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IIE Bachelor of Commerce Honours in Management

*ADKAR Change Management: A Cross-Sectional Qualitative Focus Group to
Describe Perceptions of Factors that Motivate Volunteers in a South African
Environmental Organisation*

Research Portfolio of Evidence

Campus: Varsity College Westville

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"Motivation is seeing what other people don't see"

- Anonymous Author

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DECLARATION

I hereby declare that the Research Report submitted for the IIE Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

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ABSTRACT

Understanding the motivation behind volunteers is a key requirement for effective management and retention of volunteers within an NGO. A South African environmental organisation has limited understanding on the types of volunteers or volunteer motivational factors and limited knowledge on the effectiveness of management tools to improve volunteer relationships. This reduces their volunteer workforce, posing a problem. In response, a study was undertaken to describe the motivational factors of volunteers, identify types of volunteers and obtain recommendations for the improvement of volunteer motivation. To facilitate this, the Multi-Paradigm model of volunteering and the ADKAR model of change were utilised.

The qualitative and descriptive nature of the study required a focus group approach to obtain an in-depth analysis of motivational factors from managers and volunteers who were selected through convenience and purposive sampling.

It was determined that the current level of volunteer motivation seems to be lacking, with a strong concern for volunteers feeling unenthusiastic. Managerial and research implications indicate that volunteer motivation could be improved with a new volunteer management strategy. The ADKAR model of change was utilised and incorporated with findings into a framework that could take the environmental organisation through the change management process.

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1. INTRODUCTION

In this section, a background to the study is provided, identifying the relevance from an academic and organisational context as well as identifying the problem and purpose statement. This section provided the foundation for the study with identifying research questions and objectives.

1.1 Background

Understanding the motivation behind volunteers is vital for success in non-governmental organisations (hereinafter referred to as NGO) as without participation by volunteers, organisation's initiatives may be counterproductive or organisations may cease to exist (Haeffliger & Hug, 2009); (Author, 2013). Over the years, the topic of volunteer motivation has been relatively under-researched due to a focus on employee work-related motivational factors (Widjaja, 2010). This previous research, with a focus on employee motivation has become irrelevant to study volunteer motivation as volunteers are not motivated by the same monetary factors but by different factors that need to be researched and investigated further (Widjaja, 2010).

As the importance of research has increased, the topic of volunteer motivation has evolved to include the importance of volunteerism and motivation and places emphasis on concepts of volunteer retention and satisfaction, to be defined in conceptualisation. The classification of an NGO and change management will be analysed further. For the selected environmental organisation to succeed there must be increased focus on motivation of volunteers to encourage their participation and retention within the NGO. To achieve this change in focus and improve volunteer motivation, the organisation should implement a change management proposal developed with the use of ADKAR model of change. The significance of this study was the information provided to be incorporated in the proposed change management proposal that will aim to assess the current volunteer motivation, recommend possible solutions and provide a possible implementation plan. The study also provides the necessary input to the proposed 'Green Initiative' to be incorporated by the environmental organisation to ensure effective motivation to improve volunteer retention (Taylor, et al., 2016).

1.2 Rationale and Relevance

1.2.1 Rationale

The fundamental reason for this research paper was to gain an understanding of the reasons behind the poor performance by NGOs with their motivation of volunteers. According to a *Harvard Business Review* article, research has shown that seven out of ten volunteers do not come back to volunteer due to volunteer mismanagement (McCannon & Han, 2016). The researcher, a volunteer coordinator within a NGO in SA, wanted to understand the different types of volunteers in an NGO and the managers and volunteer's perceptions of motivational factors. In the researcher's volunteer coordinator role, the information collected will improve the service and management towards volunteers within the selected environmental organisation as the study identified areas of weaknesses and possible recommendations for a proposed change management.

1.2.2 Academic Relevance

Haeffliger and Hug (2009) mentioned that volunteer motivation has been under-researched by researchers as they were restricted by methodologies or had a limited focus on motivations (Haeffliger & Hug, 2009). There is little research on what motivates volunteers or what factors contribute to retention (Author, 2013). Therefore, the purpose of this study was to provide a valid contribution to the body of knowledge on volunteer motivation and lead to further understanding as volunteers provided in-depth perceptions on factors that motivated their desire to volunteer. The research study provided new knowledge on the use of the Multi-Paradigm model to produce insight into the first steps of the ADKAR model of change to solve the research problem as both theories will be analysed from a different context. The Multi-paradigm provided necessary information regarding volunteer types present within the NGO and the ADKAR model was utilised as a relevant and effective tool to take the organisation through the necessary change.

1.2.3 Organisational Relevance

A challenge faced by numerous NGOs is their ability to keep volunteers motivated and engaged (Nencini, et al., 2016). Attracting and retaining volunteers is one of the largest and most time-consuming activities which is why the research study aimed to concentrate on providing the necessary information for a change management proposal to be utilised by the NGO and other organisations reliant on volunteers (Reinklouw & Rosén, 2013). This management proposal will identify any problem areas and provide recommendations on the implementation of change to improve the motivation and retention of volunteers as it provided an understanding on types of volunteers, with their different motivational factors, that will be incorporated into the model of change provided by ADKAR as the foundation to improving volunteer motivation.

1.3 Problem Statement

For non-governmental environmental organisations, a strong and committed group of volunteers is critical to success (McCannon & Han, 2016). The selected South African NGO has a strong motive to support conservation projects while promoting public participation. Without volunteers to participate and support projects, the organisation will cease to exist. The current opinion of the organisation was that volunteerism is not operating at an optimal level, with their current volunteer workforce decreasing even as demand for volunteers is increasing (Widjaja, 2010). This was due to lack of understanding on what motivates their actions and as a result, they experienced high volunteer turnover (Taylor, et al., 2016) (Author, 2013). This may present further problems as without this understanding on the motivations that drive volunteerism, organisations fail to manage volunteers effectively and are unable to develop initiatives, to attract or retain volunteers (McCannon & Han, 2016) (Author, 2013).

Therefore, in response to the problem identified, research must be done to determine motivations behind volunteering. The research study utilised a focus group approach as participants were encouraged to disclose information and the use of observation added value to view verbal and non-verbal communication, providing an in-depth view beneficial to the study (Maree, 2016, pp. 95-96). This in-depth understanding provided information for the development of a suggested change management proposal developed from the theory of the

ADKAR model that could be implemented within organisation. Through change management they could improve volunteer recruitment, retention and reduce volunteer turnover (Widjaja, 2010), as the research study provided an understanding of motivational factors as the foundation for change. The study also provides a foundation for the proposed 'Green Initiative' by the environmental organisation to improve volunteer motivation together with identifying and rectifying mistakes with proposed solutions to improve volunteer retention (Taylor, et al., 2016).

1.4 Purpose Statement

The purpose of this qualitative research study was to describe the perceptions of factors that motivate individuals to volunteer within an NGO in SA. Through a focus group, an in-depth understanding on volunteer's perceptions was developed together with an analysis of the Multi-Paradigm model of volunteering. This in-depth understanding of motivational factors provided the foundation for the ADKAR Model to generate a proposed change management plan following the five step process to be discussed in the theoretical foundation. Findings presented in this descriptive research study, were analysed through the use of qualitative content analysis. The suggested change management proposal for the environmental organisation, based on the interpretation of the findings, could be utilised as a foundation for driving their proposed 'Green Initiative'. This proposed initiative has the aim to understand the motivations of volunteers, the types of volunteers present in organisation and incorporating methods to match volunteers with desired tasks, that will benefit both the organisation and the volunteer (Taylor, et al., 2016) (Author, 2013).

1.5 Research Questions

Research Question 1

What are the perceptions of the factors that motivate volunteerism in an environmental organisation?

Research Question 2

How does the type of volunteer play a role in the motivational factors within an environmental organisation in South Africa?

Research Question 3

How is the motivation of volunteers currently managed within an environmental organisation in South Africa?

Research Question 4

How can change management possibly be implemented within an environmental organisation to improve volunteer motivation?

1.6 Research Objectives

- To describe the factors that motivates volunteers from a volunteer's perspective in a South African context.
- To understand motivational factors that emerge from a particular type of volunteer within an environmental organisation.
- To assess how volunteer motivation is currently managed within an environmental organisation in South Africa.
- To investigate the possible methods that can be implemented as part of a change management proposal to improve volunteer motivation and retention for these types of organisations within South Africa.

This section provided the foundation for the qualitative research study and outlined the purpose, research questions and objectives to be analysed. The importance of improving volunteer motivation and retention within the NGO was indicated and the importance on understanding the volunteer motivational factors.

2. LITERATURE REVIEW

To strengthen the findings in the study, two theories are analysed according to their relevance and applied further in the analysis as well as a literature review to assess the relevance of previous sources on the research topic. This section will also operationalise the key concepts.

2.1 Theoretical Foundation

2.1.1 Multi-Paradigm Model of Volunteering

For the researcher to effectively understand the different motivational factors of volunteers, it is important to utilise the Multi-Paradigm Model of Volunteering to identify types of volunteers present within the NGO. The theory provided by Nancy Macduff (2006) provides a description of each volunteer, the motivations behind each volunteer and the best methods to manage these types of volunteers (Macduff, 2006). The model provides an understanding of volunteering as it takes the four basic types of volunteers such as Traditional, Social-Change, Entrepreneurial and Serendipitous and measures volunteers according to two continuums of volunteer behaviour (Macduff, 2006). Refer to appendix A for a depiction.

One continuum measures a volunteer according to their degree of subjectivity and objectivity and the second continuum measures volunteers according to their need for stability or radical change (Macduff, 2006). The model is applied in the research study to categorise each volunteer included in the focus group according to a volunteer type by understanding their motivations together with understanding where they fall along the continuums of volunteer behaviour. The questionnaire utilised in the focus group poses certain situational questions to volunteers, helping the researcher to determine in which category and continuum the volunteer belongs according to Multi-Paradigm.

The Multi-Paradigm Model is a key theory to understanding the type of volunteer which will identify their motivational factors and best methods to manage different volunteer types in the organisation. The model is best suited to the study as it provides a foundation to be utilised in the ADKAR model of change necessary to develop the suggested change management proposal for the NGO to improve their volunteer motivation and retention.

2.1.2 ADKAR Model of Change

To effectively implement change, the use of Jeff Hiatt's ADKAR model of change is relevant and significant as ADKAR is an acronym that describes five actions necessary for desired change to be achieved (Ramakrishnan, 2014) (Calder, 2013). Refer to appendix B for a depiction of five stages and appendix C for an understanding of the researcher's interpretation of the flow between each step.

Awareness of the need for change is to communicate why the change is necessary (Ramakrishnan, 2014). The NGO may implement change management to improve their volunteer motivation due to a possible lack of motivational understanding and poor volunteer management that creates low volunteer retention, therefore creating the need to be communicated to the organisation. Information generated in the Multi-Paradigm is a foundation to understand why change is necessary.

Desire to participate and support change is a necessary step to build desire in the organisation which involves addressing incentives and benefits for the organisation by encouraging desire and urgency to change and improve volunteer motivation (Calder, 2013). These first two steps will address research question three to discover how volunteerism is currently managed. Knowledge on how to change is an important step to provide the organisation with the necessary information to implement change (Ramakrishnan, 2014). The organisation needs to first understand the motivations behind volunteers, presented in the Multi-Paradigm and then to understand different recommendations necessary to implement this change to improve motivation. This will address research question four to understand what could be implemented.

Ability to implement change is another important factor to ensure the organisation has the necessary resources to implement the required change and where knowledge on implementation becomes action (Calder, 2013). An implementation plan could be generated based on suggestions provided by volunteers in the focus group. The last step is the reinforcement to sustain the change to ensure the organisation achieves the desired outcome and changes remain in place (Calder, 2013).

To improve their volunteer motivation and retention to succeed in a competitive environment, organisations need to implement change management (Sarayreh, et al., 2013). ADKAR model is a key theory to understand how to implement change as it creates a link between each letter

of the ADKAR acronym to take the organisation through the change. Refer to appendix D for the researcher's interpretation of the necessity for the Multi-Paradigm as an input for the ADKAR model.

2.2 Literature Review

2.2.1 Introduction to Literature Review

The purpose of this literature review is to develop a foundation for the direction of the research. Currently, the topic of volunteer motivation has been under-researched due to a focus on work-related motivational factors instead of an understanding on volunteer motivational factors. To contribute to knowledge on volunteer motivation, the literature review will follow a thematic review and divide sources according to three issues such as Volunteer Motivational Factors, Volunteer Motivation Models and Volunteer Management.

The division into three themes will help structure the analysis and enable the researcher to address research questions. The research study follows an interpretivist paradigm, beneficial to the literature review and will be discussed further in the methodology. The review determines what previous researchers have discovered, enhances the use of relevant models and uncovers areas for further research on volunteer motivation (du Plooy-Cilliers, et al., 2015, p. 101). This literature review contains some outdated sources that are argued as still relevant for the purpose of this study, and are substantiated with recent sources.

