



The role of volunteer management practices in attracting and retaining volunteers in a South African NGO brand



Dissertation submitted in fulfillment of the requirements for the degree
Master of Commerce in Strategic Brand Leadership at The
Independent Institute of Education, Vega School.

Kendall Dorrofield



Supervisor: Dr T. Taylor

11 / 11 / 2023

*“If our hopes of building a better and safer world are to become more than wishful thinking,
we will need the engagement of volunteers more than ever.”*

– Kofi Annan (Babazada, 2021:1)

Acknowledgements

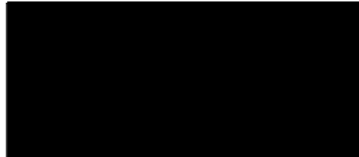
I would like to first thank my research supervisor, Dr Tish Taylor, for her consistent support and encouragement along this journey. For sharing the same goals and aspirations and being with me every step of this venture. Our weekly catch up sessions to share feedback, stories, and good laughs, I will surely miss.

I would like to thank The Independent Institute of Education and Vega School for their assistance and guidance in the Master of Commerce programme. Dr Wilhelm Neuland for going the extra mile to ensure students were inspired and prepared to tackle the year.

Lastly, to my partner and family for their never-ending support and encouragement during this journey. No matter how tough or how challenging the year became, your inspiration and words of encouragement to keep going were gratefully appreciated and provided me with the motivation to achieve my goal.

Declaration

I hereby declare that the dissertation submitted for The IIE Master of Commerce in Strategic Brand Leadership 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.



Kendall Dorrofield

11/11/2023

Abstract

With volunteers being a backbone and vital resource for non-governmental organisations, understanding how best to attract and retain volunteers in an environment where volunteer numbers are steadily declining has become a key focus for managers of volunteer programmes. Without a proper understanding of volunteer motivations, NGOs are unable to design effective volunteer management practices, resulting in a decrease in volunteer numbers, paired with a poor brand image and reputation as a desired NGO to volunteer one's time. To address the research problem, this study considered the seminal work on topics of volunteer motivation and volunteer management, in conjunction with the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management.

For this exploratory qualitative study, semi-structured interviews and a focus group were conducted with purposively sampled participants from a South African NGO. Data was analysed utilising a qualitative content analysis approach to produce the vital findings and outcomes of the study. The findings indicate an in-depth understanding of volunteer motivation by both volunteers and managers, however there was a lack of effective volunteer management practices in place, resulting in unsatisfied volunteers, limiting the number of volunteers attracted and retained at the NGO.

As part of the analysis, volunteers were categorised by volunteer type as well as by the phase in which volunteers were in the Volunteer Lifecycle, which created the basic knowledge on the practices best suited to manage and motivate these types of volunteers. Using the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management, this study recommends a new model for implementation by the NGO which proposes effective volunteer management practices. The new model creates a solid foundation to address the research problem and enhance the NGO's knowledge and understanding required to improve their volunteer management and their brand image in the market.

Table of Contents

Acknowledgements.....	ii
Declaration.....	iii
Abstract.....	iv
List of Figures	viii
List of Tables	viii
Chapter 1: Introduction.....	1
1.1. Background to the study.....	1
1.2. Preliminary literature review	2
1.3. Problem statement	4
1.4. Research aim	5
1.5. Research objectives	5
1.6. Delimitations, limitations, and assumptions.....	5
1.7. Research methodology	7
1.8. Ethical considerations.....	9
1.9. Chapter outline	10
1.10. Rationale	11
Chapter 2: Literature Review.....	12
2.1. Volunteer motivation	12
2.2. Volunteer lifecycle	15
2.3. Volunteer management practices.....	17
2.4. NGO as a brand.....	21
2.5. Theoretical framework.....	23
2.5.1. Multi-Paradigm Model of Volunteering	23
2.5.1.1. Subjectivism and objectivism	24
2.5.1.2. Stability and radical change	24
2.5.1.3. Traditional volunteer.....	25
2.5.1.4. Serendipitous volunteer	25
2.5.1.5. Social-change volunteer	26

2.5.1.6.	Entrepreneurial volunteer	27
2.5.2	ADKAR Model of Change Management	28
2.5.2.1	Awareness	29
2.5.2.2	Desire	29
2.5.2.3	Knowledge	29
2.5.2.4	Ability.....	29
2.5.2.5	Reinforcement.....	30
2.6	Conceptualisation.....	33
Chapter 3: Research Methodology		36
3.1.	Research paradigm	36
3.2.	Research design	37
3.3.	Research methodology	39
3.3.1.	Population and sampling.....	39
3.3.2.	Data collection.....	40
3.3.3.	Research instrument	42
3.4.	Trustworthiness of the research study	42
3.5.	Constraints of research methodology.....	44
3.6.	Ethical considerations.....	45
Chapter 4: Data Analysis		48
4.1.	Qualitative content analysis.....	48
4.2.	Trustworthiness, credibility, and reliability	53
4.3.	Presentation of data	56
4.3.1.	Volunteer focus group	57
4.3.2.	Manager semi-structured interviews	60
4.3.3.	Emergent themes.....	62
Chapter 5: Findings and Recommendations		64
5.1.	Interpretation of findings	64
5.1.1.	Volunteer motivation	65
5.1.2.	Volunteer Lifecycle.....	70
5.1.3.	Volunteer management practices	71
5.1.4.	NGO as a brand	74
5.2.	Limitations	76
5.3.	Anticipated contributions of the research	77

5.4.	Outcomes and insights on research problem	78
5.4	Recommendations.....	82
Chapter 6: Conclusion		88
Annexures.....		89
Annexure 1: Focus Group Guide		89
Annexure 2: Interview Guide		91
Annexure 3: Participant Consent Form		93
Annexure 4: Audio Consent Form		96
Annexure 5: Ethical Clearance Letter		97
List of References		98

List of Figures

- Figure 1: Research Methodology Depicted in Research Onion (Author Own)
- Figure 2: Volunteer Lifecycle (Ferreira *et al.*, 2009:9)
- Figure 3: The Multi-Paradigm Model of Volunteering (Macduff, 2006:32)
- Figure 4: ADKAR Model (Malhotra, 2019:1)
- Figure 5: Consolidated Model of Research Purpose (Authors Own)
- Figure 6: Coding Framework for Volunteers (Authors Own)
- Figure 7: Coding Framework for Managers (Authors Own)
- Figure 8: Manageable Themes (Authors Own)
- Figure 9: The Multi-Paradigm Model of Volunteering with Participants Marked (Macduff, 2006:32)
- Figure 10: Summary of Volunteer Management Practices (Authors Own)
- Figure 11: Consolidated Model of Research Purpose (Authors Own)

List of Tables

- Table 1: Chapter Outline (Authors Own)
- Table 2: Trustworthiness Strategies (Authors Own)
- Table 3: Summary of Motivational Factors (Authors Own)
- Table 4: Category of Volunteer based on Volunteer Responses (Authors Own)
- Table 5: Types of Volunteers and How to Manage them (Macduff, 2006:32)

Chapter 1: Introduction

Volunteers are often considered the valuable backbone to non-profit and non-governmental organisations (NGOs), providing a core and indispensable component in the delivery of their tasks (Ashfaq, Butt & Ilyas, 2021:189). Volunteerism has evolved as the most essential element for sustained service in both public and non-profit sectors (Krishnakumar, 2019:2846), and NGOs therefore need to ensure a strong brand image to attract and retain volunteers (do Paço, Rodrigues & Rodrigues, 2014:13). By incorporating brand management into volunteer management, NGOs are able to create a favourable brand image, which is essential to attracting and retaining volunteers (do Paço *et al.*, 2014:12).

For the purpose of this study, a South African NGO was selected to understand how their volunteer management practices and brand image attract and retain volunteers. During the study, a concentration and focus was on understanding the motivational factors of volunteers in order to categorise volunteers into types, allowing for recommendations on the best design for volunteer management practices.

With a need to attract and retain volunteers and ensure their effective engagement with the NGO, it is important to understand how the NGO's brand and image together with their volunteer management practices attract and retain the required volunteers. Chapter one provides the necessary background to the study, together with highlighting the research problem and objectives.

1.1. Background to the study

The importance and reliance on volunteers by NGOs has resulted in a growing body of literature focusing on NGO volunteer management practices (Knepper, D'Agostino & Levine, 2015:212). Volunteerism contributes significantly to society and the NGO volunteer workforce is considered an indispensable resource (Power & Nedvetskaya, 2022:2). Effective volunteer management practices positively influence volunteer experiences, performance, and retention, which in turn enhance the quality of NGO services through the maintenance of a consistent volunteer workforce (Power & Nedvetskaya, 2022:2). Volunteer attraction and retention are directly related to

volunteer management practices, leadership styles, change management, and brand management. Without a favourable brand image or effective volunteer management practices that focus on the right leadership strategies, communication strategies, and branding strategies, NGOs are unable to attract and retain volunteers.

A review of prior volunteer literature reveals useful and insightful studies on a wide range of volunteer-related subjects, including understanding volunteers, volunteer motivation and retention, and volunteer management practices (Zievinger & Swint, 2018:108). Many of these earlier studies have been quantitative in nature, with little research concentrating on understanding the motives and experiences of volunteers. Furthermore, there is a gap in the literature regarding the classification of volunteers by type, which provides an essential indicator of the motivation and intention to stay based on the category of volunteer (Aboramadan, Abderrahman, Alharazin, Dahleez & Albashiti, 2019:407). Understanding volunteer types will help NGOs better coordinate their volunteer management practices to attract and retain more volunteers.

The Multi-Paradigm Model of Volunteering (Macduff, 2006:31) has been utilised to categorise current NGO volunteers into types, which will provide important indicators of the motivations and intentions to stay of each volunteer type. Based on this information, the efficiency of the NGO's volunteer management practices has been assessed on their ability to attract and retain the volunteers included in the sample. Furthermore, understanding the NGO's brand image to attract and retain volunteers will be assessed by understanding how volunteers perceive or view the NGO and their reasons for selecting one NGO brand over another (Mitchell & Clark, 2020:2). Finally, using the ADKAR Model of Change Management, changes to volunteer management practices are recommended using a change management approach to improve not only their brand image as a favourable NGO but also the number of satisfied and retained volunteers.

1.2. Preliminary literature review

With the research background in mind, the literature review aimed to provide an overview and analysis of previous research on the topic of volunteerism and NGO brand image. Using a thematic approach, the literature was broken down into four

themes, namely volunteer motivation, volunteer management practices, Volunteer Lifecycle, and NGO as a brand. Volunteer motivation is a key focus in the study, looking to understand the factors that motivate volunteers and identified through the use of seminal work by Nencini, Ramaioli, and Meneghini (2016:618) and Ackermann (2019:1121) which indicates that there is a strong correlation between volunteers' motivation and their intention to remain with a NGO and highlights how organisations may lack the proper understanding of why people volunteer in the first place (Ackermann, 2019:1119).

In addition, the literature review looked at a deeper understanding of volunteer motivation by assessing which phase volunteers fall in the Volunteer Lifecycle, presented by Ferreira, Proença, and Proença (2009:9), and whether volunteers are in the exploratory, developmental, or mature phase (Aboramadan, 2019:9). The phases indicate to NGOs where their attention and resources should be focused for a positive impact on volunteer attraction and retention. This Volunteer Lifecycle was linked to the Multi-Paradigm Model of Volunteering (Macduff, 2006:31) in which volunteers are classified according to volunteer types and which provides a breakdown of the tasks and activities best suited to motivate these categorised volunteers (Macduff, 2006:31).

The management of volunteers was highlighted as one of the most important but challenging tasks as successful volunteer management practices would lead to improved volunteer motivation, attraction, and retention. This was supported by the work of Krishnakumar (2019:2205) and Zievinger and Swint (2018:112) which states that volunteer management practices must be linked to motivational factors to effectively manage volunteers, otherwise it would lead to decreased numbers and demotivated volunteers (Zievinger & Swint, 2018:108).

The NGO as a brand is a fundamental aspect to consider as to why volunteers would select one brand over another brand, as without the proper branding strategies, NGOs would be unable to attract and retain the volunteers required to achieve their strategic goals (Mitchell & Clark, 2020:2). Brand is a valuable asset to NGOs, linked to their reputation, image, and identity in the market; and those with a more favourable brand image would have greater potential for volunteer numbers (do Paço *et al.*, 2014:12).

This links to the need to implement the right volunteer management practices to satisfy the needs and wants of volunteers and be viewed as the go-to NGO for volunteering.

