknowledgement

d. Extrinsic

- Conducive work environment
- Incentives
- Clear volunteer tasks and procedures
- Training and development opportunities
- Job opportunities
- Clear organizational communication and reporting channels

7. State any other motivational strategies that exist in the voluntary organization you work in?

Section Four: Effects of Motivational Strategies on Performance

8. Which among the following motivational strategies do you think is the most important strategy? (*Please tick only one*)

d. Intrinsic

- Personal development
- Opportunities to gain experience and learn new skills
- Opportunities to contribute e.g. in decision making

- Create friendship and networks
- Recognition and acknowledgement

e. Extrinsic

- Conducive work environment
- Incentives
- Clear tasks and procedures
- Training and development opportunities
- Job opportunities
- Clear organizational communication and reporting channels

f. None

- None of the above

9. If not stated above, kindly state any other motivational strategy that is the most important?

10. Why is the motivational strategy you have selected in no. 14 above the most important?

11. What was the grading in your last/ recent performance appraisal?

- 0-49
- 50 and above

12. Which category of the motivational strategy do you think contributed to your performance results as indicated in number 11 above? (*tick only one*)

Intrinsic [] Extrinsic []

13. Please put down any comments that you may have that is relevant to the study.

Thank you for your participation

ANNEX 3: INTERVIEW GUIDE

For National Volunteer Coordinators (Key Informants)

Interview Guide No: _____

1. Respondent's details:

Sex Male female

2. Which voluntary organization do you work for?

Kenya Red Cross Society

United Nations Volunteers

St. Johns Ambulance Kenya

3. How long have you worked for this voluntary organization?

1-6 Months

6-12 Months

1-2 Years

3-4 Years

5 Years and above

4. Which age category of volunteers does your organization recruit?

Why does it recruit the indicated age category above?

5. What are some of the factors that motivate individuals to volunteer?

a) _____

b) _____

c) _____

- d) _____
- e) _____

6. What are the motivational strategies that exist in your voluntary organization?

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

7. Do you think the motivational strategies that exist in your organization affect the performance of your volunteers? Yes [] No []

If Yes or No, please explain.

8. How would you rate the performance of volunteers in your organization?

9. Is there volunteer turnover in your organization? Yes [] No []

10. What are the factors that contribute to volunteer turnover in your organization?

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

11. If yes, what are the strategies your organization is employing to address the volunteer turnover?

ANNEX 4: OBSERVATION GUIDE

1. Observation on the Respondents

a. Volunteer

b. Non Volunteer

c. Attitude towards volunteering

2. Observation on the Voluntary Organization

a. Organization documentation on volunteer motivation

b. Working Environment

c. Job description for volunteers and non volunteers

d. Volunteers and non volunteers performance appraisals

e. Volunteer Coordinators relation with the volunteers

f. Motivational strategies put in place to motivate volunteers and non volunteers

g. Volunteer Turnover

ANNEX 5: STATISTICAL TEST ON MOTIVATIONAL STRATEGIES AND VOLUNTEERS' PERFORMANCE

The first null and the alternative hypothesis were as follows below;

Ho: The motivational strategies do not determine volunteers' performance.

Ha: The motivational strategies determine volunteers' performance.

Table 4.14: motivational strategies and volunteers performance

	Volunteers' Performance		
Motivational Strategies	Low	High	T2
Intrinsic	7	68	75
Extrinsic	9	6	15
T2	16	74	90

(Source: Research Data, 2014)

Table 4.13a: Statistical Test

Observed	Expected	[O-E]	[O-E] ²	[O-E]/E
7	13.3	-6.3	39.69	2.98
68	61.7	6.3	39.69	0.64
9	2.7	6.3	39.69	14.7
6	12.3	-6.3	39.69	3.23
X²				21.55

$$x^2 = 21.55$$

df = 1 at A P value of <0.05 with a critical value of 3.841

Table 4.13b: Chi Square Distribution Table

Probability Level (Alpha)

df	0.5	0.10	0.05	0.02	0.01	0.001
1	0.455	2.706	3.841	5.412	6.635	10.827
2	1.386	4.605	5.991	7.824	9.210	13.815
3	2.366	6.251	7.815	9.837	11.345	16.268

The statistical test indicated a chi square of 21.55 which was more than the critical value of 3.841, therefore the study null hypothesis was rejected which stated that the motivational strategies did not determine volunteers' performance and the alternative hypothesis was accepted. The results were statistically significant and they indicated that the motivational strategies determined the volunteers' performance.

**ANNEX 6: STATISTICAL TEST ON MOTIVATIONAL STRATEGIES AND
NON VOLUNTEERS' PERFORMANCE**

The second null and the alternative hypothesis were as follows below;

Ho: The motivational strategies do not determine non volunteers' performance.

Ha: The motivational strategies determine non volunteers' performance.

Table 4.14: motivational strategies and non volunteers' performance

	Non Volunteers' Performance		
Motivational Strategies	Low	High	T2
Intrinsic	7	4	11
Extrinsic	5	14	19
T2	12	18	90

(Source: Research Data, 2014)

Table 4.14a: Statistical Test

Observed	Expected	[O-E]	[O-E] ²	[O-E]/E
7	4.4	2.6	6.76	1.54
4	6.6	-2.6	6.76	1.02
5	7.6	-2.6	6.76	0.89
14	11.4	2.6	6.76	0.59
X²				4.04

$$x^2 = 4.04$$

df = 1 at A P value of <0.05 with a critical value of 3.841

Table 4.14b: Chi Square Distribution Table

Probability Level (Alpha)

df	0.5	0.10	0.05	0.02	0.01	0.001
1	0.455	2.706	3.841	5.412	6.635	10.827
2	1.386	4.605	5.991	7.824	9.210	13.815
3	2.366	6.251	7.815	9.837	11.345	16.268

The statistical test indicated a chi square of 4.04 which was more than the critical value of 3.841, therefore the study second null hypothesis was rejected which stated that the motivational strategies did not determine non volunteers' performance and the second alternative hypothesis was accepted. The results were statistically significant and they indicated that the motivational strategies determined the performance of the non volunteers.