2.2.2 Volunteer Motivational Factors

The journal article 'Generation green: understanding the motivations and mechanisms influencing young adults' environmental volunteering' is a relevant source (McDougle & Handy, 2011). It examines the motivations behind young people volunteering in projects initiated by NGOs. This article identifies an important approach that NGOs need to incorporate to present volunteerism as a way for volunteers to develop social networks as a reliable recruitment method instead of as a potential learning experience (McDougle & Handy, 2011). The researcher will incorporate this approach to retaining volunteers into the change proposal.

Another strength identified is the importance placed on young adults as the group to lead environmental movement in the future. This is an important strength for the present study which focuses on volunteers, viewed as young adults who fall within the age range of 18 and 30 years old.

The limitation presented by this article is the inability to analyse the correlation between a volunteer's favourable attitudes towards the organisation and the level of engagement with organisation's projects (McDougle & Handy, 2011). The study suggests future research to address this topic of correlation. As the present study will follow a qualitative research method, the researcher is unable to assess the correlation. However, the researcher will be able to determine, from volunteer perceptions, the level of volunteer satisfaction or motivation to volunteer for organisations as well as contributing further knowledge on the topic of volunteer motivation from a qualitative perspective.

In addition to the previous article, a 2008 study on 'Young People and Volunteerism: A Model of Sustained Volunteerism During the Transition to Adulthood' (Marta & Pozzi, 2008) strengthens the importance of young adults volunteering. The aim of this article is to understand the reasons behind young people volunteering for an extended period (Marta & Pozzi, 2008). Although this article was conducted in 2008, it is relevant for the purpose of this study as it attempts to understand reasons for sustained volunteerism, an important element for change management. The article identified a limitation that there is a scarcity with research conducted on youth volunteerism (Marta & Pozzi, 2008). The purpose of the present study is to contribute knowledge on the volunteer motivation and to provide a description of perceptions of volunteers within a NGO for an understanding from a South African perspective.

An important consideration identified by this article is the responsibility of organisations to encourage and maintain motivation of volunteers and to encourage volunteers to think and work towards ideal 'common good' as specified by the researchers (Marta & Pozzi, 2008). Since conducted in 2008, the responsibility to motivate and retain volunteers has been entrusted in the hands of organisations. This is an important factor to bring forward to the selected NGO, to increase their acceptance of accountability to motivate volunteers. Their reference for future research, to mitigate a limitation discovered during the study, is to consider ex-volunteers together with current volunteers (Marta & Pozzi, 2008). For the purpose of this

study, the researcher will include current volunteers together with volunteers who have stopped volunteering due to lack of motivation.

A thesis 'Motivation behind Volunteerism' (Widjaja, 2010) is relevant for the purpose of this study as it identifies a reason why the concept of volunteerism has been under-researched (Widjaja, 2010). The study presents an argument that most research on motivation has been work-related to factors that motivate employees. The factors that motivate volunteers are very different as volunteers are unpaid and not motivated by monetary compensation (Widjaja, 2010). Clary (et al 1998 cited by Widjaja, 2010) developed a relevant model of analysis referred to as the Volunteer Functions Inventory (VFI). The VFI provides a useful and widely used self-report instrument that identifies six factors that determine an individual's motivation to volunteer. These six functions include Values, Understanding, Social, Career, Protective and Enhancement Functions (Widjaja, 2010). Although this thesis was conducted in 2010, it is still relevant as it details the use of VFI and provides a valid reason for the lack of literature on volunteer motivation. Furthermore, an earlier 2009 article 'Mean Well to Do Good? Volunteer Motivation Re-Examined' (Haefliger & Hug, 2009) is another study that utilises the VFI to establish volunteer motivational factors.

A unique aspect of this study is the use of persuasive messages with different factors to establish a correlation between volunteers motivation when exposed to persuasive messages (Haefliger & Hug, 2009). This is an important consideration for the environmental organisation when developing future volunteer programmes or messages that correspond to the main motivations of volunteers. This study was conducted as an online experiment which presents certain challenges and limitations. To overcome this particular challenge for the present research, the researcher will utilise a focus group which provides additional benefits compared to an online experiment such as clarification of questions, observation of individuals and direct contact with participants to strengthen their responses creating valid results.

The VFI Framework developed by Clary in 1998 makes another appearance in an equally important college thesis 'An Examination of Volunteer Motivations and Characteristics between required volunteer service and non-required volunteer service in college students: An Exploratory Study' (Bastien, 2015). This study attempts to understand the reasons behind volunteer behaviour according to six functions provided by the VFI. Based on the research conducted in the study, suggests that volunteer activities that provide benefits for the six

functions is more likely to ensure volunteer satisfaction and retention within an organisation (Bastien, 2015). This study focused on a sample of individuals in their first year of college which limited the analysis. The researcher will be targeting participants from different backgrounds and education levels for a more comprehensive and culturally demographic representation. This 2015 study substantiates the relevance and usefulness of the VFI conducted in similar 2010 'Motivation Behind Volunteerism' study and 2009 'Mean Well to Do Good' study.

In contrast, the findings presented in the 2010 journal article 'Motivations and Benefits of Student Volunteering: Comparing Regular, Occasional and Non-Volunteers in Five Countries' (Cnaan, et al., 2010) identifies a limitation and need to conduct cross-cultural studies in different countries, particularly a developing country. The purpose of this present study will conduct an investigation into the volunteer motivation within a South African NGO. The journal article expands on the VFI by providing additional motivations and benefits that are not included in the six functions. These additional motivations will be useful for the categorisation of motivations provided by the volunteers in the focus group. Correspondingly, 2013 essay 'Motivational factors that encourage volunteers' (Author, 2013) is the most similar in structure and purpose to the present research study. The strength of this essay is the identification of the problem encountered by organisations in motivating and retaining volunteers. This qualitative study includes volunteers and ex-volunteers from a NPO. A limitation presented by this study is the inability for results to be transferred to other organisations (Author, 2013). Future research must be conducted to determine the transferability of results. The purpose of the present study will take the results into consideration when determining the motivational factors of volunteers and develop a change management proposal that could be implemented within the NGO to improve volunteer motivation.

The previous study is substantiated by two relevant studies conducted within NPOs to determine the volunteer motivational factors. The study on 'Volunteer Motivation and Organisational Climate: Factors that promote satisfaction and sustained volunteerism in NPO's' (Nencini, et al., 2016) coupled with the article 'Motivating and Retaining volunteers in non-profit organisations' (Reinklouw & Rosén, 2013) highlight the importance of motivating volunteers within an NPO. This is seminal and relevant for the present study within an NGO as they operate for a similar purpose. Their results are similar in nature in presenting evidence to organisations that it is their responsibility to understand the motivation of volunteers as their

motivation is directly linked to the volunteer satisfaction and retention (Nencini, et al., 2016). The motivation of volunteers and organisational climate indicates if the volunteers are able to socialise and develop interpersonal relationships within the NPO, they are more likely to develop volunteer satisfaction. Motivating and retaining volunteers within an NPO addresses the concern of how management is currently managing their volunteer workforce and emphasises the need for communication. This study produced results that focused mainly on the intrinsic motivational factors of volunteers (Reinklouw & Rosén, 2013) and was limited in the analysis of extrinsic motivational factors, creating a weakness to be mitigated as a topic for future research. The present study will incorporate both intrinsic and extrinsic motivational factors. A strength of this study is that it provides possible suggestions to improve their volunteer motivation which can be used as a foundation by the researcher for the present study to create valid and reliable recommendations to be incorporated in the change proposal.

Additionally, another research article that makes reference to the VFI framework to develop questions to be included in their open-ended questions is the 2011 article 'Motives for Volunteering: Categorization of Volunteers' motivations using open-ended questions' (Chacon, et al., 2011). This study presented valuable recommendations for future research on volunteer motivation. During the study, it was discovered that volunteers, when asked to provide reasons for volunteering, tend to list no more than two factors and do not elaborate on further motivational factors (Chacon, et al., 2011). This presents a certain limitation for the researcher to consider. To overcome this particular concern, the researcher will pose the questions differently and not ask participants to list factors that motivate them. Another important consideration is the use of both a questionnaire and open-ended questions. As the present study will be utilising a focus group, it will provide more in-depth responses from participants to the questionnaire. This creates a necessity for a focus group as the researcher can gain an in-depth understanding and include the motivational factors provided from different studies to not limit the amount of factors to only VFI. The above study identified different factors such as values, community concern, personal development, understanding, esteem enhancement, team building, religion and enjoyment (Chacon, et al., 2011).

2.2.3 Volunteer Motivation Models

The understanding presented by the above sources identifies relevant motivational factors important as a foundation for understanding the use of volunteer motivation models to analyse

volunteers. A useful and seminal theoretical model is provided by the journal article 'The Multi-Paradigm Model of Volunteering' (Macduff, 2006) and is relevant for the present study as it provides a framework to identify and manage volunteers from an organisational perspective. This theoretical model can be incorporated into the selected environmental organisation as part of the analysis of different volunteers such as Traditional, Entrepreneurial, Serendipitous and Social Change Volunteer. The strength of this particular article is that it identifies volunteer types, how best to manage those particular volunteers and different motivational factors for volunteers (Macduff, 2006). Although the model appeared in 2006, it is still relevant to use in modern organisations today.

A limitation of the Multi-Paradigm is the lack of information regarding factors that retain volunteers and factors that cause volunteers to leave the organisation. In response to the above limitation, Mohammad Ramdianee developed a Join-Stay-Leave Model that will help organisations to manage their partnership with volunteers (Ramdianee, 2014). Ramdianee makes reference to the six functions of the VFI as well as other crucial factors that motivate volunteers to join which could be included under the theme of Volunteer Motivational Factors (Ramdianee, 2014). His model also provides reasons as to why volunteers remain within an organisation and why they may leave such as expectations, time constraints and changing life circumstances (Ramdianee, 2014). With understanding his model of the reasons volunteers join, stay and leave can be integrated into the change management proposal to address the issue of volunteer motivation and retention.

What separates the article, 'Volunteering: Theoretical Approaches and Personal Characteristics' (Andronic, 2014) from other articles detailing motivational factors behind volunteers, is that it presents different theoretical models that can be utilised to assess volunteers. This article categorises volunteers according to social capital and human capital (Andronic, 2014). There are several models identified such as Volunteer Motivations Model, Values and Attitudes Model, Role-Identity Model, Volunteer Personality Model and Personal Well-being Model (Andronic, 2014). Although these theoretical models will not be utilised for the purpose of this research study, the categorisation of volunteers according to human and social capital will be relevant when determining different factors motivating volunteers within the NGO.

2.2.4 Volunteer Management

The above literature sources provide an understanding on different motivational factors and volunteer motivation models that were relevant for the present study. To present a change management proposal, the researcher must consider sources on the management of volunteers. A recent 2016 *Harvard Business Review* article 'A Guide to Managing a Volunteer Workforce' (McCannon & Han, 2016) is relevant as it identifies the importance of effectively managing volunteer workforce. As mentioned in a previous article, the management of volunteer motivation has been entrusted in the hands of the organisation. For the organisation to incorporate a change management proposal, organisations must understand how to engage with volunteers. This *Harvard Business Review* not only identifies mismanagement of volunteers as one of the common sources of failure that impacts the retention but provides an organisation with six relevant lessons to be incorporated into the workplace for volunteers (McCannon & Han, 2016).

Joe McCannon and Hahrie Han identify these six lessons to create a high-functioning group of volunteers that are motivated and encouraged to accomplish organisational goals (McCannon & Han, 2016). Although this article does not provide an analysis of factors that motivate volunteers, it does provide relevant factors to be incorporated in the change management proposal. The purpose of this research study is to understand volunteer's perceptions of motivational factors. This effectively addresses the limitation of the article and strengthens the use of the six lessons to incorporate in the proposal.

Furthermore, another relevant report to be incorporated in the change proposal to improve volunteer motivation and retention is a 2010 New Zealand based report 'What works? A systematic review of research and evaluation literature on encouragement and support of volunteering' (Smith & Cordery, 2010). This particular report, even though it was published in 2010, presents a unique approach to managing volunteers by providing relevant barriers and constraints to help the organisation to understand how they are currently managing volunteers as well as providing volunteer management practices to incorporate (Smith & Cordery, 2010). The report also provides methods to recruit volunteers. The previous *Harvard Business Review* substantiates the volunteer management practices provided and although it does not provide an analysis of motivational factors and is based in New Zealand, this report does make reference to the VFI and it is still applicable in a South African context.

2.2.5 Conclusion of Literature Review

With the current decrease in volunteers due to a lack of understanding on the motives behind volunteers, the present study aims to understand volunteer motivation using a focus group to determine volunteer perceptions. The argument presented through the literature review, identifies that the responsibility of motivating and retaining volunteers lies in the hands of the organisation. For organisations to effectively manage volunteers, they need to understand motivational factors that drive volunteerism which is a necessary step to ensure support for the NGO initiatives. Through the use of the Multi-paradigm to identify types of volunteers and motivational factors provides a useful foundation or input into the ADKAR model necessary to guide the organisation through the change proposal.