The focus shifts to incorporating the knowledge gained in the literature review into a theoretical aspect by utilising the ADKAR Model of Change Management to improve the volunteer management practices within an NGO in order to improve their volunteer motivation, attraction, and retention whilst focusing on their enhanced brand image and reputation. Both the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management were incorporated into a new recommended model for the NGO to follow to assess their volunteer management and brand and implement the required changes that would focus on the motivation of volunteers. This consolidated model is further explained in Chapter two and Chapter five of this dissertation.

1.3. Problem statement

Volunteer retention in South African NGOs is steadily declining due to poor volunteer management practices, which has resulted in a decrease in volunteer motivation and has left volunteers questioning their decision to stay with the NGO (Zievinger & Swint, 2018:107). Recruitment, retention, and management of volunteers is becoming a key concern for volunteer managers (Ilyas, Butt, Ashfaq & Maran, 2020:190). According to Hager and Brudney (2004; cited by Cho, Wong, & Chiu, 2020:1), ineffective volunteer management practices within NGOs have resulted in two-fifths of volunteers ceasing to volunteer (Cho *et al.*, 2020:1).

With volunteers not being paid for their services, NGOs create a negative brand image around those who volunteer, fearing a reputation of exploiting volunteers and reducing future donations of time and money to the NGO. It is important to develop a favourable brand image, as the more positive the image, the greater the potential for time and monetary donations (do Paço *et al.*, 2014:12). NGOs experiencing a decline in volunteer numbers are finding it difficult to achieve their strategic goals because of their unstable volunteer base and high turnover rate (Cho *et al.*, 2020:1).

To achieve their strategic goals, management of NGOs must engage with and include their volunteers to reach meaningful outcomes that are in line with volunteers' motivations and create a positive brand image (Ilyas *et al.*, 2020:190). However, NGOs must first understand the different volunteer types, as well as the motivations and intentions of each volunteer type, to design effective volunteer management practices (Cho *et al.*, 2020:2). The purpose of this research is to address this problem and contribute to filling the knowledge gap for brand image and volunteerism.

The problem statement of this research is thus:

A lack of understanding of volunteer management practices, negatively impacts the brand image of NGOs and their ability to attract and retain volunteers to achieve their strategic goals.

1.4. Research aim

The aim of this research is to understand the role of volunteer management practices to attract and retain volunteers in a South African NGO brand.

1.5. Research objectives

- To explore the role of volunteer types in motivational factors that attract and retain volunteers within a South African NGO.
- To explore the role of volunteer management practices in attracting and retaining volunteers within a South African NGO.
- To assess the role of current volunteer management practices in fostering a positive brand image of the South African NGO.
- To identify practices that can be implemented as part of a change management strategy to address volunteer attraction and retention in a South African NGO.

1.6. Delimitations, limitations, and assumptions

With regards to the delimitations of the study, the research was conducted using volunteers and managers from a South African NGO in KwaZulu-Natal. The data

collected from volunteers focused on categorising volunteers by type, understanding their motivations and experiences within the selected NGO. Despite volunteers potentially having previous experience at other NGOs or organisations, data was limited to the specific NGO and any other comments or comparisons with previous experiences were not included. Volunteers and managers were selected based on specific population parameters and participants who did not meet these requirements were excluded.

The research has some limitations which may detract from the value of the research findings. The research study is limited to one South African NGO which may differ from other NGOs thus limiting the relevance of the findings to one NGO. Additionally, collecting data from a variety of volunteers from differing NGOs or organisations may have provided contrasting or corresponding findings, which would have allowed for a deeper understanding of different volunteers and organisations. Additional limitations are discussed in Chapter five.

With regards to the research problem for this study, there is an assumption that a poor brand image or brand reputation does not inspire volunteers and may cause a decrease in the number of volunteers choosing to stay or choosing to join the NGO. When comparing an NGO to an everyday organisation, which perhaps has a dedicated team and resources allocated to marketing and branding, NGOs may not experience the same level of commitment or resources, limiting their ability to attract and retain volunteers with the right volunteer management practices. Previous research assessed in the literature review provides evidence that there is not enough of a focus on understanding the reasons why people volunteer, resulting in NGOs not implementing the best practices to attract and retain volunteers through the lifecycle of volunteering.

A further assumption, based on previous research, is that the NGO image as brand may not be strong enough against other brands, with limited brand awareness and brand touchpoints, reducing their competitive edge or key differentiation in the market for non-profit and non-governmental organisations (do Paço *et al.*, 2014:12).

1.7. Research methodology

The research methodology that was employed for this exploratory research study is outlined below. Chapter three provides a more detailed understanding of the research methodology for the study and each element is discussed in more detail further on. The figure below provides a graphical depiction of the key elements of the research methodology in the study, using the concept of Saunders' Research Onion (2007:1) which describes the different decisions that need to be made in research methodology (Phair & Warren, 2021:1).

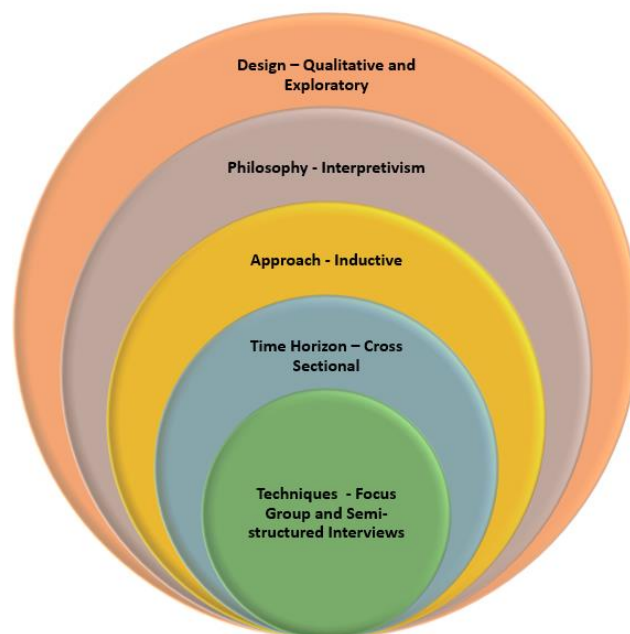


Figure 1: Research Methodology Depicted in Research Onion (Authors Own)

With the main aim to assess current volunteer management practices of a South African NGO whilst developing an understanding of volunteer motivation, volunteer types, and brand image, this study followed a qualitative research approach. An interpretivist paradigm is used interchangeably with qualitative research (Nieuwenhuis, 2016a:53). The study follows a relativist ontology and subjectivist epistemology. A relativist ontology assumes that reality is constructed intersubjectively through meanings and understandings developed socially and experientially (Cohen & Crabtree, 2006:1). A subjectivist epistemology assumes that individuals cannot

separate themselves from what they know, and how they understand the world, themselves, and others (Cohen & Crabtree, 2006:1).

The design followed an exploratory, qualitative approach in which the researcher gathered data using exploratory questions to identify additional knowledge and research on the topic of volunteer motivation and volunteer management practices as existing research was unclear or presented limitations on the topics (Bougie & Sekaran, 2020:56). The research followed an inductive approach as it aimed to generate meanings from the collected data by identifying patterns and relationships. Inductive research focuses on exploring a previously researched phenomena from a different perspective and is best suited to qualitative methodology (Gabriel, 2013:1). Data was collected by means of semi-structured interviews and a focus group, which are viewed as the best of both worlds as they contain elements of structured and unstructured questions to produce reliable, flexible, and comparable results and utilised best within exploratory studies (George, 2022:1).

The research instrument designed to gather an in-depth understanding of the topic followed a set of questions designed for both the semi-structured interviews and focus group. These questions and interview guide are provided in Annexure one and two. Questions were designed based on previous research and structured in such a way as to gain valuable and in-depth data. Participants were able to talk at length about a topic while the researcher gathered vast amounts of information on ideas, attitudes, feelings, and experiences.

The time outlined for the collection of the data was one day, to schedule the semi-structured interviews with the managers and the volunteers on the same day for ease of convenience. Thereafter the researcher moved through the study in a cross-sectional manner, which is best suited to collecting data that is pertinent to the purpose of the study (Bougie & Sekaran, 2020:112).

With regards to the sample size of the study, the use of non-probability sampling was employed to select a sample from the population. The population consisted of individuals at a South African NGO based in Kwa-Zulu Natal. The target population

included both NGO managers and volunteers. For the NGO managers the parameters involved managers who had been employed at the NGO for longer than a year and who were specifically involved in the management of volunteers. For the volunteers, the parameters included individuals with experience in volunteering with the NGO for a minimum period of three months.

Through the use of purposive sampling, individuals were selected from the population based on their ability to fulfil the required parameters. Purposive sampling was best suited to the study as the researcher worked within the NGO and was able to select individuals who would provide data-rich responses. With the unit of analysis involving human participants, the sample size for the volunteers was between 10 and 12 volunteers and two to three managers in order to achieve data saturation to enhance the validity and reliability of the study. The necessary permission was obtained by the NGO to conduct the study on the NGO as a brand and the researcher contacted a senior manager for assistance to schedule a group of volunteers available for the focus group and managers available for the semi-structured interviews.

The focus group and semi-structured interviews were recorded with the informed consent of the participants and the researcher took notes on body language and other important points which were vital for the analysis of the data. The audio recordings were then transcribed verbatim to allow for more convenient qualitative content analysis.

1.8. Ethical considerations

With the study focused on understanding volunteers' motivations and managers' perceptions of the NGO's volunteer management practices, there was an element of human interaction which highlights a greater need to ensure ethical guidelines were followed. Chapter three discusses the ethical considerations and outlines the guidelines that were followed by the researcher to ensure the protection of the well-being and interests of the voluntary participants. Guidelines such as ensuring transparency of the process to participants, obtaining the necessary informed consent for participation and audio recording, as well as a detailed explanation on their

involvement as a voluntary participant with the ability to withdraw at any point in the study are addressed. The researcher had a responsibility to the participants to remain neutral and impartial, communicate the findings, ensure confidentiality, and build a rapport with volunteers. In addition, as the study was focused on a particular NGO, institutional consent to use the brand's name was obtained.

Utilising the work by David, Resnik and Shamoo (2011:1) and the Belmont Report (Department of Health, Education, and Welfare, 1979:4) the researcher had to ensure additional factors of honesty, comprehension, respect, accountability, and professionalism, which are explained in more detail in Chapter three.

1.9. Chapter outline

Chapter Number and Title	Outline
Chapter 1: Introduction	The background, problem statement and research purpose are identified. The research questions, objectives and significance of the study is outlined.
Chapter 2: Literature Review	The theoretical framework is discussed with a review of relevant research on volunteer motivation and effective volunteer management practices to attract and retain volunteers. The research is organised according to key concepts.
Chapter 3: Research Methodology	The research design is presented, and sample population identified with the outlined qualitative data collection and analysis process followed.
Chapter 4: Data Analysis	The findings and insights derived from the data collected is analysed and presented according to research objectives. The ethical considerations and reliability and trustworthiness of the study will be outlined.
Chapter 5: Findings and Recommendations	The limitations of the study as well as the contribution of the study and suggestions for future research will be outlined.
Chapter 6: Conclusion	The study is concluded with a discussion of results in relation to the research question.

Table 1: Chapter Outline (Authors Own)

1.10. Rationale

The purpose of the research study is to explore how volunteer management practices attract and retain volunteers within a South African NGO. In the search for effective volunteer management practices, understanding volunteer motivation and retention was chosen as the main focal area. The study will add to knowledge in the field of volunteerism and provide insight into types of volunteers, volunteer motivation and retention, and existing volunteer management practices. The study analysed the factors that influenced volunteers' decisions to support one NGO over another.

The study's recommendation of a potential model for change management, combining the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management into one consolidated model, contributes to addressing the research problem. This model can be used by the NGO to improve volunteer management practices and foster a positive brand image of volunteering. The enhancement of volunteer management practices will result in a greater understanding of volunteers and how to best attract and retain them as a core part of NGO services, enhancing their brand reputation and assisting in achieving strategic goals.

The above outlines the research problem, aim, and objectives that were addressed during this exploratory study on volunteer management practices to attract and retain volunteers in a South African NGO. The following chapter presents the relevant literature and theoretical aspects to understand volunteerism and brand image within the selected NGO. The key themes for the study are identified in the review of the literature and linked to the themes used for the thematic content analysis of the data.

Chapter 2: Literature Review

The goal of this literature review is to provide an overview and analysis of previous research on volunteerism and brand image for NGOs. The literature review is divided into four themes, namely volunteer motivation, volunteer management practices, Volunteer Lifecycle, and NGO as a brand. Each theme provides critical insight into how an NGO can improve volunteer attraction and retention and outlines the themes that are required as part of a change management process in their pursuit of improving their brand image. The theoretical framework, consisting of the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management are presented and their incorporation and utilisation for the study are discussed. The key concepts are conceptualised to develop a deeper understanding of the research purpose to improve the volunteer management practices and brand image of the selected NGO.