A new perspective is provided by dividing the literature review sources into three themes to address proposed research questions. To present organisations with the suggested proposal to improve volunteer motivation, the organisation needs to understand the Volunteer Motivational Factors together with Volunteer Motivation Models to identify volunteer types, reasons volunteers join, stay or leave and models that describe different motivational factors. The literature review sources identified under the Volunteer Management theme could be incorporated into the change proposal to be presented to the NGO.

Important considerations identified is the focus on young adults as the key to environmental movement as specified by McDougale and Handy (2011). One of the main ideas that appeared in majority of the sources is the VFI, an easy and relevant tool to be used in the analysis of motivational factors. The recommended volunteer management practices or suggestions presented in some of the review articles will create the foundation for the change management proposal.

2.3 Conceptualisation

Volunteer: a person who gives their time to help others without any monetary payment (Reinklou & Rosén, 2013). The Multi-Paradigm Model of Volunteering identifies volunteer

types, discussed below. Understanding the types of volunteers will allow the organisation to design different projects suited to different volunteers.

- **Traditional:** This volunteer is predictable and values expressions of appreciation. They provide consistent and regular volunteer services to organisations and value being included in times of change (Macduff, 2006).
- **Serendipitous:** An irregular form of volunteering as volunteers serve on occasional basis, valuing flexibility. These volunteers respond with action in unconventional ways for a particular cause (Macduff, 2006).
- **Social- change:** These volunteers tend to be motivated by innovation, change and action to create a new system or solution to problems. These volunteers are cause-orientated (Macduff, 2006).
- **Entrepreneurial:** This volunteer acts outside the boundaries of an organisation as they find mistakes and seek solutions. However they do not need to join a group for their cause, they create change by working individually (Macduff, 2006).

Types of volunteers are identified with the use of situational questions in which participants select between a subjective and objective situation and a stability and radical change situation. Based on their responses, participants are indicated on the Multi-paradigm.

Volunteerism: an ongoing, voluntary and planned activity that benefits the well-being of society (Nencini, et al., 2016) (Widjaja, 2010). Volunteerism is rapidly decreasing due to mismanagement (Author, 2013). This is identified in statements made by managers to improve volunteerism or the shift in focus of volunteerism. Due to the NGO experiencing a decrease in volunteer workforce, it is important to place emphasis on attracting and retaining individuals to increase volunteerism.

Motivation: influences a volunteer's behaviour and gives a person the necessary energy to make effort to achieve set goals (Reinklou & Rosén, 2013). As mentioned previously, to develop volunteer programmes and reduce volunteer turnover, an organisation must understand what motivates volunteers to improve attraction and retention (Widjaja, 2010). Motivation is the main driver to implementing change to ensure it is a sustainable change management proposal. This is identified in statements on motivational factors in relation to the six volunteer functions discussed below.

Volunteer Functions Index (VFI): represents an extensive set of scales to understand motives behind volunteers. It includes six functions of values, understanding, social, career, protective and enhancement (Widjaja, 2010). Volunteer's responses are used to identify if their motivational factors are categorised under the different functions. This was identified in values (desire, person), understanding (training, skills, knowledge), social (belong, relationships, people), career (job, internships, experience), protective (guilt, loneliness) and enhancement (self-development, growth) (Widjaja, 2010).

Change Management: managing change is a difficult task, but to be sustainable, organisations must respond to change (Smit, et al., 2013, p. 249). For this study, the environmental organisation is facing pressure due to changes in volunteerism. Therefore the development of a change management proposal will address the need to change through utilising the ADKAR model as a tool to implement the necessary change to improve volunteer motivation and retention. This is identified in the recommendations provided by participants to be incorporated as well as the responses of change management being a necessity and beneficial for volunteers and organisations.

Volunteer Retention: Organisations that invest resources and time into developing and training volunteers will experience higher levels of volunteer satisfaction (Reinklou & Rosén, 2013). Satisfaction will lead to retention which is one of the biggest issues facing NGOs. The purpose of this study is to describe the factors that motivate volunteers to improve levels of satisfaction and retention (Reinklou & Rosén, 2013). Statements made by volunteers with regards to their expectations when joining the organisation and whether their expectations were met or not, will indicate their satisfaction levels and retention in the NGO and statements made complaining, criticising or disagreeing with current motivation by organisation.

Non-Governmental Organisation: an NGO falls within the category of a non-profit organisation operating independently from government funding or programs (Gresham, 2017). NGOs operate for the benefit of society and the income they receive is used in the organisation (Gresham, 2017). The selected environmental organisation is one of South Africa's oldest and largest NGOs. This concept is identified in the volunteer focus group regarding comments made about the NGO and with any comparisons to other NGOs.

Green Initiative: is the term used to describe a proposed initiative with the aim to understand the motivations of volunteers, the types of volunteers present in the organisation and incorporating methods to match volunteers with desired tasks that will benefit both the organisation and the volunteer (Taylor, et al., 2016). The aim of this study has been identified by managers as a necessary foundation for an improved volunteer management strategy as part of the recommendations could be incorporated into the initiative.

In conclusion, this section identified the application of theoretical models together with identifying previous literature sources, creating a foundation for understanding volunteer motivation. The analysis of the literature identified three themes to be utilised in the analysis as well as assessing the relevance of the key concepts.

3. METHODOLOGY

The following section identifies the research method and strategy utilised to strengthen the trustworthiness of results (Maree, 2016, p. 36). The research paradigm, design, population and sample were presented and how the researcher conducted data collection and analysis.

3.1 Research Paradigm

The research paradigm selected for the purpose of this study was Interpretivism, also referred to as constructivism as individuals construct meaning (Maree, 2016, p. 60). For the purpose of this study, the volunteers participated in a neutral environment, to create greater opportunity for volunteers to share opinions and perceptions of motivational factors (Maree, 2016). The study involved a descriptive question, following an empirical approach to observing and measuring phenomenon (du Plooy-Cilliers, et al., 2015, p. 69).

Interpretivism understands that human beings cannot be studied with the same methods to study objects and aims to provide insight into how people make sense of particular phenomenon (du Plooy-Cilliers, et al., 2015, p. 27). According to Kobus Maree (2016), the strength of interpretivist studies is the rich and deep descriptions that it produces (Maree, 2016, p. 62).

From an Interpretivist perspective, the epistemological position argues that common sense is what guides people and information is dependent on people's interpretation (du Plooy-Cilliers, et al., 2015, pp. 28-29). In the study the factors motivating volunteers are dependent on their common sense and interpretation. Whereas from the ontological perspective, interpretivist studies follow the belief that reality is socially constructed by people's experiences and interactions. As mentioned above, interpretivism is also referred to as constructivism, changing as people's perceptions change (Maree, 2016, p. 60) (du Plooy-Cilliers, et al., 2015, p. 29). Due to reality being socially constructed and dependent on subjective meanings of volunteers, it resulted in multiple different interpretations as volunteers experience reality in different ways (du Plooy-Cilliers, et al., 2015, p. 29).

When assessing how to interpret the multiple perspectives from the ontological position, the researcher looked at metatheoretical positions which involved an interpretivist study that tells

a story. It involved a description interpreting how people live their daily lives (du Plooy-Cilliers, et al., 2015, p. 30). For the purpose of this study, the participant's responses, when grouped together on motivational factors, told a comprehensive story of their personal volunteer experiences.

To assess participant's responses and stories, the researcher looked at the methodological position, as it allowed researchers to gain an in-depth understanding of multiple realities through sensitive and qualitative methods such as focus groups to understand different perceptions (du Plooy-Cilliers, et al., 2015, p. 31). Methodological positions assess participant's responses through a research method whereas the axiological position of interpretivism included the researcher and participant's perceptions as they value the various interpretations and perspectives. A small sample was utilised to ensure the researcher was able to gain an in-depth understanding from each participant (du Plooy-Cilliers, et al., 2015, p. 31).

An Interpretivist paradigm was relevant as it aimed to explore feelings, experiences and perceptions of volunteers to determine motivational factors that inspire and contribute to volunteering (Author, 2013). It required the researcher to spend time in direct contact with volunteers, such as the specified 1 hour focus group, to produce an in-depth understanding (du Plooy-Cilliers, et al., 2015, p. 28). This in-depth understanding from different perspectives enabled the researcher to create a reliable change management suggestion to improve volunteer motivation.

3.2 Research Design

For the purpose of this study, the design followed a qualitative approach to collecting and analysing motivational factors. Qualitative methods are facilitated by interpretivist paradigms as it deals with underlying meanings (du Plooy-Cilliers, et al., 2015, p. 173). The use of qualitative research allowed the researcher to study a smaller sample and provided the opportunity to pose open-ended questions to obtain a richness of information (du Plooy-Cilliers, et al., 2015, p. 173).

For this study, a cross-sectional design was followed for the duration of the research conducted in 2017, to create an overall picture at one point in time (du Plooy-Cilliers, et al., 2015, p. 149). The data was collected once from volunteers with no repeat collections (du Plooy-Cilliers, et

al., 2015, p. 149) and created a foundation for the suggested change management. A cross-sectional design was a feasible option for the researcher who is an Honours student with time constraints as well as contributed to the aim of interpretivism. Interpretivist studies offer a perspective of a situation and provide insight into the way in which individuals such as the volunteers make sense of situations they encounter (Maree, 2016, p. 62).

Deductive reasoning and theorising was followed as it moves from a general claim to specific conclusion (du Plooy-Cilliers, et al., 2015, pp. 48,128). It involved applying the Multi-Paradigm to participants to develop an understanding of types of volunteers. It also applies the ADKAR model to identify failing systems of volunteer management and guide the NGO through change.

To gain an in-depth understanding of volunteer's perceptions, a descriptive design was followed (Maree, 2016, p. 54). This design aimed to describe the responses from a group of volunteers as descriptions provided are dependent on volunteer's perceptions or inclinations (Maree, 2016, p. 54). The Multi-Paradigm has disciplines within management, sociology, social psychology and organisational practice (Macduff, 2006) and the ADKAR model has disciplines within human resources and management (Ramakrishnan, 2014). Despite the application of theories in different disciplines, the research study followed a uni-disciplinary approach with a focus within the management field of volunteer management in the NGO.

In this research, a case study design was followed as it linked with an interpretivist and descriptive study. A case study design recognised the importance of reality and meaning created by human beings and relied on the close collaboration between researcher and volunteers as this relationship encouraged sharing of stories, ideal for the study (Maree, 2016, p. 82).

3.3 Population

3.3.1 Target and Accessible Population

Target population included individuals who meet the population parameters (du Plooy-Cilliers, et al., 2015, p. 134). For the purpose of this study, this included all individuals who volunteer at NGOs within South Africa. The Accessible population was the portion of the target population available to researcher to ask questions (du Plooy-Cilliers, et al., 2015, p. 134). The accessible

population, due to time and resource constraints, included ten volunteers and two managers from the Durban branch. The smaller sample size was sufficient as it allowed the researcher to gain an in-depth understanding, expand questions further and conduct the necessary questionnaires within the 1-hour focus group.

3.3.2 Population Parameters

- The individuals had to be captured as volunteers at the environmental organisation, to ensure they were able to provide their perceptions and improvements of organisation.
- The individuals had to be from the Durban branch as this was an accessible location for the researcher.
- The individual had to fall between the ages of 18 and 30 years old. According to M. McDougale and F. Handy, younger generations are more likely to engage in environmental voluntary actions (McDougale & Handy, 2011).
- The individuals selected represented a mixed group of ages, gender and occupations to reflect cultural demographics of South Africa.
- For the additional questionnaire, the individuals had to be in a management position and have an understanding about the management of volunteer motivation and retention within organisation.

3.4 Sampling

3.4.1 Unit of Analysis

Unit of Analysis at the Durban Branch was the specific volunteers who had the required experience and knowledge as a volunteer within NGO. There was another questionnaire for two managers in a management position with the most knowledge on volunteer management.

3.4.2 Non-probability Sampling

For the researcher to gain an in-depth understanding of volunteer's perceptions, the study followed a non-probability method as the researcher conducted qualitative research. Although non-probability sampling does not follow a random selection of population, it does provide certain advantages. Non-probability sampling was a useful sampling method selected when there was limited time, financial resources and was difficult to gain access to entire population of Kwa-Zulu Natal volunteers (Maree, 2016, p. 197) (du Plooy-Cilliers, et al., 2015, p. 137). For

this study, non-probability sampling was applicable due to limited time and resources of the researcher who is an Honours student.