Volunteering literature is extensive and spans a variety of topics and disciplines, with early volunteer research focusing on a particular population of interest or volunteering types (Kragt & Holtrop, 2019:2). The act of volunteering typically consists of the contribution of time to provide help or assistance without financial compensation (Gallegos, 2018:1). However, the recent focus on volunteer research centres predominantly on volunteer motivation and to a lesser extent volunteer retention. The focus of the studies identified below explores a variety of theoretical models aimed at predicting the motivations of volunteers to enable organisations to align their strategies to attract volunteers.

2.1. Volunteer motivation

Volunteer motivation is a key focus area in this study, highlighting the need to develop an in-depth understanding of volunteering and the best practices that can be implemented to attract and retain volunteers. Research conducted by Nencini *et al.* (2016:618) focuses on the factors that motivate volunteers. However, this research is addressed from the perspective of NGOs (Nencini *et al.*, 2016:618). According to Ackermann (2019:1119), volunteering is identified as an essential element in modern society that lacks an understanding of why people volunteer in the first place

(Ackermann, 2019:1119). Ackermann (2019:1121) further identifies three key types of volunteering, namely formal, informal, and online. Using the Swiss Volunteering Survey, the findings attempted to determine a relationship between a volunteer's personality traits and their decision to volunteer (Ackermann, 2019:1121). Although the study provides key insight into volunteer traits that motivate them to choose to volunteer, the study lacks an exploration of the motivational factors for volunteering within an NGO.

Nencini *et al.* (2016:618) focus on the factors that promote satisfaction and sustained volunteerism from a non-profit and non-governmental perspective. The data collected by Nencini *et al.* (2016:618) was quantitative, however the findings presented are useful for the purpose of this study, as volunteer satisfaction was linked to the positive relationship volunteers had with NGO managers (Nencini *et al.*, 2016:631). The study aimed to identify the motivations of volunteers and the organisational activities that led to increased volunteer satisfaction and the intention of volunteers to remain at the NGO. The type of activities with which volunteers were tasked within an NGO, has a strong correlation with their motivation and intention to remain as the activities should be characterised by a degree of autonomy, variability, and significance (Nencini *et al.*, 2016:632).

With the role of volunteering being highlighted as crucial by Nencini *et al.* (2016:632), the need to understand volunteers is an important task of NGOs to effectively attract, manage, and retain these valuable resources (Nencini *et al.*, 2016:632). The first step, according to Ashfaq, Butt, and Ilyas (2021:191) is to understand motivation, as volunteers devote their time based on some form of motivation, either intrinsic or extrinsic in nature (Ashfaq, Butt & Ilyas, 2021:191). The key to improving volunteerism within an organisation is to ensure that potential volunteers are exposed to activities that are aimed at satisfying their motivational needs and link to the characteristics identified by Nencini *et al.* (2016:632) to feature activities that showcase a varying degree of autonomy, variability, and significance to the volunteer (Ashfaq *et al.*, 2021:191; Nencini *et al.*, 2016:632). This positively links to the theoretical Multi-Paradigm Model of Volunteering through which volunteers are classified according to a certain volunteer type. These volunteer types have a set structure or method of

management and motivation to follow. Therefore, for NGOs to effectively advertise the activities best suited to attract and retain potential volunteers, knowing the type of volunteers can provide an indication to the NGO of which activities to advertise to recruit and attract the right volunteer and target their motivational needs.

According to Ashfaq *et al.* (2021:192), volunteer motivation is different for every volunteer, as each has a different reason for volunteering, linking to four key aspirations of motivation: affiliation, beliefs, career development, and egoistic. To support these four key directions, Aboramadan *et al.* (2019:408) highlight the five factors from the Volunteer Functions Inventory (VFI) that relate directly to these points, such as values, enhancement, career, social, and protective (Aboramadan *et al.*, 2019:408). Clary and Snyder (1991, cited by Ashfaq *et al.*, 2021:190) propose six key areas of motivation for volunteers, highlighting the key focus for designing or creating activities that motivate volunteers, namely enhancement (to feel useful and important), career (obtaining career experience), social (strengthening relationships), values (expressing humanitarian motives), protective (avoiding any negative feelings) and understanding (exploring new experiences and skills) (Ashfaq, *et al.*, 2021:190). Aboramadan *et al.* (2019:408) analyse motivational factors through the use of a detailed set of questions, and their findings indicate that career and protective were the key drivers for volunteering, with social, values, and enhancement featuring not as significantly in volunteer motivation (Aboramadan *et al.*, 2019:408).

According to Aboramadan *et al.* (2019:414), the main factors of volunteering are enhancing their careers and feeling protected in their ventures, rather than building relationships and expressing humanitarian purposes (Aboramadan *et al.*, 2019:414). In order to design the right activities to attract and retain volunteers, NGOs need to understand the reasons and drivers for volunteers to donate their time. This will be addressed by the data collected from the focus group, comparing volunteers responses in the set of questions of their key factors for motivation and relate this to the VFI drivers. Through this comparison, volunteer motivational factors will be identified, filling the gap in volunteer management practices by designing activities that are focussed on these key drivers of the VFI. However, it is at this point that the

volunteer lifecycle becomes an important factor to consider, as volunteers will have different motivational factors at different points in their volunteer journey.

2.2. Volunteer lifecycle

To assist with developing a deeper understanding of volunteer motivation, an article by Aboramadan (2019:1) was reviewed as it focuses on identifying the factors that drive volunteering in non-profit organisations, which could be related to non-governmental organisations. These factors are categorised as subjective dispositions (which included empathy, agreeableness, social phobias, solidarity, openness to experience, self-interest, and religion) and demographic characteristics (which include gender, race, age, and education) (Aboramadan, 2019:1).

Through Aboramadan's (2019:9) exploratory study, two non-profit organisations were compared with each other, one organisation fully reliant on volunteers to carry out daily, essential tasks and the other organisation that had paid employees to carry out these tasks. The study's concept of centrality was determined by measuring the importance of volunteers' contribution to the organisation mission. In organisations where volunteers are central to achieving their mission, good volunteer management practices are required (Aboramadan, 2019:9).

Within this focus on volunteer practices, an interesting topic is addressed by Ferreira *et al.* (2009:9) in which volunteers fall within a lifecycle of three phases: exploratory, developmental, and mature phase (Aboramadan, 2019:9), as depicted in Figure two below. Each phase provides a vital understanding of a volunteer's motivational factors and identifies potential activities or practices that should be followed to motivate, attract, or retain a volunteer, depending on which phase they are currently presenting within the NGO. The phases provide an indication to the NGO of where the most attention and change should be implemented for a positive impact on volunteer attraction and retention.

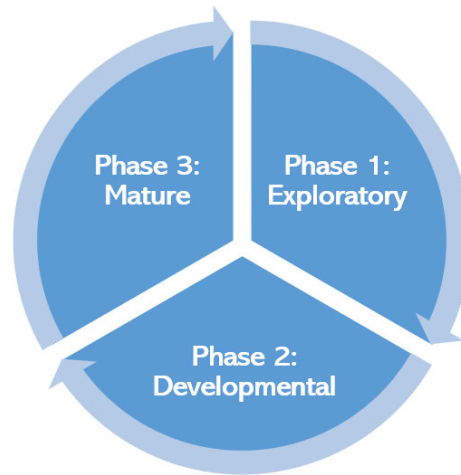


Figure 2: Volunteer Lifecycle (Ferreira et al., 2009:9)

In the exploratory phase, volunteers are still indecisive about their reasoning to remain within the organisation (Aboramadan, 2019:9). In the developmental stage, volunteers feel more confident in their decisions and tend to contribute positively to the organisation (Aboramadan, 2019:9). In the mature phase, volunteers are actively contributing at a maximum level and can give to others (Aboramadan, 2019:9). Volunteers follow the Volunteer Lifecycle as indicated in the figure above by moving through the exploratory phase, through developmental by learning their key motivations and drivers of volunteering, and finally into the mature phase in which their volunteering has a positive impact on themselves and others around them. Ideally the attraction of a volunteer to an NGO is to develop them into the mature phase where they are an asset to the organisation (Aboramadan, 2019:9).

This concept of the Volunteer Lifecycle has been linked to the Multi-Paradigm Model of Volunteering by identifying the type of volunteer as well as identifying which phase in the Volunteer Lifecycle the volunteer falls. Through this valuable classification of volunteers by type and by Volunteer Lifecycle, the tasks and activities designed in the volunteer management practices can be assessed to best suit the volunteer's needs and motivations, increasing their satisfaction and intention to remain with the NGO.

Understanding this lifecycle raises the important issue of volunteer retention, as event organisers and NGOs that rely on volunteers often struggle with volunteer shortages (Compion, Meijs, Cnaan, Krasnopolskaya, von Schnurbein & Abu-Rumman, 2021:2).

NGOs often have difficulty recruiting new volunteers and training enough available volunteers from which to draw future help as they lack understanding of the best practices to attract and retain these volunteers and develop volunteers into the mature phase (Compion *et al.*, 2021:2).

Questions posed to the volunteers aim to identify at which phase of the lifecycle they are currently in as it is vital for NGOs to design effective management practices that will motivate and support volunteers in the three different phases. The exploratory phase of the lifecycle involves practices that will be used to recruit and convince volunteers who are indecisive. The developmental phase involves practices centred around training volunteers to provide the necessary resources. The mature phase involves recognition and rewards to volunteers for their valuable contribution to the NGO (Aboramadan, 2019:10). Although the insight provided into the Volunteer Lifecycle by Aboramadan (2019:9) is an important aspect of this study, the recommendations for volunteer management practices to target the volunteers at each phase lack a deeper understanding and connection for NGOs. In response to this gap, the next theme of volunteer management practices will highlight additional steps that can be put in place in conjunction with the steps identified above for the Volunteer Lifecycle.

2.3. Volunteer management practices

According to Krishnakumar (2019:2195), volunteer management is defined as a systematic utilisation of volunteers in such a way for overall achievement of organisational goals, whilst ensuring these practices are unique to recruit and select the best volunteers to join the NGO (Krishnakumar, 2019:2195). Volunteers offer a diverse range of knowledge and skills to an NGO through their different backgrounds, educations, cultures, beliefs, and values. The management of volunteers within an NGO is one of the most challenging tasks and is pivotal to ensuring effective management without volunteers being underutilised (Krishnakumar, 2019:2195). The success of volunteer management practices is largely dependent on sustaining volunteers' motivation levels, which were discussed in an earlier theme of volunteer motivation above.

Krishnakumar's (2019:2205) study focuses on the volunteer management practices adopted by non-profit organisations in India and focuses mainly on managers within the volunteer programmes to gain their input and preferences of managing volunteers. The results indicate that despite the management abilities or skills of managers, the lack of a systematic framework with policies and strategies was evident, resulting in improper management of volunteers (Krishnakumar, 2019:2205). Limitations of this study include not developing an understanding that volunteer motivations differ from NGO to NGO and limited research on the retention of volunteers. In response to this limitation, the purpose of the present study is to gain a deeper understanding of the retention of volunteers, and although the study will only look at the motivational factors of volunteers within the selected NGO, it aims to provide a model that can be utilised by the NGOs to identify these unknown or misunderstood motivational factors.

With a positive relationship established between volunteer management practices and volunteers' intention to continue volunteering, there is a bigger shift in focus to ensuring an NGO implements the most effective volunteer management practices (Nencini *et al.*, 2016:632). Cho *et al.* (2020:2) provide an additional definition of volunteer management in conjunction with Krishnakumar's (2019:2195) definition above, in which volunteer management is involved in the activities contained in the management of volunteers' service delivery and ensuring the establishment of required conditions for volunteers (Cho *et al.*, 2020:2). Their qualitative study aims to look at volunteer management as the primary influence in the relationship between volunteers and the NGO, recognising volunteers' potential and providing the volunteers with the right activities that target their motivation, improving their experience, and helping to retain them within the organisation (Cho *et al.*, 2020:2).

Practices that are recommended to enrich the volunteer experience, as posed by Cho *et al.* (2020:8) include volunteer empowerment by inviting volunteers to partake in decision-making, training and coaching, orientation to feel welcomed by the organisation, sense of satisfaction, social connections, and reward and recognition programmes (Cho *et al.*, 2020:8). Limitations of the study include a limited sample, without results being generalisable to all volunteers. As indicated above, previous

research by Krishnakumar (2019:2205) could not be generalised to all NGOs as each NGO is different, which follows a similar issue with volunteers being different and thereby being unable to generalise the results of volunteer management to all NGOs. The exploratory research attempted to produce an effective and easy-to-follow approach that can be implemented within the selected NGO, based on the results obtained from the previous research.