3.4.3 Sampling Method

For the purpose of this study, two types of non-probability sampling, convenience and purposive sampling were utilised. Convenience was selected as both volunteers and managers were included because they were easily and conveniently available to the researcher who works within the NGO and had easy access to participants (Maree, 2016, p. 197). Purposive sampling was also utilised as the researcher purposely selected individuals for specific purposes (Maree, 2016, p. 198) such as individuals in a management position who have knowledge regarding volunteers. The researcher also included individuals who have signed up as volunteers at the NGO and who met the required population parameters. Convenience and Purposive sampling methods were utilised as it enabled the researcher to gain an in-depth understanding from managers and volunteers within the researcher's limited time and resources.

3.4.4 Sample Size

According to Patton (1990 cited by Maree 2016) the sample size utilised in qualitative studies is dependent on the research purpose, researcher's intention and availability of time and resources (Maree, 2016, p. 84). For the purpose of this study, the researcher selected two managers with required knowledge and ten volunteers, between the ages of 18 and 30 with different genders or ages to achieve a demographic representation. For the purpose of this study, based on researcher's time and resource constraints, a sample size of ten volunteers and two managers was adequate as volunteers and managers may provide similar results. Based on previous studies analysed in the literature review, volunteers tend to provide similar reasons or motivations for volunteering creating a homogenous result.

3.5 Data Collection Methods

Qualitative Data collection utilised for the purpose of this research study was a focus group with the use of questionnaires. The focus group consisted of ten volunteers and a facilitator and was relevant as it allowed the researcher not only to observe each of the volunteers but

also to collect an in-depth understanding about the group's perceptions, experiences or attitudes (Maree, 2016, p. 96). The discussion followed a natural conversation where participants were free to express opinions and build on each other's ideas (du Plooy-Cilliers, et al., 2015, p. 183) (Maree, 2016, p. 96). The focus group was recorded, with permission from participants, with an action camera to create a video for use by the researcher to identify who spoke in the focus group. This assisted the researcher to transcribe and analyse the findings. Refer to appendix E and F for an example and description of participant consent forms.

An interview with a second questionnaire was conducted with two individuals from the organisation, the Durban Chairperson and Membership Manager as they had the best knowledge and experience with volunteers to provide reliable responses. A pilot test was also conducted with an individual who had both experience with the environmental organisation's management and their volunteers, to identify any problems or ethical concerns (du Plooy-Cilliers, et al., 2015, p. 257). The managers and volunteers were invited to attend the focus groups through the use of email communication as this was an easy and convenient form of communication. Refer to appendix G for the email invite.

Below is an example of one question from the Management questionnaire and one from the Volunteer questionnaire to illustrate the qualitative nature of the study.

Describe your perceptions of volunteer motivation within the organisation? This question from the Management questionnaire is relevant to understand how the organisation currently views volunteers and their interpretation of volunteer motivation. This question provided an indication of problems necessary to address through change management.

In your opinion, what motivated you to become a volunteer within this organisation? This question from the Volunteer questionnaire addressed research question one as it aimed to understand, from the volunteer's perspective, what motivated them to become volunteers. This contributed to the factors identified as motivational factors for volunteers and was compared to the Volunteer Functions Inventory, identified in the literature review and conceptualisation.

Refer to appendix H and I for a copy of the Management and Volunteer Focus group questionnaire.

3.6 Data Analysis Methods

Qualitative data analysis ordered and structured the data collected (du Plooy-Cilliers, et al., 2015, p. 232). Qualitative Thematic Content Analysis was utilised to identify unique themes that emerged from segmenting and reassembling data collected (du Plooy-Cilliers, et al., 2015, p. 232). The researcher followed an explicit content analysis approach as the results were observed or seen by researcher for the purpose of interpretation. Content Analysis was utilised for this study as Content Analysis was the most beneficial with a qualitative and descriptive study. Content Analysis involved eight steps to group data objectively and systematically from specific characteristics of messages according to codes for easier and more manageable analysis (Maree, 2016, p. 111).

Step 1 involved preparing the data to easily locate information (Maree, 2016, p. 114). The researcher transcribed the recorded interview using Microsoft Word to capture all questions and responses from volunteers and managers. Managers were referred to as Participant 1 and 2 and volunteers referred to as Participant A to D, to ensure confidentiality.

Step 2 involved defining the coding unit as the researcher indicated the use of words, sentences, phrases or paragraphs to organise data in manageable chunks (du Plooy-Cilliers, et al., 2015, p. 236). The researcher studied the responses of managers and volunteers in the paragraphs transcribed.

Step 3 entailed developing the coding scheme to code questions together to form categories. The categories had to be exhaustive, mutually exclusive and specific (du Plooy-Cilliers, et al., 2015, pp. 238-239). For the purpose of this study, a prior coding was followed as codes were established before analysing data. For this study the coding units were volunteer motivation, volunteer management and volunteer motivation models, as indicated by the literature review themes.

Step 4 included testing the coding scheme on a sample of text such as the pilot test conducted with an individual involved in the management and with volunteers to ensure consistency with the coding.

Step 5 involved coding all text by highlighting any relevant ideas. The coding utilised was line-by-line coding as the researcher read through each line to identify relevant phrases and

thematic coding as the researcher had a list of themes from conducting the literature review and theoretical foundation which were utilised to identify any themes (du Plooy-Cilliers, et al., 2015, p. 241).

Step 6 involved ensuring coding consistencies that nothing was left incomplete. For the purpose of this study, the researcher paid close attention to the coding and analysis stage as the process was conducted without additional help.

Step 7 involved drawing conclusions by interpreting findings from identified categories (du Plooy-Cilliers, et al., 2015, p. 242). The findings were based on information gathered from the managers, the volunteer motivational factors and the methods to be implemented.

Step 8 involved reporting the findings based on the perceptions of volunteers on the factors that motivate them to provide as a foundation to developing a possible change management proposal based on the ADKAR model of change.

This section focused on the methodology to identify how the researcher assessed the qualitative research approach and the process utilised to collect and analyse the findings to ensure trustworthiness of results.

4. PRESENTATION AND INTERPRETATION OF FINDINGS

The aim with presenting qualitative content analysis results is to achieve a balance between description and interpretation (du Plooy-Cilliers, et al., 2015, p. 249). This section provided an interpretation and presentation of results with an analysis of the management and volunteer focus group questionnaire and explained how trustworthiness of the study was upheld.

4.1 Presentation and Interpretation of Findings

Each session began with a run-through of the information sheet and consent forms, as depicted in appendix E and F. The researcher used a short ice-breaker with the volunteer focus group to build familiarity so everyone was comfortable to respond. Questions were designed to address research objectives and research problem. Refer to appendix H and I for the Management and Volunteer Focus group questionnaire schedule. Each question has been assessed according to themes identified in the literature review as these were utilised as potential codes for interpretation.

Table 1: Management Question 1

Management Question 1: Provide a brief description of what your role in the organisation entails?	
Participant 1	Stated that they work as a membership administration manager within the organisation and is both a paid staff member and works on a volunteer basis as they work they do with regards to the volunteering in the organisation is an unpaid position.
Participant 2	Stated that they are a full on volunteer within the organisation, focusing on the volunteering side. However, they are officially in the role of branch chairperson as well as acting as a membership coordinator liaising with people and university students.

The above table provided a description of the roles within the environmental organisation, fulfilling the purpose of the question to understand the roles of the managers. Their roles were defined as participant 1 as "membership administration manager" and "I also work with volunteering in organisation" and participant 2 as "Branch Chairperson" and "partly also membership coordinator". These are important management positions necessary to drive the change management. This question relates to the Volunteer Management theme, looking at their management position in a volunteering organisation. This question links to question 3 below posed to management as according to Nencini, et al (2016) organisations are entrusted with the responsibility of motivating their volunteers (Nencini, et al., 2016). This contrasts with the findings below indicating no specific volunteer manager role exists in the organisation.

Table 2: Management Question 3

Management Question 3: What are your responsibilities with regards to volunteers within the organisation and how does this relate to your role?	
Participant 1	Stated that with regards to volunteers, they have a volunteer role, as nothing is mentioned specifically in their KPAs to encourage and work with volunteers in the organisation and their role is to be the membership manager rather than recruit volunteers. This participant felt that other organisations have been successful in recruiting volunteers but the environmental organisation had lost their momentum for volunteerism due to a few reasons.
Participant 2	Stated that the questions was quite interesting to view their role in relation to volunteers as they have to fulfil the duties of a chairperson to successfully run the organisation according to compliance but there was nothing specified in their role in relation to volunteers.

This question related to the theme of Volunteer Management as it posed the question to identify their responsibilities with regards to volunteers. As the researcher has previous experience within the organisation, these two managers were identified as valuable contributors as they have been active in driving volunteerism. However, the results indicated that these two managers were not required by their contracts to work with volunteerism; rather they volunteered their time, over and above their required work commitments as "there is nothing in my KPAs specifically; I do what I do for the volunteers on a volunteer basis". This indicated a key problem, to be addressed through using of the ADKAR model of change, that there was no manager allocated to volunteer management, focusing on volunteer motivation and retention.

Table 3: Management Question 2

Management Question 2: Explain your understanding of the concept of a volunteer?	
Participant 1	Provided the most accurate definition compared to the conceptualisation of the concept volunteer. They stated that a volunteer is a person who freely gives their time without the expectation of being remunerated and brings whatever expertise or skills they have into the NGO. As well as volunteering for a cause that they feel passionate about or care about because it's in their community.
Participant 2	Stated a similar response that a volunteer is a person who is unpaid, however there must be some sort of incentive to convince volunteer to be part of a group.

The management responses indicate a solid and accurate understanding of the definition of a volunteer. In relation to the concept, defined by Reinklou and Rosèn (2013) a volunteer is a person who gives their time to help others without any monetary payment (Reinklou & Rosén, 2013). The two managers provided a very similar definition as they stated "A volunteer essentially to me is someone who is unpaid so you offer services for which you are not remunerated" which is the first step to understanding types of volunteers and how to motivate volunteers. This is a key question in relation to the theme Volunteer Management. Their responses provided information to be used in the Multi-paradigm model as the first step for the ADKAR model of change.

Table 4: Management Question 4

Management Question 4: Describe your perceptions of volunteer motivation within the organisation?	
Participant 1 and 2	Stated that the organisation had gone through a transition period. Initially the organisation was 100% focused and driven by volunteers, referred to as membership-driven. However over time, the organisation moved from volunteerism to professional and become membership-based, sidelining volunteerism. Today the organisation has shifted again to become membership-supported in which there has been recognition that volunteerism will play an important role in the NGO.

Table 5: Volunteer Question 1

Volunteer Question 1: What is your understanding of the concept-volunteer motivation?	
Participant A and D	Stated that volunteer motivation is what motivates a person to want to help a situation with using their skills or hands.
Participant B and C	Stated that the passion within a person is what motivates volunteering as well as identifying issues in the environment and leading by example to take the necessary action by volunteering.

Management question 4 and Volunteer question 1 were similar as both questions aimed to gain an understanding of the concept of volunteer motivation within the organisation from both the management and volunteer perspective. These questions relate to the theme of Volunteer Motivation, looking at the perceptions of volunteer motivation as an understanding of how they feel with regards to the motivation. This formed the basis for understanding why volunteer motivation is poor or in need of improvement through change management. From the management perspective, their response was the organisation was initially focused on driving volunteerism but their focus had shifted, resulting in the side-lining of volunteers. Management has mentioned that they "think there has been another shift and there is very much a recognition that maybe volunteerism can play a much more important role in the organisation."

However the volunteers have focused more on the meaning of the term "volunteer" as "it comes from your passion, inside you or the love you have for the specific volunteering that you have to do". Their responses indicate a difference in their understanding of volunteer motivation.

Table 6: Management Question 5

Management Question 5: Describe your perceptions of the factors that motivate volunteers?	
Participant 1 and 2	Stated various benefits and factors that may motivate volunteers such as training, skills, experience, CV and future pathway. Managers felt that a person prepared to volunteer their time without being remunerated, makes that person a good person helping to develop themselves personally as well as stated that people refer to volunteerism as dead or that people are not interested in volunteering when in fact this is not the case.

After developing an understanding of managers and volunteers perceptions of volunteer motivation, the two managers were asked to identify their perceptions of factors that motivate volunteers. This question relates to the theme Volunteer Motivation in which the managers mentioned a few factors that may motivate a volunteer within the organisation.

Key factors that "if it wasn't for the volunteerism, they would have never have had these exceptional opportunities. They preferred that to the stipend" or "the training they are getting, even with a volunteer having a paid job in the post office, said that this is a better option because I can personally develop myself further". These factors have been incorporated in the VFI categorisation of motivational factors shown in appendix J and discussed further below.

Table 7: Volunteer Question 2

Volunteer Question 2: In your opinion, what motivated you to become a volunteer within this organisation?	
Participant A, B, C and D	Stated in agreement that the main factors that motivated them to become a volunteer were the selected environmental organisation including diversity requirements, job opportunities, social experience and practical work in relation to their theoretical studies across the tools and people, belonging to an organisation with people who understand and respect the environment, the guilt they felt for not being environmentally friendly.
Participant A, B, C and D	importance of having the necessary access to people and tools within the organisation to build their futures and develop environmental projects that they have in mind.

Table 8: Volunteer Question 3

Volunteers were posed with a similar question to understand their perceptions of factors that motivated them to volunteer within the organisation as well as additional factors leading to them volunteering. These questions relate to Volunteer Motivation and the Volunteer Functions Inventory (VFI), developed by Clary (et al 1998 cited by Widjaja, 2010), in which the VFI includes 6 key functions of values, understanding, social, career, protective and enhancement (Widjaja, 2010). The motivational factors identified by managers and volunteers, in the questions above, have been categorised according to the VFI. Refer to appendix J for VFI categorisation of motivational factors. The analysis of these motivational factors according to the VFI allowed the NGO to understand the main motivational factors, addressing the research problem of organisations failing to have effective knowledge of how to motivate their volunteers to improve volunteer satisfaction and retention. Understanding the factors according to the VFI framework allows the organisation to design activities or tasks that will effectively motivate those factors.

Table 9: Volunteer Question 4

Volunteer Question 4: I would now like you to each individually complete the following sentence When I choose to become a volunteer for the organisation, my expectations were.....	
Participant A	Stated that their expectation was to belong within an organisation that understood their philosophy and was in sync with their approach to saving the environment.
Participant B,C and D	Stated in agreement that their expectations included gaining valuable experience and practical work within the environmental field to incorporate what they have learnt from their environmental studies as well as access to the environmental tools and knowledge to strengthen their theoretical skills.

Table 10: Volunteer Question 5

Volunteer Question 5: Has your expectation been met, if yes, how?. If no, what could the organisation do to change that?	
Participant A, B, C and D	Each Participant stated that their expectations identified in the previous question were not effectively met by the environmental organisation but rather there were more options the organisation could implement to met their expectations such as utilising them to actively engage and participate in environmental activities. Participants stated they were capable of doing more and should be provided with the opportunity to do so.

Volunteer questions 4 and 5 aimed to discover the expectations volunteers had when joining the organisation and whether or not their expectations have been met. This was an interesting question as it provided relevant evidence to show the organisation the problem with their volunteer motivation. Volunteers felt they were "just volunteers for the organisation, not ground soldiers, we are not doing anything" rather than being utilised as ground soldiers actively involved in volunteer work. One volunteer made a valid point that they felt "I am a ground soldier, I feel like I am more capable" but they are constrained by the organisation to reach their full potential. A valid point to be made aware to management during the awareness stage

of the ADKAR model. These questions relate to the theme of Volunteer Management, providing evidence for the lack of volunteer motivation due to the unmet expectations that are possible areas of weakness that the organisation could rectify as well as the foundation for creating the need for change based on the ADKAR model.

Table 11: Volunteer Question 6 and 7

Volunteer Question 6: Which of the following situations would motivate you as a volunteer?
Option A: the ability to suggest potential initiatives for the organisation to consider
Option B: following prearranged initiatives organised by the organisation
All Participant agree with Option A.
Volunteer Question 7: If the organisation was to change the way they interacted with you as a volunteer, would you prefer that they:
Option A: they implement change radically with intermediate effect
Option B: implement change in increments i.e. step by step
Participant B and C agree with Option A
Participant A and D agree with Option B

To determine the types of volunteers present in the environmental organisation, the Multi-paradigm model of volunteering was utilised to design question 6 and 7 to discover in which quadrant the participant will fall based on their responses. The questions were designed to determine if a volunteer followed a subjective or objective approach and if volunteers preferred radical change or stability. The quadrant indicates the type of volunteer. This question links to the theme of Volunteer Motivation as the type of volunteer indicates their motivational factors and best ways to manage them. For the purpose of this question, the Multi-paradigm model below will indicate where the different participants fall as each Participant fell on the subjective side of the paradigm and then Participant B and C prefer a radical change approach whilst Participant A and D prefer a stability approach. This indicates that Participant B and C are Entrepreneurial Volunteers and Participant A and D are Serendipitous Volunteers.

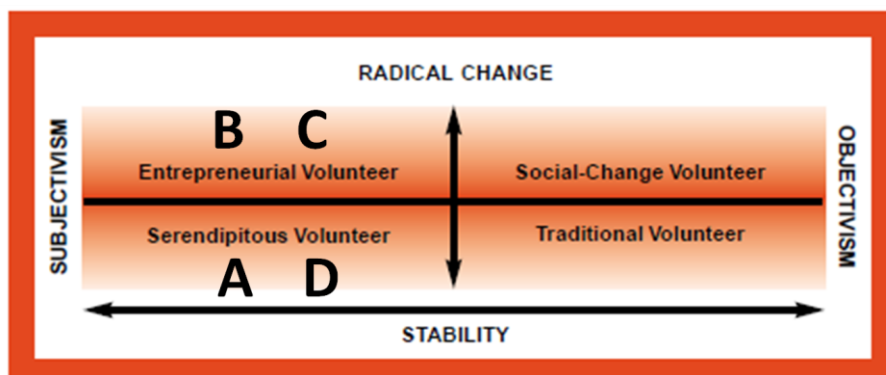


Figure 1: Participants according to Multi-Paradigm model of volunteering

Table 12: Management Question 6

Management Question 6: How do you feel about the relationship the organisation has with their volunteers?	
Participant 1 and 2	Stated that the relationship with volunteers must be improved to create a beneficial relationship with a focus on the bigger picture and the environment and future generations having a good life. However they stated that they were aware of the constraints limiting their ability to improve this relationship.

Table 13: Volunteer Management 8

Volunteer Question 8: How do you feel about your relationship with the organisation as a volunteer?	
Participant A, B, C and D	Stated in agreement that their relationship with the organisation needed to be improved as they felt isolated and out of place within the organisation, without access to the necessary people and tools that are available in the NGO.

The responses from managers and volunteers, in the above two mentioned questions, are compared to understand how they feel about the relationship the organisation has with volunteers. This could be used as a potential stepping stone to understand the awareness for the need for change. The managers feel "we definitely need to improve our relationship with

members both administratively and on the volunteerism side of things" to focus on "the bigger picture and the environment and future generations having a good life."

The volunteer's responses were brief as they felt they had answered the question in previous responses. They had a few additional responses that they felt isolated and out of place within the organisation. This links with Volunteer Motivation as volunteers and managers felt the relationship can be improved. In relation to this question, the organisation is required to ensure their relationship and motivation of volunteers is improved as according to Nencini, et al (2016) organisations are entrusted with the responsibility of motivating volunteers (Nencini, et al., 2016). The young generation, represented by the volunteers included in the sample, are pivotal to driving the environmental movement forward, according to McDougale and Handy(2011), strengthening the importance to improve the relationships with these young volunteers (McDougale & Handy, 2011).

Table 14: Management Question 7

Management Question 7: Do you feel there are any weaknesses with regards to managing volunteers?	
Participant 1 and 2	Stated in agreement a few key weaknesses that limit the organisation's ability were capacity, lack of funding, lack of sharing of information and knowledge as well as poor teamwork within the organisation. Participants agreed that with a focus on improving these weaknesses and strengthening their ability to devote time, resources and energy towards their relationship with volunteers, they could increase the presence and importance of volunteerism in the organisation.

This question identifies areas of weakness according to manager's perspectives, linking to the Volunteer Management theme as it assess how the organisation has addressed the responsibility of motivating their volunteers. Managers state that "a weakness is that we are failing to get together those core people that can then kick start it and let someone else run with it you know we need those core people" referring to the need for a volunteer manager role

within the organisation to focus on the motivation, satisfaction and retention of volunteers within the NGO. These weaknesses were incorporated into the ADKAR model as suggestions provided can target these areas of weakness.

Table 15: Management Question 8

Management Question 8: In your opinion, what could the organisation do to improve their relationship with volunteers?	
Participant 1 and 2	Stated one key recommendation to improve volunteer motivation that could make or break the attempt and that was the organisation needs a space that volunteers could use as their headquarters as well as hosting an induction process to introduce the organisation to society.

Table 16: Volunteer Question 9

Volunteer Question 9: In connection with the question above(how do you feel about your relationship) what could the organisation do to improve this relationship?	
Participant A, B, C and D	Stated in response that the organisation needs to provide them with more active and practical experience opportunities as well as speeding up the process of implementing their planned 'Green Initiative'. Another possible recommendation was to establish solid sponsorships by other companies for the different events planned to help cover certain expenses.

With comparing Management question 8 and Volunteer question 9, the researcher was able to identify relevant and realistic recommendations for the organisations based on the responses from managers and volunteers such as " A general induction which is more about the organisation and how the organisation works" and " yes to practical's, we need to be more active". This relates to the Volunteer Management theme and the importance placed on organisations to take responsibility for motivating volunteers through looking at potential ways the organisation can improve their volunteer management.

Table 17: Volunteer Question 10

Volunteer Question 10: What benefits have you experienced or gained from being a volunteer within this organisation?	
Participant A and C	Stated that since joining the organisation they have achieved one main benefit of being able to utilise the organisation and people within the organisation as a potential reference on their C.V helping to improve their job prospects.
Participant B and D	Stated in agreement that they have experienced great opportunities and have been actively exposed during the year. However their response was also mentioned as a possible recommendation to the organisation.

The final question posed to the volunteers was to discover any benefits they have experienced since becoming a volunteer. Although in previous questions, volunteers stated unmet expectations and weaknesses with the relationship, there were a few benefits that volunteers experienced such as "having something to put on the CV that I am a volunteer for the organisation" and using particular people as a reference. Another benefit is the exposure they have had, the potential contacts and networking opportunities and a few of the opportunities they had. This is in relation to Volunteer Motivation theme as it assessed if they have had any benefits that may have kept them on board as a volunteer.

Table 18: Management Question 9

Management Question 9: In your opinion, explain how would the organisation benefit from an improved volunteer management strategy?	
Participant 1	Stated the improvement of engagement with the public as well as the goodwill of the organisation built by word of mouth advertising.
Participant 2	Referred to the working position paper on volunteerism provided to the researcher as the document listed a variety of benefits. However, they state that a few of the benefits are not measurable to assess improvement.

Table 19: Management Question 10

Management Question 10: Do you think once we have identified the different types of volunteers and established how they are motivated, this information could potentially be used during the implementation of the current Green Initiative strategy?	
Participant 1 and 2	Agreed that yes, the improved strategy would greatly benefit and help the implementation of the 'Green Initiative' strategy together with improving their communication with public and the engagement with their new Interactive Online Membership Portal.

The managers were posed with two questions to assess the potential benefits of an improved volunteer management strategy as well as the potential to utilise the information gained in the research study as a foundation for the 'Green Initiative' to be implemented by the organisation. These two questions relate to Volunteer Management theme as it looks at the implementation of an improved volunteer management strategy.

The researcher will present the results discovered in the study in the ADKAR model of change. Only the first few steps of the ADKAR model, Awareness, Desire and Knowledge will be discussed with the results. The last few steps are to be researched and implemented by the organisation as the last steps were not the focus of the study. As mentioned previously, the

Multi-paradigm model has been used as a foundation to understand types of volunteers. This has then be used as the first input step into the ADKAR model as depicted in appendix D. Refer to appendix K for a depiction of the ADKAR model for use by the environmental organisation.

In conclusion, the above section interpreted and presented the findings from the management and volunteer focus groups according to the necessity of a change management model, ADKAR model of change.

4.2Trustworthiness of Study

With the aim of qualitative research to promote understanding of particular phenomenon, it is important that quality was addressed by dealing with trustworthiness (du Plooy-Cilliers, et al., 2015, p. 258) (Maree, 2016, p. 123). According to Guba (1981 cited by Maree, 2016) there were four criteria to be considered by researchers (Maree, 2016, p. 123).

Credibility refers to how accurately the researcher interpreted data provided by participants (du Plooy-Cilliers, et al., 2015, p. 258). To enhance credibility the researcher spent a long period of time with volunteers during the focus group to understand them better. Credibility was enhanced through the development of an early familiarity as the researcher has had previous engagements with volunteers. Credibility was also enhanced through providing in-depth descriptions of volunteer's perspectives (Maree, 2016, p. 123) (du Plooy-Cilliers, et al., 2015, p. 258).

Transferability is another issue that refers to the ability of results to be applied to similar situations and deliver similar results as the study combined both focus group and personal interview questions that were made explicitly available, meaning any other researcher could reproduce study with a similar sample and receive similar results (du Plooy-Cilliers, et al., 2015, p. 258). Transferability was increased by designing the input for a suggested change management proposal to be implemented within other NGOs experiencing similar problems with volunteer motivation and retention. To increase transferability the researcher provided in-depth descriptions on research context, participants and design for a complete understanding

of the organisation as an illustrative example for other organisations (du Plooy-Cilliers, et al., 2015, p. 124).

Dependability refers to the quality of research and integration that occurs between data collection and analysis (du Plooy-Cilliers, et al., 2015, p. 259). The researcher ensured dependability by demonstrating an understanding and detailed discussion of research design, collection, analysis and reflective appraisal. The researcher utilised qualitative content analysis in the study and the data is available for any concerns regarding dependability. This is to ensure another researcher will be able to understand the decisions, analysis, and interpretations and conduct follow-up studies with the same method (Maree, 2016, p. 124).