Cho *et al.* (2020) recommend future research be conducted outside of Singapore, with a range of volunteer demographics to gain deeper insight as well as measure the personal factors that influence volunteerism with emotional and behavioural responses. This volunteer study takes findings from the study in Singapore and explores a similar study from a South African perspective, with the incorporation of understanding volunteer motivation to address the research gap identified by Cho *et al.* (2020:8).

In addition to the practices identified above, ensuring the right leadership style within the NGO to effectively manage and sustain volunteerism has been incorporated as a key practice, as the right leadership can enhance volunteer motivation and experience. Aboramadan (2019:9) identifies a leadership style that focuses on a nurturing approach to influence volunteers, which links to an important volunteer management practice identified by Bauer and Lim (2019:4) in which leadership and the relationship that a volunteer has with a supervisor within the NGO are valuable and an important focus (Bauer & Lim, 2019:4).

The more connected volunteers feel with the organisation in question, the more likely they are to remain in their roles (Bauer & Lim, 2019:1). Ashfaq *et al.* (2021:198) also provide an indication of a leadership style in their study as the best practice for non-profit organisations which follows along the style of a charismatic leader, who aims to maintain the intense contact, empowering followers, creating positive images, and articulating the mission and vision (Ashfaq *et al.*, 2021:198).

A greater level of support, appreciation, and engagement can lead to higher volunteer satisfaction and intention to remain (Bauer & Lim, 2019:4). Further to this, having the

right communication and branding strategies in place can also play a role in the satisfaction of volunteers, linking to additional research conducted by McCannon and Hahrie (2016:2) outlining six lessons that should be followed by NGO management to avoid the mismanagement of volunteers and ensure proper engagement with interested volunteers (McCannon & Han, 2016:2). These six valuable lessons for NGOs include ensuring volunteers dreams come true, create a sense of fellowship, build easy ways for volunteers to start, build rhythm that helps to grow and sustain volunteer excitement, create benchmarks and access to data for volunteers to track their progress, and ensure the volunteer programme is kept free of any fear or criticism (McCannon & Hahrie, 2016:2). McCannon and Hahrie (2016:2) highlight the importance of actively engaging with these six lessons to create a high-functioning group of volunteers, able to accomplish bigger goals (McCannon & Hahrie, 2016:5).

This is further supported by Zievinger and Swint (2018:108), who focus on the need to link volunteer management practices to motivational factors to effectively manage volunteers (Zievinger & Swint, 2018:108). According to their study, there are certain factors that lead to decreased volunteer motivation such as lack of proper training, lack of verbal recognition, and lack of communication, however there is limited research on how volunteers perceive their ideal management and motivation to convince them to remain at an NGO (Zievinger & Swint, 2018:107). During the exploratory study, an in-depth understanding of the volunteers' preferred management style and activities is investigated through a series of open-ended questions to discover their opinions.

Zievinger and Swint's (2018:112) conducted online surveys with volunteers to identify their motivational factors in relation to their intention to remain volunteering at the NGO. Based on their results, they identified key motivational factors as vital in volunteer management practices, such as training and recognition (Zievinger & Swint, 2018:112). In their study, reference is also made to the Volunteer Functions Index (VFI) and a model is presented in which training, support, and recognition are required to target the six factors of volunteer motivation, social, value, career, understanding, protective, and esteem (Zievinger & Swint, 2018:108). A recommendation presented is to not only look at a volunteer's intention to remain within an NGO for one year or

more years to come, but to rather measure their intention to stay for days or months from the point of questioning (Zievinger & Swint, 2018:113).

In addition to the above literature, the NGO included in this study had presented at the conference for Education, Advocacy and Actions to Advance ESD in Southern Africa. A topic of discussion presented during the conference was the pitfalls and possibilities experienced by the volunteers (Burger, 2023:1). The focus was to better understand the highs and lows of volunteering, looking at opportunities and barriers. The topic highlighted a need for volunteerism to evolve into a co-learning space between volunteers and managers, supporting inclusivity, access, environmental practice, and increasing competencies (Burger, 2023:2). The NGO is focused on planning for the future, managing the present, and listening to the voices of the youth but requires an initial understanding of volunteer motivation and how best to improve volunteer management, improving their brand image as an NGO to be selected to volunteer their time (Burger, 2023:6).

2.4. NGO as a brand

An important theme to address is understanding the NGO as a brand and not only focusing on the reason why people volunteer, but rather why they would select one NGO brand over another. Mitchell and Clark (2020:2) offer a strong argument in the pursuit of understanding the role of branding in driving the volunteer choice between NGOs, as this is vital to obtain their strategic goals and mission (Mitchell & Clark, 2020:2). Mitchell and Clark (2020:2) emphasise that non-profit and non-governmental organisations, need to attract and retain volunteers in order to achieve their mission, but they need to understand how best to appeal to these volunteers through minimal marketing and investment to attract the right volunteers (Mitchell & Clark, 2020:2). In their article, they note that previous literature on volunteers has focused on the motivational factors but there needs to be a shift in focus to brand as a strong driver in motivating volunteers to donate their time and resources (Mitchell & Clark, 2020:2).

The role of branding from a non-profit perspective is understood from a deeper aspect of knowledge, highlighting the importance of brand awareness as the significant

determinant of individuals' selection between NGOs to volunteer their time and resources (Mitchell & Clark, 2020:4). In addition, the importance of touchpoints with volunteers at different stages helps to strengthen the brand image and positive brand experience (Mitchell & Clark, 2020:4). The touchpoints can be improved through the volunteer management practices implemented within the NGO. Their recommendation for future research involves developing an understanding of brand choice by volunteers during the decision-making process between different NGO brands. Questions posed to the volunteers who participated in the study aimed to explore the theme of NGO as a brand, by requesting qualitative responses to the reasons why volunteers had selected the NGO in question, to donate and volunteer their services, and why they had selected this NGO over others in the industry.

Do Paço *et al.* (2014:12) support this approach in their article highlighting that brand can be a valuable asset to an NGO and it is a source of differentiation in the competitive market of non-profit and non-governmental organisations (do Paço *et al.*, 2014:12). The brand of an NGO is linked to its reputation, image and identity, and how the brand is viewed by different stakeholders. With a more favourable brand image, there is greater potential for donations and volunteers, therefore it is vital for NGOs to focus on their brand image and reputation to attract and retain volunteers. Within the context of the purpose of this study, understanding how to improve volunteer management will create a more favourable experience and atmosphere for volunteers, improving the NGO's brand image in the market. Implementing the right volunteer management practices to target the right volunteer types, adds to the strategy to improve brand image. Do Paço *et al.* (2014:13) recommend adapting the right marketing strategies to center on satisfying the needs of their main stakeholders such as volunteers (Paco *et al.*, 2014:13).

Bennett and Gabriel (2003, cited by do Paço *et al.*, 2014:13) suggest five key points to consider when creating a favourable brand image. These points include compassion, dynamism, idealism, focus on beneficiaries, and non-political image, resulting in more donations and volunteers. These five points will be linked to the suggested volunteer management practices incorporated in the framework through change management with ADKAR (do Paço *et al.*, 2014:13).

2.5. Theoretical framework

For this study, two key theories were selected that both explore an important aspect of volunteer motivation and management within an NGO. These theories include the Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management. Each theory has been selected purposefully and incorporated into the study to provide valuable insight into the management of volunteers through determining their volunteer type and motivational factors, to improve the attraction and retention of volunteers by improving the brand image and reputation of the NGO.

2.5.1. Multi-Paradigm Model of Volunteering

The Multi-Paradigm Model of Volunteering developed by Macduff (2006:31) proposes four basic types of volunteer types, namely traditional, serendipitous, social change, and entrepreneurial (Macduff, 2006:31).

This model, which highlights the pattern with volunteer types, is based on the idea of a paradigm. The paradigm is a theoretical construct measuring volunteers against two continuums of volunteer behaviour, as depicted in Figure two below (Macduff, 2006:31). It is rare to categorise a volunteer as one pure type, but rather to categorise them as falling between two continuums of the paradigm (Macduff, 2006:31).

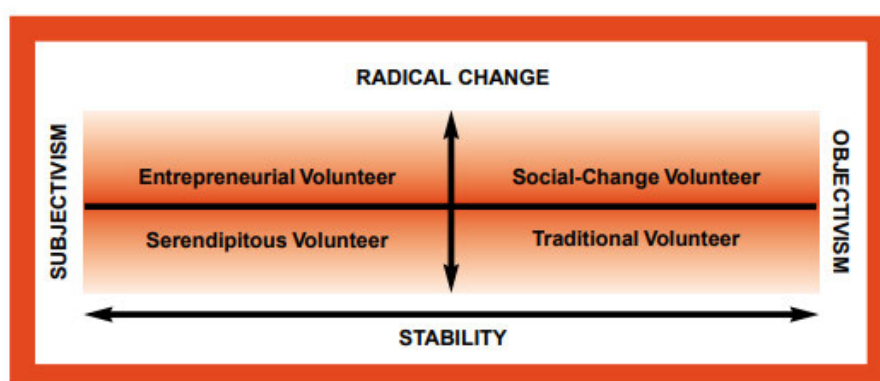


Figure 3: The Multi-Paradigm Model of Volunteering (Macduff, 2006:32)

To understand how to categorise volunteers, it is important to develop an understanding of the continuums, namely subjectivism to objectivism and stability to radical change.

2.5.1.1. Subjectivism and objectivism

On the one end, a subjective volunteer believes that the manager is driven and motivated by the organisational mission and believes that individuals are in control of creating their own reality. Within this belief, volunteers perceive that there are numerous ways to experience life and any difference is celebrated (Macduff, 2006:32). A serendipitous and entrepreneurial volunteer fall into this category. Whereas in comparison, an objective volunteer believes that seeking the truth or reality comes from a different place than oneself and is largely reliant on the structure and order that is standardised by the manager in the programmes or projects that they participate in. Traditional and social-change volunteers fall into this category (Macduff, 2006:32).

2.5.1.2. Stability and radical change

Within this continuum, the volunteer at one end prefers the stability or control of a situation and does not wish to change the status quo. Volunteers prefer an environment in which they know what to expect and can predict the outcomes. Serendipitous and traditional volunteers fall within this side of the continuum (Macduff, 2006:32). From the radical change perspective, volunteers want to achieve a fundamental change and look for programmes that stimulate their vision and need for change. The entrepreneurial and social-change volunteers are motivated within this side of the continuum (Macduff, 2006:32).

In understanding the continuum, questions posed to volunteers during the focus group interview were designed in such a way that responses would provide an indication of where each volunteer falls along the continuum and which category of volunteer they would most identify with. The volunteer types are centred around four main categories, which are defined and the key defining factors of motivations discussed below. These motivations and best suited practices proposed by Macduff (2006:31) provide vital

input to the NGO in designing their volunteer management practices as this knowledge provides a basic understanding of the types of volunteers they have and how best they can motivate, attract, and retain them through different practices or strategies.

2.5.1.3. Traditional volunteer

The most familiar type of volunteer found in NGOs is referred to a traditional volunteer in which individuals enjoy constant, incremental change and are happy to follow a set outline of activities selected by the organisation and are paired by the organisation to activities based on activities and experiences (Macduff, 2006:33). These types of volunteers impact organisations in a predictable manner and organisations rely on their extended presence and skill to carry out the tasks successfully.

To effectively manage and motivate these traditional volunteers, NGO management has to ensure that volunteers feel that their service is part of a history of service and the volunteer programmes follow a set hierarchical structure with a set leader and reporting procedures. These volunteers are not motivated by surprises, they want predictable work, with required materials readily available upon their arrival to the programme. Being included in the change process with regular communication between the volunteer and NGO is a requirement and they are motivated by expressions of appreciation for their work (Macduff, 2006:33). Key requirements for volunteer management programmes include defined job responsibilities, supervision, contact to management, and recognition and acknowledgment for their service (Macduff, 2006:33).

2.5.1.4. Serendipitous volunteer

In comparison to traditional volunteers, there are serendipitous volunteers who choose to volunteer at a particular point in time, with a flexible schedule and no rigid organisational structure. Like traditional volunteers, they like a level of stability and want to be part of incremental change, but this is a more informal type of volunteering in which the individuals prefer to have tasks available when they are available to volunteer (Macduff, 2006:34). Flexibility is their key motivation and having the ability to

work within an interactive group. Serendipitous volunteers like to be part of an organisation but with a loose relationship, only called upon when there is a task and the volunteer can decide how and when they will provide their services (Macduff, 2006:34).

Volunteer management practices need to incorporate the option for volunteers to design their own tasks as they deliver services in their own time. There should be a meeting in person to discuss the expectations between the volunteer and NGO and providing access to consensus with decision-making. Gentle guidance with sharing information is the preferred management style of serendipitous volunteers rather than an organisation dictating their tasks, as these volunteers have little patience and do not respond to strict supervision. The opportunity for connections to be made between real-world problems and volunteer work is vital for serendipitous volunteers to feel that their service is contributing positively (Macduff, 2006:34).

2.5.1.5. Social-change volunteer

This type of volunteer actively seeks something new and radical such as a new system, product, or service as the response to their perception of an unmet need of the market or community. With change and action being the goal, these volunteers are driven by the self-fulfilment of pursuing the avenues to achieve these goals. Motivation is linked to innovation and the search for solutions to problems (Macduff, 2006:35). They have a desire to experiment with new approaches to achieve the ultimate outcome, which is the driving force behind their actions. These are individuals who advocate for social change and are cause-driven (Macduff, 2006:35).

The management of these volunteers involves providing activities that are challenging, with high expectations. Activities that involve sitting or repetition offer no interest to social-change volunteers and they are known to raise conflict to stir up change on their path to social change. Volunteer management practices need to incorporate creative ways to channel this conflict, while providing room for the development of new strategies. These volunteers are perceived as dangerous or out of control by traditional

NGOs but given the right platform, these volunteers can be vital to improve a stale programme (Macduff, 2006:35).

2.5.1.6. Entrepreneurial volunteer

An entrepreneurial volunteer is least likely to respond to conventional management strategies and requires a different volunteer management practice to motivate and retain these volunteers within an NGO. These volunteers title themselves as doers of good, acting outside of the NGO boundaries, driven by the need to act on justice in their own way (Macduff, 2006:35). The biggest difference is that entrepreneurial volunteers act individually in their pursuit to find what is not working and implement empowering solutions. Although they can operate outside of an NGO, they can also cooperate within an NGO to benefit their mission or task (Macduff, 2006:35).

Management of entrepreneurial volunteers is not an easy task as they can become unhappy with traditional management systems and are not easily recruited or attracted by NGOs. To attract entrepreneurial volunteers, NGOs need to offer tasks that can be done independently with substantial change. These volunteers are willing to offer their ideas to a cause but have to have the right channels to provide their ideas and be able to work independently to action these solutions (Macduff, 2006:35).

The understanding gained from the above definitions of volunteer types provides insight into the volunteer management practices and the strategies that can be implemented to best manage these volunteers. The questions posed to the NGO managers aimed at understanding their current volunteer management practices and to look for areas of improvement. During the focus group interviews with the volunteers, questions posed aimed to classify the participating volunteers into one of the four types identified above, based on their responses to the questions. The recommendations for volunteer management will be utilised as insights in the ADKAR Model of Change Management, to take the NGO through the necessary change management to improve their volunteer management and brand image as an NGO that positively motivates volunteers in their attraction and retention strategies.

2.5.2 ADKAR Model of Change Management

Change is viewed as an inevitable moment that organisations must endure and within non-profit or non-governmental organisations, change can lead to resistance, uncertainty, and misalignment of the vision. For this study, the proposed change is to improve the volunteer management practices within an NGO in an attempt to improve volunteer motivation, volunteer attraction and retention, as well as the brand image and reputation of the NGO. To assist the NGO with this proposed change, a recommendation for a change management model is required.

The ADKAR Model of Change Management has featured in some of the best change management models for NGOs, utilised to achieve the greatest benefit from their change initiative (Angtyan, 2019:179). In addition, it is viewed as a practical answer to effective change management (Angtyan, 2019:179).

The ADKAR Model of Change Management was developed by Jeff Hiatt, first published in 2003, and is an outcome-orientated model to set clear milestones to take an organisation through change (Malhotra, 2019:1). The model focuses on five actions necessary for organisational change, with ADKAR – an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement, as depicted in Figure four below (Malhotra, 2019:1).



Figure 4: ADKAR Model (Malhotra, 2019:1)

2.5.2.1 Awareness

Understanding why there is a need for a certain level of change is the first important step for an organisation to act. The reasoning and planning behind the change are identified in this stage and through detailed communication, the organisation shares the awareness with others to ensure everyone understands why the change is necessary. Factors to consider in this stage include assessing the current state of the organisation, circulation of miscommunication, and how people perceive the problem (Angtjan, 2019:180).

2.5.2.2 Desire

This step represents the motivation of an individual to make the personal decision to support and participate in the proposed change. An organisation needs to understand the factors that influence an individual's desire and not make the common mistake of assuming that by creating awareness they have created the necessary desire. By first creating full awareness, an organisation can move to the next step of creating the necessary desire for others to support the change (Angtjan, 2019:180).

2.5.2.3 Knowledge

Through education, coaching, and training, the knowledge of how to implement the change is shared with others. However, this is not only limited to identifying how to change but also identifying how to perform once the change has been implemented. There are additional factors to consider such as the availability of resources to train, capacity of individuals to understand, and access to the required knowledge (Angtjan, 2019:180).

2.5.2.4 Ability

This refers to the organisation's ability to implement the required changes and achieve the desired performance and outcomes. Looking at understanding the difference between theory and practice, to take the theory of the change gained in the previous

steps and put this into action in the organisation. This takes time and is encouraged through training, coaching, and mentoring (Angtyan, 2019:180). This involves looking at factors of any blocks and obstacles, ensuring sufficient time and availability of resources (Angtyan, 2019:181).

2.5.2.5 Reinforcement

This focuses on sustaining the change that was implemented and that no one reverts to the old ways through positive feedback, encouragement, and taking corrective action. This can be the most difficult stage, to ensure the change is sustained and organisations need to take into consideration the degree to which reinforcement is meaningful, the absence of negative feedback, and that accountability is in place to measure the change (Angtyan, 2019:181).

According to Hiatt (2006:1), the five actions are viewed as building blocks, each vital for organisational change and following a sequential approach in which each step needs to be completed, before moving to the next step (Angtyan, 2019:180). This is an important element of this study, as the NGO will need to go through each step of the model to understand the change that is required. The ADKAR Model was selected as the preferred model within the study due to the simplistic and easy to understand and follow design.

An important advantage of the ADKAR Model is the intense focus on human resources during the change process, taking into consideration the employee or volunteer involvement in the change as a vital step (Hamdo, 2021:9). In connection with Hamdo (2021:9), the usefulness of the ADKAR Model is mirrored by Angtyan (2019:181) in their assessment of the model as important for individual change, ensuring that each person is taken through the transition (Angtyan, 2019:181).

Although the ADKAR Model is an excellent framework for change management, it does offer an improved opportunity to be incorporated with a human element such as considering the volunteer types and behaviours in the Multi-Paradigm Model of Volunteering. There are limited research and examples of the ADKAR Model being

incorporated with a human element of behaviour and type, therefore this will be a new aspect to explore and contribute to the body of change management knowledge.

The Multi-Paradigm Model of Volunteering by Macduff (2006:31) is an example of how best to understand volunteers, as through a series of questions posed to volunteers, the researcher can identify the type of volunteer they are based on the four types mentioned above (Macduff, 2006:32). Once the volunteer has been identified, the model provides more information on how to motivate, encourage and work with these volunteers. This provides vital information to an NGO but if they are unable to understand how to utilise this information in the correct manner, it will be useless and ineffective to improve their strategies or brand image. In addition to classifying the volunteers as types, the volunteers, through their responses to certain questions, were classified according to the Volunteer Lifecycle, identifying at which stage they fall as this will also contribute to understanding how best to motivate these individuals depending on whether they are in the phase of exploratory, developmental, or mature.

The effectiveness of the ADKAR Model becomes an important step in this research as the model will be combined with the Multi-Paradigm Model of Volunteering to provide an in-depth model that an NGO can use to take their organisation through the necessary change to improve brand image and volunteer attraction and retention. In this case, it is therefore proposed for a change in the volunteer management practices that are designed to attract and retain volunteers based on the information obtained from the Multi-Paradigm Model of Volunteering.

The ADKAR Model will assist in assessing the NGOs' current effectiveness of their volunteer management, to then incorporate an understanding of volunteers and the desired strategies to attract and retain those volunteers, whilst improving their brand image. In addition, the five points to consider when creating a favourable brand image, as proposed by Bennett and Gabriel (2003:13) – compassion, dynamism, idealism, focus on beneficiaries, and non-political image – will be incorporated into the ADKAR Model to ensure the volunteer management practices that will be implemented will effectively attract volunteers and create the brand awareness as a reputable NGO to volunteer their time and services.

Figure five below provides a breakdown of the key concepts and theoretical models that were identified in the literature review and showcases how these concepts were incorporated to provide the overall model recommendation for the NGO at the end of this study. The first section incorporates the Multi-Paradigm Model of Volunteering and Volunteer Lifecycle to identify the type and phase as the first step in understanding the volunteer motivations and the desired activities that focus on volunteer attraction and retention. In the second section, the ADKAR Model of Change Management is incorporated to assess the current NGO's volunteer motivation practices in relation to understanding the types and phases of volunteers that are currently volunteering their time at the NGO. In the third section, focusing on the five points of creating a favourable brand image, the NGO is provided with an identified, if required, possible recommendations on methods they can implement to improve their brand image and reputation as an NGO at which to volunteer as the NGO focuses on the volunteer motivational factors and providing the best practices to attract and retain volunteers.

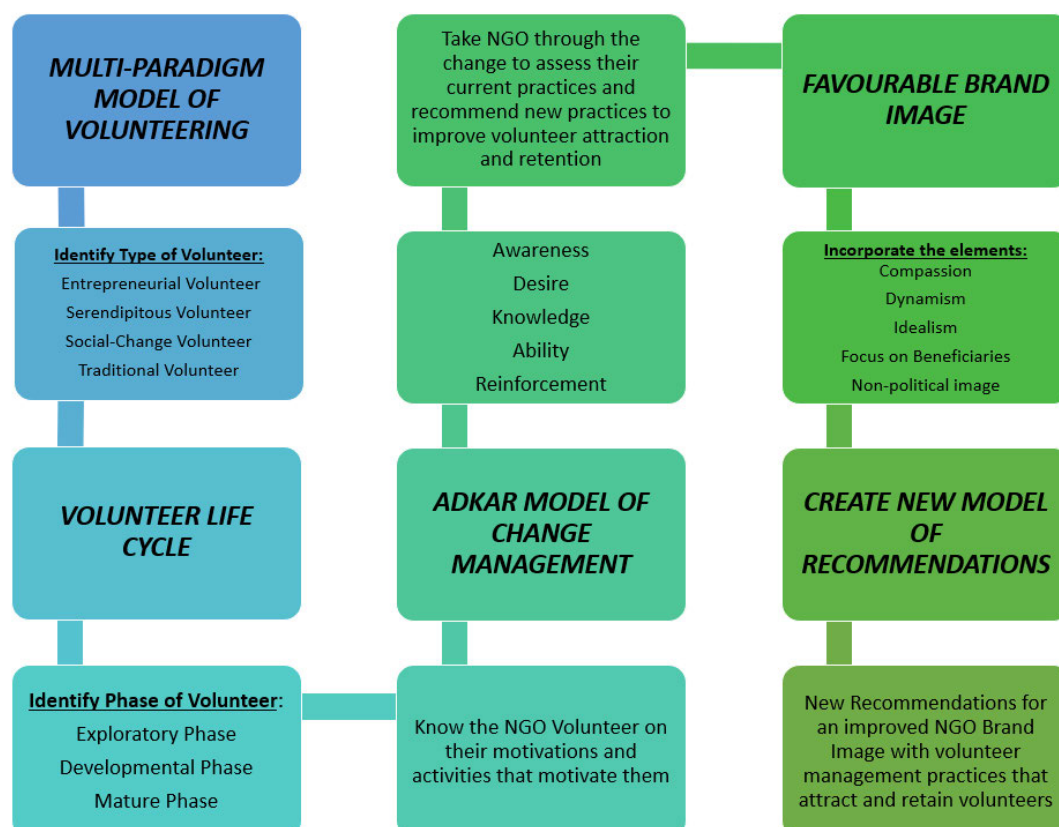


Figure 5: Consolidated Model of Research Purpose (Authors Own)

2.6 Conceptualisation

Volunteer: Wilson (2012, cited in Ackermann, 2019:1121) defines volunteers as acting in an informal or formal manner to freely provide time to benefit another person, group, or NGO (Ackermann, 2019:1121).