Confirmability is another issue to confirm data collected will support the researcher's interpretation. Confirmability ensures findings are shaped by volunteer's responses and not according to researcher's bias or interest (Maree, 2016, p. 125). The researcher was at greater risk of allowing bias to influence results if there was more involvement with volunteers. To improve confirmability the researcher attempted to maintain a work relationship with volunteers and reproduced enough of the text to allow a reader to decide their own interpretation and understanding of the participant's response as the researcher quoted an entire statement in the analysis (Maree, 2016, p. 125). The researcher also ensured the design of the questionnaire did not involve any leading or bias questions to ensure confirmability.

In conclusion, the above section interpreted and presented the findings from the focus groups according to the necessity of change management, ADKAR model. The trustworthiness of the study was also assessed to explain how it was upheld by the researcher.

5. CONCLUSION

In this section, the appropriate conclusions to address the research objectives, questions and research problem were made. The implications of the findings have been assessed with the ethical considerations and limitations. The anticipated contribution was offered as well as the recommendations for future research to develop deeper knowledge.

5.1 Research Objectives and Questions Analysed

The following section will address each research objective and research question.

Research Question 1

What are the perceptions of the factors that motivate volunteerism in an Environmental Organisation?

Research Objective 1

To describe the factors that motivates volunteers from a volunteer's perspective in a South African Context.

As mentioned in the literature review, E. Widjaja (2010), discussed how the motivation of volunteers has been under-researched as research focuses on employee motivational factors rather than volunteers who are motivated by different factors (Widjaja, 2010). In response to this limitation, research question one and objective one were designed. To address this, volunteers included in the focus group were asked to identify what motivated them to become a volunteer within the organisation located in SA as well as identify any additional factors. In relation to this question and objective, the question posed to volunteers regarding if their expectations were met also contributes to the volunteer motivational factors. The motivational model, Volunteer Functions Index, identified in the literature review, provided an extensive and easy to use model of six primary functions that motivate volunteers. The volunteers responses were categorised according to these six factors as indicated in appendix J. Based on the responses identified by volunteers, the researcher was able to develop a comprehensive list of

motivational factors which in comparison to the motivational factors suggested by the managers, differ in understanding.

Research Question 2

How does the type of volunteer play a role in the motivational factors within an Environmental Organisation in South Africa?

Research Objective 2

To understand motivational factors that emerge from a particular type of volunteer within an environmental organisation.

The Multi-paradigm model identified in the theoretical foundation, provided a useful model to categorise volunteers as according to the paradigm, volunteers are measured against two continuums of subjectivism or objectivism and stability or radical change. The model then provided an additional list of motivational factors and best management techniques for each volunteer. To address this research question and objective, the volunteers were posed with two situational questions in which participants had to respond to which option between A and B they preferred. As indicated in the presentation and interpretation of the findings, the volunteers were categorised on the paradigm as follows:

Participant B and C were identified as Entrepreneurial Volunteers. This type of volunteer acts outside the boundaries of an organisation as they find mistakes and seek solutions. However they do not need to join a group for their cause, they create change by working individually (Macduff, 2006). Based on the theory identified by Nancy Macduff (2006), this type of volunteer is least likely to respond to the traditional management strategies and are motivated by working on their own, empowerment solutions and an intense personal desire to do things their way (Macduff, 2006).

Participant A and D were identified as Serendipitous Volunteers. An irregular form of volunteering as volunteers serve on occasional basis, valuing flexibility in the organisation. These volunteers respond with action in unconventional ways for a particular cause (Macduff, 2006). This type of volunteer is motivated by a loose organisational structure, an incremental approach to change, being in an interactive group; wanting to be involved in designing the tasks but with a flexible arrangement in their own time. This type of volunteer has little patience

following a leader, dictating their roles and they value the opportunity to work with real-world problems (Macduff, 2006).

Research Question 3

How is the motivation of volunteers currently managed within an Environmental Organisation in South Africa?

Research Objective 3

To assess how volunteer motivation is currently managed within an Environmental Organisation.

As mentioned by Nencini, et al (2016), the motivation of volunteers falls within the responsibility of organisations to ensure they maintain the motivation (Nencini, et al., 2016). However, according to the manager's responses, one participant stated that "we had been very successful at one stage (with volunteerism) but then somehow the momentum for volunteerism has been lost over the last number of years for a lot of reasons" as well as "quite a lot of side-lining of members and volunteerism" indicates that management feels volunteerism is not operating at full capacity and could be improved. With these responses to the questions posed to management, it effectively addressed research question and objective three. The volunteers and managers were also asked to describe or give their opinions of their relationship with the organisation or volunteers respectively which also provided evidence of how volunteer motivation is currently managed within the organisation.

Research Question 4

How can change management possibly be implemented within an environmental organisation to improve volunteer motivation?

Research Objective 4

To investigate the possible methods that can be implemented as part of a change management proposal to improve volunteer motivation and retention for these types of organisations in South Africa.

To effectively address research question four and objective four, the ADKAR model of change was utilised as potential change management to take the organisation through the necessary

change process to implement an improved volunteer management strategy. As indicated by appendix K based on the presentation and interpretation of the findings, the first few steps have been identified and incorporated with the data collected during the study. This will create the necessary foundation for the organisation to implement change. The last few steps can be investigated further by the organisation as this was not the focus of the study. Questions posed to both the managers and the volunteers aimed to discover their different opinions, suggestions or recommendations of what they feel should be incorporated as part of a change management proposal to improve the relationship the organisation has with volunteers and improve the motivation of volunteers.

5.2 Research Problem Addressed

The problem identified for this study was due to organisations failing to understand the factors that motivate their volunteers; their volunteer workforce was decreasing even as the demand for an active and committed volunteer workforce was increasing (Widjaja, 2010). With this lack of understanding, organisations were failing to effectively manage their volunteers and were unable to attract or retain volunteers (McCannon & Han, 2016). To address this research problem, the study utilised a focus group approach to develop an in-depth understanding of the factors that motivate volunteers. One focus group was conducted with two managers to develop an understanding of how volunteer motivation is currently managed and a second focus group with four volunteers to understand the types of volunteers and how they were motivated.

The results produced from the study were incorporated into the Multi-Paradigm model as an input into the ADKAR model to take the environmental organisation through a change management process as well as a possible foundation for the organisation's 'Green Initiative'. This change process aimed to make the organisation aware of the lack of volunteer motivation and presented possible recommendations, based on responses from participants, to be incorporated into the organisation to improve their volunteer motivation, therefore improving their retention of their volunteer workforce.

5.3 Implications of Findings

According to the findings conducted during the research study, the researcher has discovered that the management of volunteers was poor and has been side-lined over the years due to constraints within the NGO. Volunteers felt they were "just volunteers for the organisation, not ground soldiers, we are not doing anything, we are just volunteers" resulting in an unenthusiastic and uninterested volunteer. Volunteers would like to be used as "ground soldiers" able to use their knowledge, skills and experience to the best of their ability and incorporate their theoretical knowledge into practical and active tasks within the organisation. A key success with this research study was the ability of the researcher to identify the four volunteers as a particular type of volunteer according to the Multi-Paradigm model as well as the recommendations offered by both management and volunteers as necessary items to improve volunteer motivation.

A key finding discovered was that not only do the managers need to understand the problem with volunteer motivation but the volunteers also need to be made aware that their expectations were perhaps not possible with the current organisation's limitations. This identified an avenue for further research discussed in the recommendations for future research section.

However, a key finding of this study was the difference in understanding the problem between managers and volunteers who each have a different opinion. This has resulted in the necessity to understand the types of volunteers, their motivational factors and what they would like from the NGO. This has been addressed by the research study to help the organisation understand their way forward.

There is no moving forward, through the ADKAR model of change, to implement the proposed volunteer management strategy or the proposed 'Green Initiative' until the organisation has identified the awareness and created the need for the necessary change, otherwise they will not be addressing the actual problem to solve volunteer motivation.

Another key success with the research study was the identification of potential recommendations for the NGO to improve their relationship and motivation of volunteers as indicated in appendix K, the integration of findings in to the first steps of the ADKAR model.

5.4 Ethical Considerations

McMillian and Schumacher (2001 cited by Maree 2016) emphasised the importance of a researcher to follow ethical guidelines to ensure both the researcher and participants were considered ethically.

5.4.1 Participants

Volunteers must have understood that they were participating in a study and provided their consent to participate and to be recorded by an action camera (du Plooy-Cilliers, et al., 2015, p. 264). Refer to appendix E and F for examples of consent forms. With the use of the qualitative questionnaire, the researcher ensured confidentiality that only the researcher was able to match the identities and personal information of participants to their responses during the focus group (du Plooy-Cilliers, et al., 2015, p. 268). Although there was a recording, the researcher ensured confidentiality by referring to participants as A, B, C and D. The recordings together with the data collected were kept in a password protected file by the researcher for 5 years to ensure evidence can be provided for any requests.

The researcher avoided providing incentives to bribe volunteers; however the researcher did provide refreshments and muffins as a thank you for participating in focus group. According to the IIE Research and Postgraduate Studies Policy, the researcher had to avoid placing the safety of participants at risk or harm during the study which the researcher ensured by explaining the process in detail and being open to any questions or concerns (Education, 2016). The researcher disclosed the methodology as well as avoided any form of deception towards participants to uphold integrity by explicitly explaining the purpose of the study to participants (du Plooy-Cilliers, et al., 2015, pp. 266-268).

5.4.2 Researcher

The researcher was professional and respectful when conducting the focus group by explaining the procedure, being open to questions, clarifying any questions, thanking participants as well as recognising the work of co-workers who participated (Education, 2016). The researcher ensured they did not allow bias to affect results by accepting they are ethically accountable and honest in disclosing information in a transparent manner and upholding integrity, indicated by the in-depth analysis and quoted statements (Education, 2016). The researcher strived to conduct research at a high standard and avoided falsifying information or distorting the results

(Education, 2016) (du Plooy-Cilliers, et al., 2015, pp. 269-271). The video recording was used as evidence if there were any concerns about falsifying or distorting results as the video can be used to prove this did not occur during the data analysis.

The data collected from the study was utilised for the sole purpose of the study together with providing the organisation with a suggested change management proposal that could be implemented as an option to improve volunteer motivation. The researcher did not misuse the information or use inappropriate research methods that were harmful or unsuited to the purpose by following the procedure stipulated in the data collection and analysis (du Plooy-Cilliers, et al., 2015, p. 271). The researcher also familiarized themselves with the ethical guidelines and upheld the integrity of the research at all stages by following the stipulated guidelines and methodologies of the IIE Research and Postgraduate Studies Policy (Education, 2016).

5.5 Limitations of Study

There were constraints that the researcher has acknowledged to increase trustworthiness. The first limitation encountered was the limited time which restricted the amount of information collected as the study had to be completed by a specified date. Due to this, the researcher had to pay close attention to responses to extract sufficient information. Another limitation was due to limited resources, the researcher could not afford to pay a scribe or coder to assist during the focus group analysis. To address this issue, the researcher paid attention to detail when transcribing and analysing results to ensure trustworthiness of findings.

Another limitation encountered by the researcher was volunteers withdrawing at the last minute from the sample, therefore reducing the sample size to only four volunteers and two managers. Six participants in a focus group is a good minimum, however at this novice level, the four volunteers in the focus group was enough to gain an in-depth understanding and a variety of responses which provided sufficient information. Although having a smaller sample, the researcher ensured all questions included were open-ended and also probed participants to explain or elaborate responses. Another limitation was the possibility of cultural or language barriers that may have existed between the researcher and volunteers. To address this issue, the researcher paid attention to detail, took time to explain questions and listened carefully when transcribing the data collected.

5.6 Anticipated Contribution

The purpose of this study was to provide information on volunteer perceptions of motivational factors as volunteer motivation has been relatively under-researched as researchers have focused on employee motivation which is irrelevant for volunteers (Widjaja, 2010). The results produced during the study contributed to the body of knowledge concerning volunteer motivational factors and led to a deeper understanding of the phenomenon of volunteer motivation as well as contributed to the factors listed on the Volunteer Functions Inventory. An understanding of these factors and volunteer perceptions will help organisations to create initiatives that simultaneously motivate and retain volunteers (Haefliger & Hug, 2009) (Author, 2013).

This research study provided a more in-depth understanding of the theoretical frameworks, ADKAR model of change and the Multi-paradigm model of volunteering, from a different perspective, namely from a volunteer perspective in an environmental organisation, with a focus on the use in a management field. The use of these theoretical models has suitable for this study. The Multi-Paradigm was relevant to identify the types of volunteers as a necessary first step in the change process to be followed by the relevant ADKAR model which helped to identify the stages that the NGO has to follow to implement an improved volunteer management strategy.