Volunteerism: volunteerism has been defined as a planned social behaviour, through offering voluntary service to gain benefits and participation is based on motivation to serve community and society (Aboramadan *et al.*, 2019:406).

Volunteer motivation: according to Reinklou and Rosén (2013:2), volunteer motivation influences a volunteer's behaviour and gives necessary energy to make the effort to achieve set goals. Kyi (2021:28) states that volunteer motivation is the feeling of enthusiasm and passion by a volunteer towards their work. This motivation will result in volunteer retention. Volunteer motivation increases when volunteers receive effective management support (Kyi, 2021:28).

Volunteer Functions Index (VFI) includes six functions of volunteer motivation: values (desire, person), understanding (training, skills, knowledge), social (belong, relationships, people), career (job, internships, experience), protective (guilt, loneliness), and enhancement (self-development, growth) (Aboramadan *et al.*, 2019:408). The VFI will be utilised in conjunction with the Multi-Paradigm Model of Volunteering to identify the factors that motivate the volunteers within the NGO.

Change management is a process through which an organisation enables change and improves organisational capabilities for effectiveness (Hiatt & Creasey, 2022:1). The use of the ADKAR Model will provide a change management framework that can be followed by the NGO to improve their volunteer management practices.

Volunteer management practices comprise the management activities that work to create the required condition for volunteers to thrive such as recognising the potential in volunteers and maximising the volunteers' experience to be meaningful and worthwhile (Cho *et al.*, 2020:3). The practices include having the correct leadership

strategies, communication strategies, and branding strategies to attract and retain volunteers.

Volunteer retention and volunteer attraction form a crucial component of volunteer management and the organisation's ability to keep and engage actively with their volunteers over a period as well as the ability to attract volunteers using initiatives (Waters, 2022:1).

Non-governmental organisation: an NGO falls within the category of a non-profit organisation operating independently from government funding or programmes and operating for the benefit of society (Gresham, 2017:1).

NGO as a brand: brand is understood as the perceptions of stakeholders about an organisation linked to the reputation, identity, and image. A strong brand is an asset for NGOs and instead of the term brand being linked to products or services but rather to the organisation itself (do Paço *et al.*, 2014:2).

The above concepts provide insight into the main discussion points that were assessed during the study, together with understanding the key seminal literature sources that have provided a basis for moving forward with volunteerism. Exploring the limitations or gaps within the above literature highlights the importance of this study to address these concerns and provide knowledge into this field. Using the theoretical frameworks identified, an integrated model will be developed for the NGO to follow.

With the energy of volunteers viewed as such a vital force in sustaining non-profit organisational goals, the importance of volunteers as valuable backbones to the survival of NGOs has increased. Organisations need to develop the necessary understanding of how best to manage these volunteers, to improve their brand image and reputation for volunteers to donate their time, and to attract and retain the right volunteers who will contribute to the strategic goals of the organisation.

Considering the above analysis of the literature, the study aims to provide an NGO with this in-depth understanding and tools that can be utilised through change

management to improve their volunteer focus. The next chapter, titled research methodology, outlines the process followed during the study to obtain valuable and insightful information to incorporate into the proposed integrated model. The research methodology outlines the method, sample population, data collection instruments, and constraints of the research methodology employed. Through semi-structured interviews and a focus group, a detailed awareness of the current volunteer management practices as well as detailed responses of the factors that motivate individuals were obtained and utilised as the insight into creating an integrated model that the NGO can follow, highlighting the importance of brand management and change management to improve volunteer management practices and the NGO's brand image.

Chapter 3: Research Methodology

Careful thought and consideration have been given to identifying the research design and method followed during this exploratory study. This chapter outlines how the design was applied to the study by identifying the paradigm and type of study followed, and how the data was collected and analysed with the use of different research instruments and tools available for a qualitative study (Hofstee, 2018:108).

3.1. Research paradigm

This qualitative research study assesses the current volunteer management practices of a South African NGO whilst understanding volunteer motivation, volunteer types, and brand image. Following an interpretivist approach, the research explores the phenomenon of volunteer management practices in more detail. The interpretivism paradigm is associated with the position of idealism and groups together diverse approaches such as social constructivism, phenomenology, and hermeneutics (Gabriel, 2013:1). Interpretivism is used interchangeably with qualitative research (Nieuwenhuis, 2016:53). Access to reality is only possible through social constructions such as language, consciousness, shared meanings, and instruments. Interpretivists attempt to understand phenomena through the meanings that people assign to them (Antwi & Hamza, 2015:218), which results in understanding the subjective experiences of individuals. The interpretivist researcher therefore is the research instrument, applying their skills to receive information in natural contexts to uncover meaning by exploratory procedures (Dudovskiy, 2023:1).

The study follows a relativist ontology and subjectivist epistemology. A relativist ontology assumes that reality is constructed intersubjectively through the meanings and understandings developed socially and experientially (Cohen & Crabtree, 2006:1). A subjectivist epistemology assumes that individuals cannot separate themselves from what they know, and the investigator and object of investigation are linked such that who they are and how they understand the world is a central part of how they understand themselves, others, and the world (Cohen & Crabtree, 2006:1).

3.2. Research design

The research design followed an exploratory, qualitative approach in which the researcher gathered data using semi-structured interviews and a focus group, following informal discussions. Exploratory questions were implemented when existing research was unclear or had certain limitations or there was a lack of knowledge about a particular topic, such as volunteer motivation and volunteer management practices (Bougie & Sekaran, 2020:56).

The research design entailed data collected by means of semi-structured interviews and a focus group developed based on information required (Bougie & Sekaran, 2020:119). Semi-structured interviews and focus groups are viewed as the best of both worlds as they contain elements of structured and unstructured questions to produce reliable, flexible, and comparable results and utilised best within exploratory studies (George, 2022:1).

The use of semi-structured interviews and focus groups is valuable for an exploratory qualitative study as the researcher is able to ask additional questions, not part of the interview protocol, based on information provided by volunteers, providing access to new information and factors, leading to a deeper understanding (Bougie & Sekaran, 2020:120). Semi-structured interviews with the NGO managers were used to gain a deeper understanding of the current volunteer management practices and brand management employed by the NGO.

NGO managers have detailed knowledge of the purpose and implementation of volunteer management practices and were able to provide in-depth knowledge on the effectiveness of these practices. This allowed the researcher to assess the current practices utilising the data obtained through the analysis of previous literature outlining the recommended activities and practices that should be followed by an NGO to attract and retain the volunteers. The questions were structured from previous volunteer management practice research which was utilised to create a best practice approach or ideal management practice to implement for the purpose of improving attraction and retention of volunteers as well a brand image and reputation.

Furthermore, the focus group with current NGO volunteers was used to understand volunteer motivations and identify volunteer types and phase in the Volunteer Lifecycle. Questions were designed in a logical flow, with warm up questions to make respondents feel more comfortable and understand the purpose of the study. Using probing tactics and follow up questions, the researcher aimed to gain deeper insight into responses. The questions were designed in such a way as to determine a response that will categorise the volunteer in terms of volunteer type and Volunteer Lifecycle phase. Participants can talk at length about a topic while the researcher gathers vast amounts of information on ideas, attitudes, feelings, and experiences.

With the data gathered, volunteers were categorised into different types of volunteers and phases in the Volunteer Lifecycle by the researcher, identifying potential new volunteer management practices to attract and retain those volunteers. This categorisation of volunteers into types and phases in the lifecycle, was utilised to assess the current NGO volunteer management practices and identify and recommend potential new volunteer management practices to attract and retain those volunteers.

Through the semi-structured interviews with managers and focus groups with volunteers, the researcher incorporates a guide that can be followed to assist with the moderation and control of the manager and volunteer participants in the study. These guides, which include an outline of the semi-structured interview and focus group, have been provided in Annexure one and two, including a breakdown of the questions designed for the NGO managers and volunteers.

The research followed an inductive approach as it aims to generate meanings from the collected data in order to identify patterns and relationships. Inductive research focuses on exploring a previously researched phenomena from a different perspective (Gabriel, 2013:1). Analytic induction is a best-fit strategy to qualitative studies in which the researcher attempts to gain universal explanations of a phenomenon, such as volunteer motivation through the collection of data using qualitative methods such as semi-structured interviews.

With the responses collected from participants on volunteer motivation to attract and retain individuals within the selected NGO, the responses were analysed to address the research problem. Inductive reasoning allows the researcher to modify the phenomena explanation during the process of the research (Bougie & Sekaran, 2020:321).

3.3. Research methodology

3.3.1. Population and sampling

The population for the study consisted of staff and volunteers at a South African NGO based in Kwa-Zulu Natal. The target population consisted of NGO volunteers and managers. The population parameters for volunteers of the South African NGO were individuals who had experience volunteering with the NGO for a minimum period of three months. The population parameters for NGO managers included those who had been employed by the NGO for a minimum period of one year, were full time employees of the NGO, and were specifically involved with the management of volunteers for the NGO.

Non-probability sampling was utilised to sample participants from the population using a subjective method. Through purposive sampling, the individuals who fulfilled the population parameters were purposefully selected. This was deemed the most appropriate sampling method as the researcher works within the NGO and could identify participants that fulfil the specific parameters and are able to provide information-rich responses. The time outlined for the collection of the data was one day, to schedule the semi-structured interviews with the managers and the volunteers on the same day for ease of convenience. Thereafter the researcher moved through the study in a cross-sectional manner, best suited to collecting data that is pertinent to the purpose of the study to understand volunteer motivation (Bougie & Sekaran, 2020:112).

The unit of analysis for this study were human participants. The sample size for this study consisted of between 10 and 12 NGO volunteers and two to three NGO

managers. The researcher aimed to achieve data saturation where no new information will be obtained. A saturation point helps to ensure validity and reliability of the study, saving the researcher valuable time and resources. With semi-structured interviews, when there is repetition with responses, saturation has been reached and, according to Hennink and Kaiser (2022, cited by Mwita, 2022:3), saturation levels for semi-structured interviews are between the 9th and 17th interview, with an average of the 13th interview reaching the saturation point (Mwita, 2022:3).

The researcher aimed to interview a total of 14 individuals, with 12 volunteers and two managers, sufficiently reaching the average saturation point. With the volunteers and managers that were available to attend the scheduled sessions, there were 10 volunteers and two managers, effectively providing 12 individuals for data collection. In addition, the data saturation point does not only depend on the number of individuals or that there is only one focus group, it is also reliant on the number of questions and the data obtained from the questions to gain access to the information required to address the research objectives and questions.

Much of the previous literature on volunteerism, volunteer management practices, and volunteer motivation were conducted quantitatively and therefore did not provide much insight into qualitative sample sizes. Sample adequacy in qualitative research refers to the appropriateness of the sample composition and size (Vasileiou, Barnett, Thorpe & Young, 2018:1). Sampling adequacy for this study was achieved by adhering to the specific population parameters and purposively selecting participants to yield rich information and reach data saturation. For the sampling process, it is important that the sample strategy generates rich information and transferability of findings and be feasible in terms of money and resources.

3.3.2. Data collection

The development of semi-structured interview questions was guided by an extensive analysis of previous literature. Past sources were used to generate a set of questions for both the interviews and focus group, with questions based on a review of the literature and an understanding of the proposed theories. The researcher utilised the

questions to guide through the theories of Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management.

The purpose of a semi-structured interview is to obtain research-relevant information and the questions were therefore centred on accessing the data required to achieve the research objectives of describing the phenomenon (Dilshad & Latif, 2013:192). A focus group approach was used to assess volunteers' attitudes, behaviours, preferences, and dislikes towards the series of questions posed by the facilitator. These questions followed a semi-structured approach, where specific questions were asked to categorise volunteer types and Volunteer Lifecycle phases and the ability to ask *ad hoc* questions based on the responses of volunteers. Semi-structured interviews and focus group can be conducted in a natural manner, with a set of pre-determined questions but with the option to expand and ask additional questions based on responses to gain deeper insights from the volunteers who are able to express their opinions and views of the selected NGO as well as lived experiences. The Multi-Paradigm Model of Volunteering informed the questions required for volunteer type categorisation.

Permission was obtained from the NGO to conduct research with its managers and current volunteers using the required consent forms. The researcher contacted a senior manager at the NGO to obtain the required approval. The senior manager used their judgment, experience, and knowledge of the NGO to identify the managers to be interviewed. An email detailing the relevant date and time of the focus group as well as the purpose of the research was sent to the NGO senior manager who then shared this information and invited the selected volunteers to participate in the session to be moderated by the researcher.

The design of the semi-structured interviews and focus group set of questions was pre-tested as a requirement for qualitative studies to ensure that the questions are understandable and relevant to volunteers. The semi-structured interviews with managers were scheduled and recorded after obtaining informed consent. In addition, the researcher took note of any body language associated with questions as well as references for later analysis.

3.3.3. Research instrument

With the goal of qualitative research in mind – to gather an in-depth understanding of a particular phenomenon – the research instrument and tool utilised in the research design were designed in such a way as to gain access to valuable and in-depth data to address the research problem. The research instrument selected as the preferred method over instruments available was a set of questions in the form of a questionnaire. The research instrument allowed the researcher to get to know the individuals included in the study, make detailed notes of the thoughts and feelings of respondents, and consolidate the data to search for the common trends (du Plooy-Cilliers *et al.*, 2014:182). For this research, there were two different approaches to collecting the valuable data from the participants, namely semi-structured interviews with the NGO managers and the focus group with the NGO volunteers.

A set of questions was designed for both collection methods. With the set of questions in hand, the researcher was able to conduct the interviews and focus group in a more cost and time effective manner and administer the questions personally in a local area, allowing the researcher to gain access to all responses in a short period of time (Bougie & Sekaran, 2020:143). The selected research instrument allowed the researcher to build rapport, introduce the research topic, motivate responses, and clarify any questions or instances of doubt immediately (Bougie & Sekaran, 2020:144). The semi-structured interview and focus group have been outlined as set of questions in the form of a questionnaire provided in Annexure one and two with a guide outlining the process flow.

3.4. Trustworthiness of the research study

Within qualitative research, the purpose is to provide an in-depth understanding of a selected research topic or problem, not aiming to generalise the findings to the broader population, therefore the findings presented by the researcher need to be trustworthy (Koonin, 2014:253). Qualitative researchers rely on the term ‘trustworthiness,’ which is broken down further into the concepts of credibility, transferability, dependability, and confirmability, to enhance the reliability of their research (Koonin, 2014:258).

Establishing trustworthiness involves improving credibility by implementing correct research methods and design, having an early connection with participants, and providing detailed concept description. To ensure credibility, findings have been divided using a variety of field-related sources to repeatedly establish identifiable patterns (Stahl & King, 2020:26). The researcher has practiced reflective self-analysis using notes in research logs (Stahl & King, 2020:27).

Transferability has been improved by providing detailed understandings so connections can be created. Improving the dependability of the study may be done by documenting any revisions and observations noted during the interview and focus group. By reducing the reader bias in the study, one can improve the confirmability of the findings (Maree, 2016:125). Trustworthiness depends on the detail and transparency provided in the research methodology section, with each step of the research methodology process being explained, motivated, and justified.

The concept of validity and reliability are predominantly used in quantitative research to ensure measurement elements; however, aspects of reliability and validity can be addressed in qualitative research. The purposeful selection of participants, or 'criterion-based selection' (Maxwell, 2005:88), established the validity of the selected sample by allowing the study to (a) achieve representativeness of typicality, (b) adequacy capture of heterogeneity in the population, (c) deliberately examine data and participants necessary for the theoretical framework of the study, and (d) establish detailed comparisons for understanding the differences between settings or individuals (Maxwell, 2005:89-90).

Reliability for qualitative research can be used to test the quality of the study and reliability in the analysis and presentation of research findings by using inter-coding, where analysed transcripts are checked and verified by a second researcher (Sadik, 2019:147). Second researchers assist in assuring that findings reported are not biased and that all data has been presented (Sadik, 2019:148). From the above, there is a strong case for the validity of the data in the study, despite a limitation in reliability. Chapter four provides a further breakdown of the actions taken during the study in

order to uphold the reliability and validity with the trustworthiness of the study through credibility, transferability, dependability, and confirmability (Koonin, 2014:258).

3.5. Constraints of research methodology

In order to ensure the above outline of the research methodology employed was best suited to the purpose of this qualitative and exploratory study, this section provides a reflective analysis of certain constraints or disadvantages of the research methodological choices made by the researcher. The constraints will assess the decisions made for a qualitative research design and data collection methods of semi-structured interviews and a focus group.

Although a qualitative research design is best suited to understanding volunteer motivations and managers' perceptions of volunteer management practices, there are certain benefits that a quantitative research method may have contributed to the study. A quantitative study follows a systematic and objective approach by utilising numerical data from a selected study and generalising the findings to the broader population (Maree & Pietersen, 2016:162). From a different perspective of this study, the numerical data utilising the statistical information on volunteer numbers could have been assessed to determine the current volunteer retention and attraction rates within the NGO. From a research instrument perspective, the use of a questionnaire with scales could have been employed to gain further valuable insights on volunteer motivations from volunteers and this is an aspect that can be looked at in a future research study perspective to incorporate a quantitative element.

With regards to the selection of semi-structured interviews to collect the necessary data from the NGO managers, there is a disadvantage that can occur during the study in which the researcher guides the questions to participants and probes for responses. However, it can be easy for the conversation to be side-tracked to trivial topics unrelated to the study and it requires the researcher to be able to lead the participant back to the focus of the interview (Nieuwenhuis, 2016a:93). This shift in focus can cause an issue with the data analysis, having to factor in unrelated points of discussion, leading to additional time and resources having to be employed that could

have been reserved for the valuable data gained, if there were no side-tracked conversations.

With regards to the selection of a focus group as the form of data collection for volunteers, there are certain factors that must be considered, such as building a rapport with the participants. If the volunteers do not feel comfortable during the session, it can impact the value and trustworthiness of the responses as they will not volunteer the information easily. An additional pitfall of focus groups is the way in which the researcher, acting as the facilitator, understands and interprets the group, which could lead to biased or inaccurate assumptions (Strydom & Bezuidenhout, 2014:188). With focus groups, all participants must be together at the same place and time which can become difficult to coordinate and may cause the sample size to be smaller. In addition, there may be more dominate individuals in the group, making it difficult to assess the opinions of less assertive participants (Nieuwenhuis, 2016a:97).

The above constraints pinpoint certain factors to consider for a researcher as a post reflective exercise and outline points that could be changed or handled differently in future studies to not experience the same issues. Together with the importance placed on understanding the constraints, it is necessary to identify and understand the ethical implications and considerations that must be followed by the researcher during the course of the study.

3.6. Ethical considerations

Researchers must ensure that ethical guidelines are followed during a study that involves human interaction. When there are human participants, the process should be designed to pose little risk to respondents. There are high-risk research topics that should be avoided that involve vulnerable groups, may cause any physiological or physical harm, or involve sensitive information (The IIE, 2023:13). During the study, the participants were not from a vulnerable group, nor did the study aim to obtain sensitive information or cause harm.

The ethical considerations that were put in place to protect the well-being and interests of the participants are outlined below:

- Transparency to inform participants of the purpose, procedures, and plan of the study as well as their rights and responsibilities.
- Informed and written consent obtained that includes an explanation of the research aim, a description of what the participant is expected to do, any potential risks, and an indication of the expected time and compensation if required.
- The individuals included in the study are volunteering their time to participate, therefore are voluntary participants who have not been forced to join the study and can leave at any point.
- The consent form offered volunteers the option to withdraw at any time or refuse to answer a specific question.
- An additional consent form was obtained for the permission granted for audio-visual recording.
- The consent forms are kept safe by the researcher in a password-protected folder, to provide surety that responses will not be shared.
- Confidentiality and anonymity have been maintained.
- The researcher commits to treating participants in a manner free of coercion and undue influence (Secretary, 1979).
- Findings were communicated with participants to avoid any misinterpretation and deception.
- The researcher remained sensitive to any cues of discomfort and built a rapport with the individuals by hosting the interview in an environment where they are comfortable and with people with whom they are comfortable.
- The researcher remained neutral and impartial, without bias, to be open and understanding of volunteers' opinions.

As the study focuses on a selected NGO, with the semi-structured interviews and focus group hosted on the premises favoured by the managers and volunteers, with a group of managers from the NGO, additional institutional consent was required, in particular to use the NGO's brand name. In the case of permission for using the name

not being granted, the NGO must be replaced with a pseudonym. The NGO has provided the necessary consent and signed the necessary gatekeepers letter providing the researcher with permission to use the brand name.

Additional ethical principles proposed by David *et al.* (2011:1) state that the researcher should embody elements of honesty, accountability, professionalism, and stewardship (David, Resnik & Shampoo, 2011:1). In addition, the Belmont Report (Department of Health, Education, and Welfare, 1979) outlines three key principles such as respect for persons, justice, and beneficence (Secretary, 1979:4). It was important for the researcher to consider the element of comprehension in which there is a risk of presenting the questions in a disorganised, rapid fashion, reducing the time for respondents to consider the question, and impacting their ability to make an informed decision. The volunteers had different abilities to respond based on their intelligence, maturity, and language proficiency, therefore the researcher needed to amend questions to suit their capabilities. During the interviews, requests for questions to be repeated or explained in a different manner had to be actioned by the researcher to ensure full understanding and clarity to the voluntary participants.

An understanding of the ethical considerations undertaken to ensure the credibility and trustworthiness of the study, and the outline of the research methodology above, create the platform for the researcher to conduct the necessary semi-structured interviews with the NGO managers and focus group with the volunteers. The valuable and insightful data collected during these outlined research methods is analysed according to a qualitative content analysis. The findings have been highlighted in the following chapter using the content analysis according to central themes, showcasing the links of the data to the research objectives and purpose.

Chapter 4: Data Analysis

With a qualitative research study, the methods employed to analyse the data should follow an interpretative philosophy, focused on identifying the meaning of participants' perceptions, attitudes, understanding, or values (Nieuwenhuis, 2016:109). With the main purpose to identify the research findings from the raw data, an inductive analysis approach is best suited to this qualitative study, allowing the themes to emerge from the raw data, reducing constraints, and improving the trustworthiness of the study (Nieuwenhuis, 2016:109).

Relying on the three essential elements of data analysis, namely noticing, collecting, and thinking, as proposed by Seidel (1998), the researcher was able to ensure the data was analysed in a systematic and disciplined manner (Nieuwenhuis, 2016:110). The researcher noticed key points in the study, collected all these key points, and thought about how they link to themes. With these three elements in mind, the researcher followed an analytical and systematic approach best suited to the inductive and qualitative nature of the study, to utilise qualitative content analysis to analyse the data.

4.1. Qualitative content analysis

Describing the process of content analysis within a qualitative study entails understanding content analysis as a systematic technique, compressing a large amount of data with relative ease into smaller, more manageable sections based on coding (Nieuwenhuis, 2016:111). In addition, content analysis is best suited to analyse transcriptions from recordings of interviews, enabling the researcher to analyse the textual data identifying the presence of certain words or themes in the participant responses (Bougie & Sekaran, 2020:320). With the main aim of the study to explore the role of volunteer management practices in attracting and retaining volunteers, content analysis was a useful technique to describe the actions, people, and places linking with an interpretivist and descriptive study (Maree, 2016:6).

Qualitative content analysis involves eight steps in analysing the data obtained: preparing the data, defining the coding unit, developing categories, coding scheme, testing the coding scheme on a sample text, code the data, assessing the coding consistency, drawing conclusions, and reporting findings (du Plooy-Cilliers *et al.*, 2014:235). The processes followed by the researcher to transcribe the data and the breakdown of the eight steps of content analysis is presented below in more detail based on how the research was collected during the study.

As mentioned, the researcher employed the use of an audio recorder to capture the participants' responses in the semi-structured interviews and focus group. Participants had provided their informed consent for the audio recording (see Annexure four). All recordings were saved on the researcher's computer in a password-protected folder to ensure confidentiality and anonymity.

The researcher prepared the data for the transcription, ensuring the interviews with both the managers and volunteers were transcribed using Microsoft Word Voice Transcription Service by uploading the audio files and requesting verbatim transcriptions. The researcher reviewed the transcriptions for accuracy and to ensure that aspects such as accent, multiple participants speaking at once, and all tone and tenses were not corrected by the tool during the transcription. This review of the transcription allowed the researcher to become familiar with the data. The transcribed data was analysed in conjunction with the notes taken during the volunteer focus group and manager interviews was analysed to add depth to the narrative.

Bezuidenhout and Cronje (2014:235) provide an easy-to-follow outline and description of the eight steps involved in qualitative content analysis (du Plooy-Cilliers *et al.*, 2014:235). Each step is identified below, with a theoretical discussion and indication of how the research was collected during the study.