Together with this contribution to knowledge, the study aimed to provide the organisation with a suggested change management proposal to improve their volunteer motivation and retention, together with providing the necessary information regarding the implementation of their 'Green Initiative', to successfully incorporate volunteers and motivational factors into the initiative. The researcher has made the findings available to the management as the findings in the study were applicable to be incorporated in the current environmental organisation in SA.

5.7 Recommendations for Future Research

The following are potential recommendations for future research.

Future studies can assess the motivational factors within other NGOs reliant on volunteers as well as future studies can make use of a larger sample of volunteers to address a limitation of

the study with only four volunteers included in the focus group. A larger sample will strengthen the results and provide a greater understanding of the motivational factors. Research in other NGOs should also not only be considered in SA but in different locations worldwide to develop a comparative study.

A further study can be conducted to investigate the limitations that have prevented the organisation from successfully motivating volunteers as well as potential recruitment methods available for different types of volunteers as indicated by the Multi-paradigm, contributing to an improved volunteer management strategy.

A study can be followed up to investigate if the recommendations as part of the ADKAR change management were effective and have improved volunteer motivation. The study can also be followed up to investigate an improvement in volunteer attraction and retention levels since the implementation of the proposed volunteer management strategy.

The suggested ADKAR model incorporated with the findings could possibly be implemented within the environmental organisation and can be tested to determine whether it was effective or not. In relation to this future research, the organisation can also conduct research to assess the last few steps of the ADKAR model that were not addressed as part of this study.

The above section concluded the findings conducted as it identified how research questions, objectives and problem were addressed. This section provided the implications of the findings as well as the limitations encountered. The ethical considerations were assessed and provided a relevant anticipated contribution of the study and recommendations for future research.

6. CLOSING STATEMENT

6.1 Closing Statement

In conclusion, the research study aimed to describe the perceptions of the factors that motivated volunteers to volunteer within a selected environmental organisation or NGO within

South Africa. The qualitative nature of the study provided an in-depth analysis of findings collected from the management and volunteer focus groups. The purpose of the study was to provide the necessary input to the environmental organisation based on identifying the types of volunteers and their motivational factors as a necessary first step in the ADKAR model of change. The incorporation of the findings into the ADKAR model was provided as a relevant suggestion to take the organisation through the necessary change management process to implement an effective volunteer management strategy. In addition to assisting the organisation with the implementation of their 'Green Initiative'.

In response to how volunteers perceived volunteer motivation, a volunteer stated "I kind of feel like the train is loading up and everyone is riding and I am left outside". This statement effectively summarises how the volunteers, included in the sample, felt about the organisation motivating them to volunteer as they felt they were outsiders to the organisation in which they dedicate their time and energy to volunteer. A key problem that could be addressed by the management of the environmental organisation, to effectively motivate and retain volunteers to continue volunteering in the future.

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APPENDICES

Appendix A: Multi-Paradigm Model of Volunteering

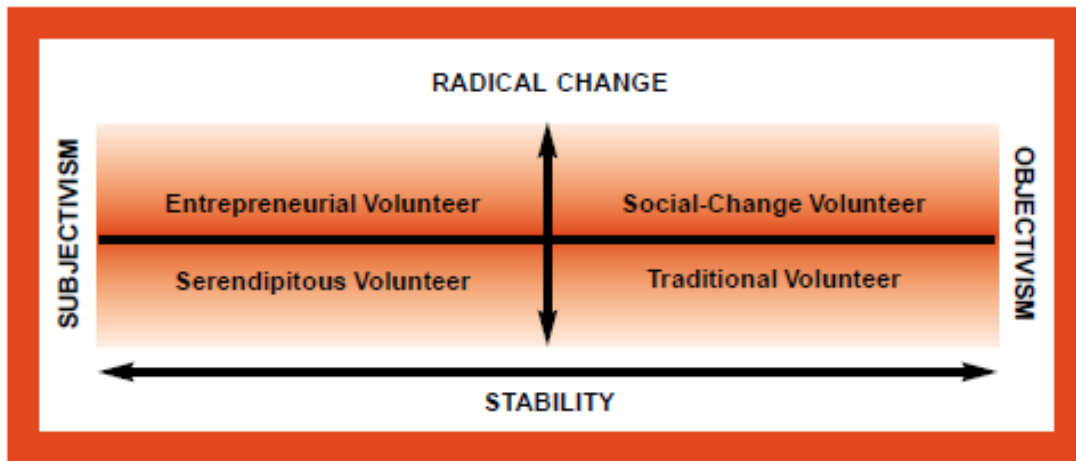


Figure 2: Multi-Paradigm Model of Volunteering (Macduff, 2006).

Appendix B: ADKAR Model of Change



Figure 3: ADKAR Model of Change (Ramakrishnan, 2014)

Appendix C: Researcher's Interpretation of the ADKAR Model

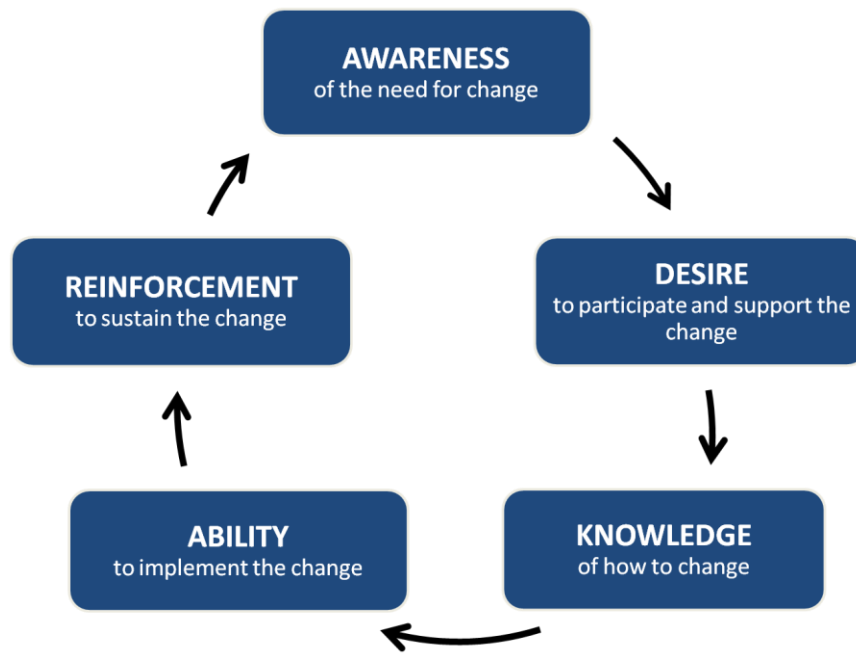


Figure 4: Researcher's Interpretation of the ADKAR Model

Appendix D: Researcher's Interpretation of Multi-paradigm as input to ADKAR model

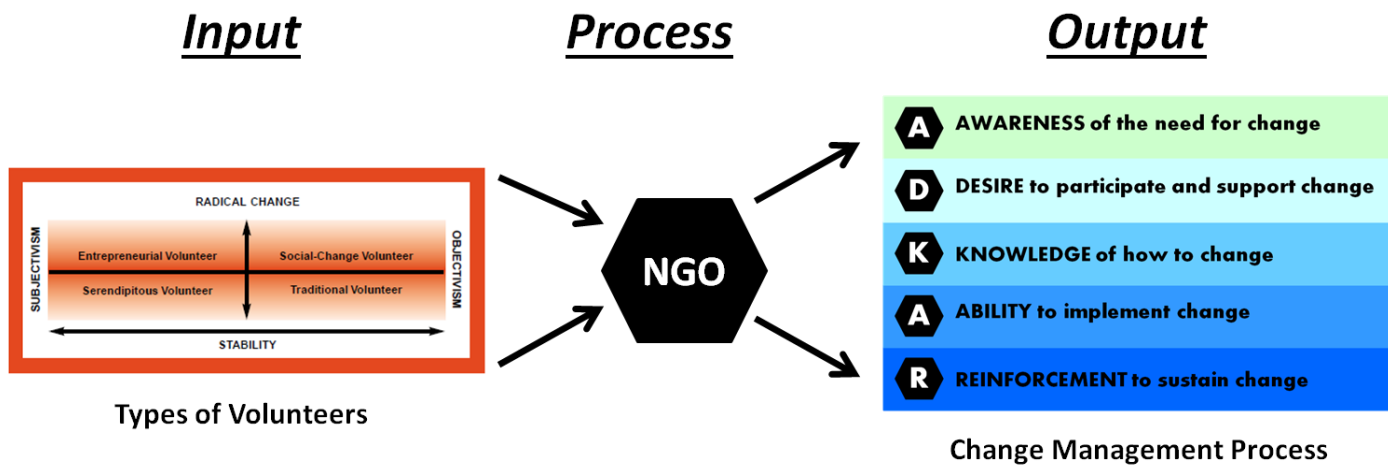


Figure 5: Researcher's Interpretation

Appendix E: Consent Form Information Sheet

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Kendall Dorrofield and I am a student at Varsity College Westville. I am currently conducting research under the supervision of Wilma Brent about a study to describe the perceptions of the factors that motivate individuals to volunteer within an environmental organisation in South Africa. This in-depth understanding of the motivational factors of volunteers will provide a foundation for a change management proposal for the environmental organisation to improve their volunteer motivation and retention. I hope that this research will enhance our understanding of the perceptions of volunteers on their motivational factors within the South African environmental organisation.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because you are a volunteer within the environmental organisation. If you decide to participate in this research, I would like to include you in a focus group interview. The interview will take approximately one hour of your time. It will be scheduled at a time that is convenient for both of us, and will take place at the Durban Branch of the environmental organisation. I will be asking you questions about your perceptions of motivational factors as a volunteer within the environmental organisation.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your perceptions of motivational factors as a volunteer. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I will have access to these recordings. Nobody else, including anybody at Varsity College Westville, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Bachelor of Commerce Honours in Business Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Kendall Dorrofield
072 148 7328
kdorrofield@yahoo.com

The contact details of my supervisor are as follows:

Wilma Brent
082 576 8030
wilma@ccmt.co.za

Appendix F: Consent Forms for Participants

Consent form for participants

I, _____, agree to participate in the research conducted by Kendall Dorrofield about a study to describe the perceptions of the factors that motivate individuals to volunteer within an environmental organisation in South Africa. This in-depth understanding of the motivational factors of volunteers will provide a foundation for a change management proposal for the environmental organisation to improve their volunteer motivation and retention.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording/ video recording

I, _____, agree to allow Kendall Dorrofield to audio record my interviews as part of the research about a study to describe the perceptions of the factors that motivate individuals to volunteer within an environmental organisation in South Africa. This in-depth understanding of the motivational factors of volunteers will provide a foundation for a change management proposal for the environmental organisation to improve their volunteer motivation and retention.

.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

Appendix G: Management and Volunteer Email Invite

To:
CC:
Subject: Volunteer/Management Focus Group-Kendall Research Honours

Good day

As discussed with you at the Sustainable Living Exhibition, here is further information regarding my Honours and the invite for you to both join me in a focus group.

You have been selected as a participant to take part in a Research Study, titled '*ADKAR Change Management: A Cross-sectional, qualitative Focus-Group to describe perceptions of factors that motivate volunteers in a South African Environmental Organisation*' conducted by myself, Kendall Dorrofield.

Your participation in this study will contribute to the understanding of the current level of management regarding volunteer motivation within the Environmental Organisation within South Africa.

You have been selected due to your current job title within the organisation and your previous engagement and involvement with volunteers on a regular basis.

You will be expected to answer a series of questions aimed to understand volunteer motivation management within the organisation. Your participation in the particular focus-group would be greatly appreciated.

The details are as follows:

Date: Wednesday, 4th October

Time: (TBA)*

Duration: 1 hour Focus-group

Venue: Boardroom at WESSA Durban Branch, 100 Brand Road
Refreshments and muffins will be provided

***Please let me know what time you are both available on Wednesday to participate in the focus-group. I am happy to work around your schedules.**

Please refer to the attached Letter detailing the Focus-group together with the attached IIE Research Ethical Clearance Letter, indicating my progress with the research study.

If you have any questions, please do not hesitate to contact me, 072 148 7328 or kdorrofield@yahoo.com

I look forward to your participation in this research study.

Kind
Regards
Dorrofield

Kendall

To:
CC:

Subject: Participation in WESSA Focus-group for Research Study-Kendall Dorrofield

Good day

You have been selected as a participant to take part in a Research Study, titled '*ADKAR Change Management: A Cross-sectional, qualitative Focus-Group to describe perceptions of factors that motivate volunteers in a South African Environmental Organisation*' conducted by myself, Kendall Dorrofield.

Your valuable input as a participant in this study will contribute to the understanding of the factors that motivate individuals to volunteer within the Environmental Organisation within South Africa. You have been selected due to your previous engagement and involvement as a volunteer within the organisation and your interaction with myself, Kendall Dorrofield, KZN Youth Coordinator. You will be expected to answer a series of questions aimed to understand volunteer motivation within the organisation. Your participation in the particular focus-group would be greatly appreciated.

The details are as follows:

Date: Saturday, 7th October

Time: 10h00 until 11h00 (Please arrive at 9:45 for an Introduction to the Focus-group)

Duration: 1 hour Focus-group

Venue: Varsity College, Westville, 1 Link Road

Refreshments and muffins will be provided

Please refer to the attached Letter detailing the Focus-group and let me know if you are willing and able to attend the Focus-group on Saturday.

If you have any questions, please do not hesitate to contact me, 072 148 7328 or kdorrofield@yahoo.com

I look forward to your participation in this research study!

Kind Regards

Kendall Dorrofield

Appendix H: Management Focus group Questionnaire Schedule

Good Morning/Afternoon

Thank you for agreeing to meet with me to conduct this focus group. Your participation is greatly appreciated in this research study titled '**ADKAR Change Management: A Cross-sectional qualitative Focus Group to describe perceptions of factors that motivate volunteers in a South African Environmental Organisation**'

Through your participation in this focus group, I aim to understand the perceptions of volunteers of their motivational factors within a South African Environmental Organisation. This particular 1 hour focus group with the organisation management aims to determine the current management of volunteers and what could be implemented through the use of the ADKAR change management model to improve volunteer motivation.

Your participation is voluntary and your identity will only be known to the researcher and research supervisor to ensure confidentiality. I will be recording this interview process to ensure I have an audio-recording of your responses. Please ensure you have signed the consent document to provide your permission. You are welcome to leave the interview at any point should you feel uncomfortable or would like to end the interview.

Focus Group Questions- Management

- 1. Provide a brief description of what your role in the organisation entails?**
- 2. Explain your understanding of the concept of a volunteer?**
- 3. What are your responsibilities with regards to volunteers within the organisation and how does this relate to your role?**
- 4. Describe your perceptions of volunteer motivation within the organisation?**
- 5. Describe your perceptions of the factors that motivate volunteers?**
- 6. How do you feel about the relationship the organisation has with their volunteers?**
- 7. Do you feel there are any areas of weakness with regards to managing volunteers?**

8. In your opinion, what could the organisation do to improve their relationship with volunteers?

9. In your opinion, explain how would the organisation benefit from an improved volunteer management strategy?

10. Do you think once we have identified the different types of volunteers and established how they are motivated, this information could potentially be used during the implementation of the current Green Initiative strategy?

Thank you for participating in this research study. Your responses will be utilised to understand the perceptions of volunteers of their motivational factors within a South African Environmental Organisation.

Appendix I: Volunteer Focus group Questionnaire Schedule

Good Morning/Afternoon

Thank you for agreeing to meet with me to conduct this focus group. Your participation is greatly appreciated in this research study titled '**ADKAR Change Management: A Cross-sectional qualitative Focus Group to describe perceptions of factors that motivate volunteers in a South African Environmental Organisation**'

Through your participation in this focus group, I aim to understand the perceptions of volunteers of their motivational factors within a South African Environmental Organisation in order to determine the types of volunteers present within the organisation. This particular 1 hour focus group with the selected volunteers aims to determine their perceptions of motivational factors and what could be implemented through the use of the ADKAR change management model to improve volunteer motivation.

Your participation in this research proposal is voluntary and your identity will only be known to the researcher and research supervisor to ensure confidentiality. I will be recording this interview process to ensure I have an audio-recording of your responses. Please ensure you have signed the consent document to provide your permission. You are welcome to leave the interview at any point should you feel uncomfortable or would like to end the interview.

We will begin with a short Ice Breaker as our Introduction.

Focus Group Questions- Volunteers

- 1. What is your understanding of the concept- volunteer motivation?**
- 2. In your opinion, what motivated you to become a volunteer within this organisation?**
- 3. In relation to your previous answer, what additional factors may have motivated you to become a volunteer?**
- 4. I would now like you to each individually complete the following sentence**

When I choose to become a volunteer for the organisation, my expectations were.....

5. Has your expectation been met, if yes, how?

If no, what could the organisation do to change that?

6. Which of the following situations would motivate you as a volunteer?

Option A: the ability to suggest potential initiatives for the organisation to consider

Option B: following prearranged initiatives organised by the organisation

7. If the organisation was to change the way they interacted with you as a volunteer, would you prefer that they

Option A: they implement change radically with intermediate effect

Option B: implement change in increments i.e. step by step

8. How do you feel about your relationship with the organisation as a volunteer?

9. In connection with the question above, what could the organisation do to improve this relationship?

10. What benefits have you experienced or gained from being a volunteer within this organisation?

Thank you for participating in this research study. Your responses will be utilised to understand the perceptions of volunteers of their motivational factors within a South African Environmental Organisation

Appendix J: VFI categorisation of Motivational Factors

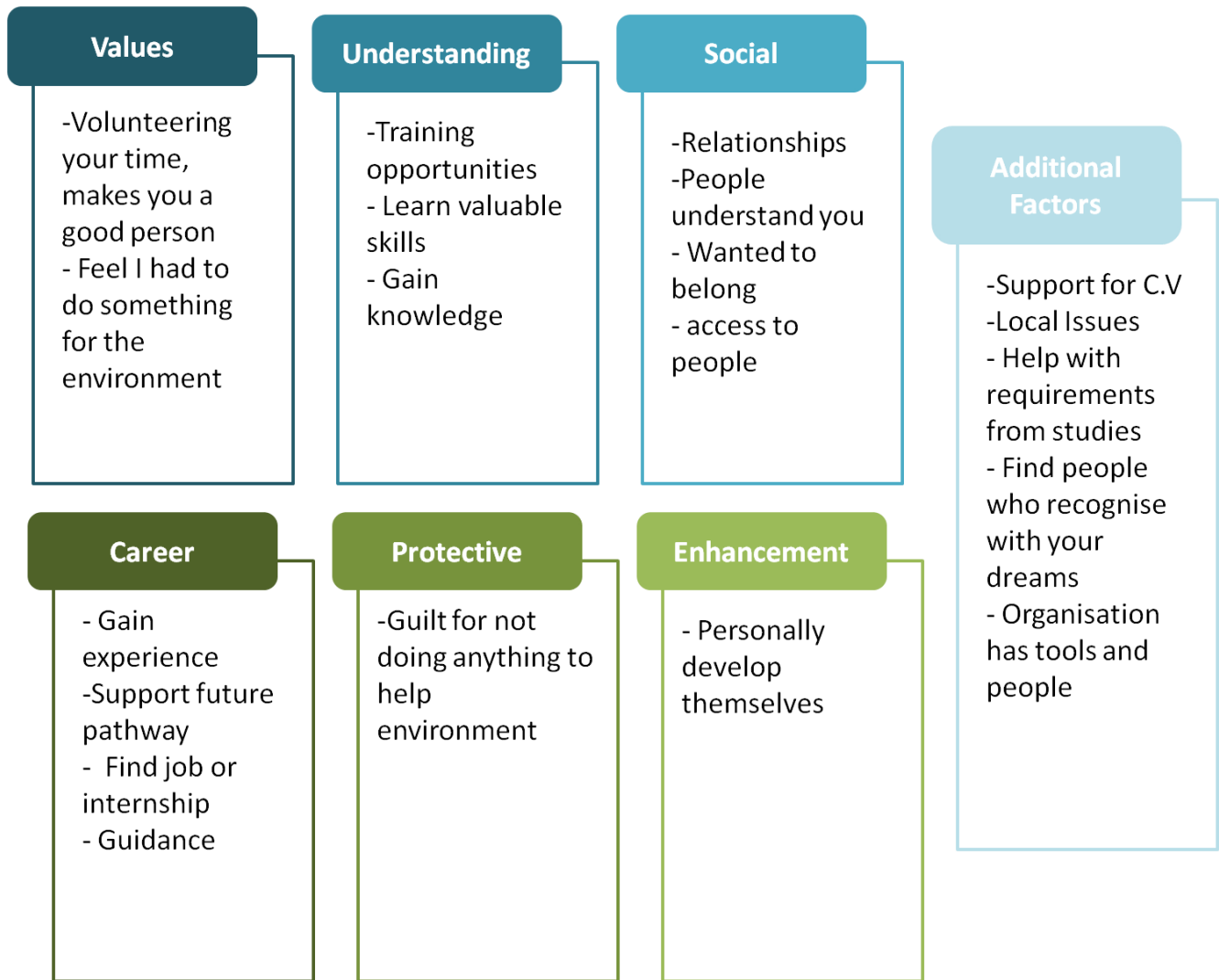


Figure 6: VFI categorisation of Motivational Factors

Appendix K: Incorporation of Findings into ADKAR Model



AWARENESS of the need for change

The NGO has been experiencing a problem as “the **momentum for volunteerism has been lost**” as well as “quite a **lot of side-lining of members and volunteerism**”.

However, there has been a necessary shift in focus and “very much a recognition that maybe **volunteerism can play a much more important role** in the organisation”

Volunteers also feel “we are **just volunteers** for the organisation, **not ground soldiers**, we are not doing anything” resulting in poor levels of motivation needing to be addressed with an active **volunteer management strategy**.



DESIRE to participate and support change

The organisation has “moved from being a membership-based organisation to the current terminology to a **membership-supported organisation**”

Another key desire is to develop “a sort of reciprocal, symbiotic thing where you volunteer but you do get something back”. Volunteers feel developing this mutual benefitting relationship between the organisation and the volunteers is a very important factor.



KNOWLEDGE of how to change

The knowledge on how to change was first indicated by understanding certain **types of volunteers** as the selected volunteers were identified as **Entrepreneurial and Serendipitous Volunteers** according to Multi-Paradigm. With this in mind, together with the recommendations provided by managers and volunteers, a possible **list of suggestions to be implemented** can be made:

- | | |
|--|--|
| -Creating a Volunteer Manager Role | - Job Opportunities/Internships |
| - Improved Communication methods | - Having a space for volunteers to operate |
| - More active/practical experience | - Induction process for volunteers/public |
| - Improve C.V /references | - Educational courses/programmes |
| - Training/Skills to develop themselves personally | - Community/ local issues projects |
| - Sponsorships and Funding | - Actively involved School programs |

Figure 7: Incorporation of findings into ADKAR Model

Appendix L: Originality Report from Safe Assign

The screenshot displays a web browser window with the SafeAssign interface. The browser's address bar shows a secure connection to a myvc.ielearn.ac.za URL. The page header features the SafeAssign logo and a user profile for Kendall. The main content area is divided into two columns. The left column contains student information: Name (Kendall Dorrofield), ID (13012793), Course (IIE Bachelor of Commerce Honours in Management), Assignment (ADKAR Change Management: A Cross-Sectional Qualitative Focus Group to Describe Perceptions of Factors that Motivate Volunteers in a South African Environmental Organisation), Research Methodology (RESM8419), Research Portfolio (Evidence), Campus (Varsity College Westville), Supervisor (Wilma Brent), and a quote ("Motivation is seeing what other people don't see"). The right column provides details for Assignment 4, including the submission ID, a 16% highest match percentage, word count (18,660), and a list of citations. The citations include references to other student papers and a website.

safe assign
by Blackboard

Kendall Dorrofield

13012793

1 IIE Bachelor of Commerce Honours in Management

2 ADKAR Change Management: A Cross-Sectional Qualitative Focus Group to Describe Perceptions of Factors that Motivate Volunteers in a South African Environmental Organisation

3 Research Methodology RESM8419

4 Research Portfolio of Evidence

Campus: 1 Varsity College Westville

Supervisor: Wilma Brent

i

"Motivation is seeing what other people don't see"

RESM8419_2017_HBC1_VCDW1 - RESM8419_VCDW1

Assignment 4

Kendall Dorrofield on Wed, Oct 18 2017, 10:33 AM

16% highest match

Submission ID: d9bbe121-2524-4839-a34a-ec41bb431b9d

K.Dorrofield RESM P...

Word Count: 18,660 | 16%

Attachment ID: 182992920

Citations (21/21)

- 1 Another student's paper
- 2 <http://www.ameerpetaren...>
- 3 Another student's paper
- 4 Another student's paper

10:43 AM
10/18/2017

Appendix M: Ethical Clearance Letter



ADvTECH House
Inanda Greens
54 Wierda Rd West
Wierda Valley
2196

P.O. Box 2369
Randburg 2125

Tel: (011) 676 8021
Fax: (011) 783 2574

21 June 2017

Student name: Kendall Dorrofield

Student number: 13012793

Campus: Varsity College Westville, Durban

Re: Approval of IIE BCOM Honours in Management Proposal and Ethics Clearance

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.



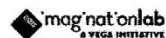
Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.



There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.



In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.



We wish you all the best with your research!



Yours sincerely,



Wilma Brent
Supervisor

Natalie Emslie
Campus Postgraduate Coordinator



Directors: RJ Douglas (UK), JDR Oesch (non-executive), A Isaakidis (non-executive) **Company Secretary:** C Koopman

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