Step 1 involved preparing the data in which the data collected during the audio recording is organised and transcribed into written text (du Plooy-Cilliers *et al.*, 2014:236). During this stage it is advised to ensure that the data is organised to become more useful during the analysis, becoming more familiar with the data as you

transcribe the audio recording to text. In addition, it is recommended to practice taking notes or memos during the analysis of the data (du Plooy-Cilliers *et al.*, 2014:236). This was a key step followed by the researcher, adding trustworthiness to the study as the researcher made notes while reading and coding the data, highlighting impressions, understanding, links, reminders, insights, and questions, serving as evidence of the process followed. The transcription was highlighted with different colours, linking to different themes, with notes and comments made on points to remember and links to be made.

Step 2 involved defining the coding unit or concept that would be utilised for the analysis of the data by the researcher and is a way to organise the data into manageable sections of text (du Plooy-Cilliers *et al.*, 2014:237). Through assigning the codes or themes, the researcher can sift through the large text and break it down into sections in terms of similarities or differences. The research questions can be used as a source of identifying the coding unit (du Plooy-Cilliers *et al.*, 2014:237). For the researcher, it was a combination of the research questions and literature review that were utilised as the source of the coding units. Using comments and different highlighted text colours, the large data was broken down into these coding units to organise the data based on what fits into the same section.

Step 3 involved developing the categories or coding framework to be employed by the researcher to assist with coding the data, such as a conceptual map (du Plooy-Cilliers *et al.*, 2014:238). These codes are labelled, and should be exhaustive, mutually exclusive, and specific to create the coding manual (du Plooy-Cilliers *et al.*, 2014:239). The idea is for the central themes to follow along with the similar key concepts identified in the conceptualisation such as volunteer motivation, volunteer types, volunteer management, retention, and attraction as well as brand management and strategy. However, the data was inductive and only once the data had been collected and analysed, the themes were identified further using thematic coding to divide the text into concepts as well as line by line coding. Below is an example of the coding framework that was utilised for volunteers and managers.

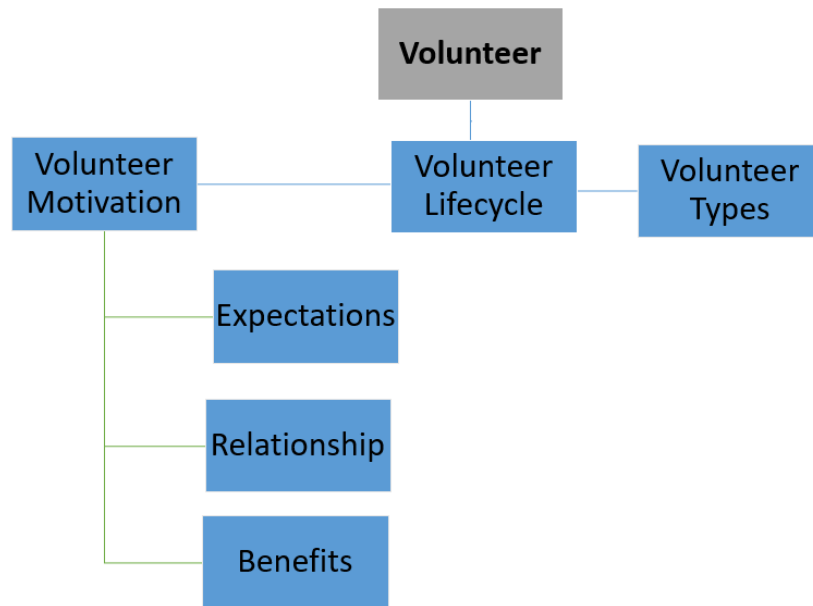


Figure 6: Coding Framework for Volunteers (Authors Own)

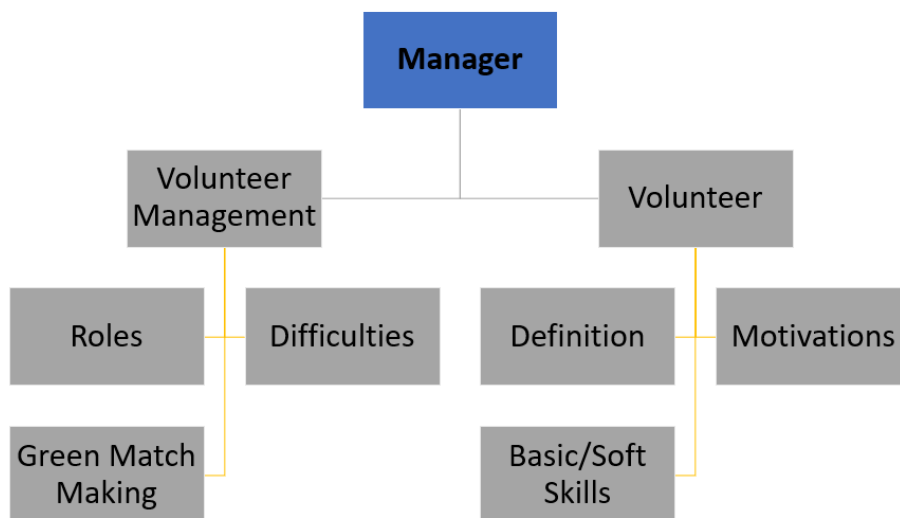


Figure 7: Coding Framework for Managers (Authors Own)

Step 4 involved testing the coding scheme on a sample text to ensure the coding was effective in breaking down the data into manageable sections (du Plooy-Cilliers *et al.*, 2014:240). Through this stage of testing the coding unit, consistency and clarity are improved by correcting any problems (du Plooy-Cilliers *et al.*, 2014:240). For the researcher, with the above coding units in mind, a sample text of the volunteer focus

group transcription was used to test the scheme. The researcher was happy with the scheme, although when testing there was another code that presented itself as important to the understanding of the volunteer, which was the concept of behaviour. Therefore, this was added to the coding framework and the researcher was able to move forward without any issues or doubts to analyse the data.

Step 5 involved coding the data with the coding scheme after it had been tested on a sample section in the previous step, with a focus on carefully scrutinising the data, taking the necessary notes, highlighting the sections with the relevant colours, words, and codes (du Plooy-Cilliers *et al.*, 2014:240). The researcher employed two coding forms, namely line by line coding and thematic coding. Line by line coding enabled the researcher to micro analyse the data, reading through the data line by line, highlighting certain words that were relevant to the study. Although this was time-consuming, it assisted the researcher to create the conceptual framework. This led to the development of the thematic inductive coding approach in which the codes emerged from the text as the researcher was going through the data line by line. The more dominant and recurring patterns or phrases were marked as the coding themes in the conceptual framework. The data was analysed iteratively, with each iteration identifying new codes or code categories. Once coding and code categorisation were achieved, the researcher analysed relationships between codes and code categories to identify themes.

Step 6 involved ensuring consistency with the coding by going through the data to re-check the coding and ensure there no sections of the data had been missed, leaving out valuable insights (du Plooy-Cilliers *et al.*, 2014:242). Through this extra step of rechecking the work, the researcher can ensure consistency and validity of the data. The researcher read through the transcriptions an additional two times, with the coding framework, to ensure there were no points left incomplete in the analysis. Although a time-consuming exercise, it is necessary to add to the validity of the study.

Step 7 involved drawing conclusions or interpreting the data based on the codes (du Plooy-Cilliers *et al.*, 2014:242). This is the more detailed section of the data analysis through which the researcher was required to make recommendations and present

findings of the meanings extracted from the data. The researcher here relied on notes made on the transcriptions about how the responses linked to the themes in the literature review, theoretical framework, research questions, and research problem and purpose. The interpretation involves the researcher being able to explain the relationships found in the data, any irrelevant or unrelated data was taken into consideration as well as avoiding any false interpretations made (du Plooy-Cilliers *et al.*, 2014:242). The interpretation and conclusions made by the researcher are identified in more detail in Chapter five.

Step 8 is the final step within qualitative content analysis and involved reporting the methods and findings utilised by the researcher in the coding, analysis, and interpretation as truthfully and in the most detail as possible (du Plooy-Cilliers *et al.*, 2014:243). The presentation of the data is indicated further in Chapter four and in a more detailed, graphical depiction and interpretation in Chapter five.

With the above steps in mind, outlining the process of qualitative content analysis, one is able to see the value and usefulness of this technique in discovering and describing participants' actions, opinions, places, or people, making this the best suited approach in this exploratory study (Nieuwenhuis, 2016:112). Following a qualitative content analysis approach leads to certain additional factors ensuring the trustworthiness, credibility, and reliability of the study which will be assessed below.

4.2. Trustworthiness, credibility, and reliability

The purpose of qualitative research is to provide an in-depth understanding of a selected research topic or problem, not to generalise the findings to the broader population, therefore the findings presented by the researcher need to be trustworthy (Koonin, 2014:253). Qualitative researchers rely on the term 'trustworthiness,' which is broken down further into the concepts of credibility, transferability, dependability, and confirmability to enhance the trustworthiness and reliability of their research (Koonin, 2014:258). As mentioned, the study presents a strong case for validity of the data but is limited in terms of reliability, therefore a breakdown of how the

trustworthiness of the study was enhanced to improve the reliability and uphold the validity of the findings is provided below.

Credibility focuses on the accuracy of the data interpreted by the researcher, providing believable and trustworthy results (Nieuwenhuis, 2016:123). Transferability refers to the ability of the findings and conclusions to be applied to other situations, producing similar or the same results (Koonin, 2014:258). Dependability focuses on the quality of the data collection, data analysis, and theory generated from the study (Koonin, 2014:259). Confirmability refers to how the data has been shaped by the participant responses and not the bias or motivation of the researcher (Nieuwenhuis, 2016:125).

The strategies that were adapted from the work of Koonin (2014:259) and Nieuwenhuis (2016b:125) to enhance the above criteria for trustworthiness of the research study are outlined in the table below.

Criteria	Strategy
Credibility	▪ Established an early connection with the participants through email communication. ▪ Reflective self-analysis in researcher's notes. ▪ Collected data from both managers and volunteers to close the loop in understanding. ▪ Purposefully selecting participants' quotes to include in the context of the study and being clear on the reason for why they will be utilised. ▪ Findings are divided using a variety of field-related sources to identify patterns. ▪ Limitations were stated upfront to ensure a better understanding of the findings and conclusions made.
Transferability	▪ Providing thick and detailed descriptions of the context of the study, participants, and research design. ▪ Purposeful sampling, selecting participants that could be representatives of the entire population. ▪ Detailed accounts of responses and explanations, as data is recorded.

	▪ Verbatim transcriptions of the participants responses. ▪ Avoiding generalisations; focusing on understanding the volunteers and managers perspectives.
Dependability	▪ Keeping notes of decisions made during the research journey, to help others follow the reasoning. ▪ Documented the themes or categories that were created. ▪ Detailed account of the data analysis process, indicating how the researcher arrived at interpretations. ▪ Negative data was recorded and analysed. ▪ The context in the literature review and theoretical framework was expanded on when the research findings were interpreted.
Confirmability	▪ Eliminating research bias with the use of a second researcher to ensure findings presented are not biased. ▪ Limitations stated upfront increase the confirmability of the research. ▪ Audio recorder was utilised in the study for both the focus group and semi-structured interview to allow for the verbatim account of participants' responses. ▪ Detailed account of the research process, with notes and journals to corroborate the findings

Table 2: Trustworthiness Strategies (Authors Own)

With the above strategies in place, the reliability and credibility of the study are increased to ensure there is trust and quality in the study from the collection, analysis, and presentation of the data. Although validity and reliability are predominantly utilised for quantitative studies, the concepts are linked to addressing trustworthiness for qualitative studies. From a qualitative perspective, detailing the research process and enhancing trustworthiness enable readers and participants to believe the study is credible and contribute value to the body of knowledge and research gap (Koonin, 2014:259). The next step in enhancing trustworthiness of the study is focused on the presentation of the data in a detailed and accurate manner.

4.3. Presentation of data

With the process of analysis identified above in the eight detailed steps for qualitative content analysis, this section provides a detailed account of the data collected during the research study. The data collection had two parts. The first part entailed the focus group held with volunteers to explore their motivational factors and opinions on the NGO. The volunteers were asked a series of questions to assist with the categorisation of the volunteer into a volunteer type as identified in Macduff (2006:35) and the stage of the Volunteer Lifecycle as identified by Ferreira *et al.* (2009:9). The second part included semi-structured interviews with the NGO's managers, looking at their perceptions of volunteer management, attraction, and retention. Guiding the semi-structured interviews, the NGO managers were asked a series of questions about the current volunteer management practices and the ways of encouraging existing and new volunteers with the organisation. Annexure one and two present the focus group and semi-structured interview questions.

With regards to the volunteers and managers included in the study, the participants were selected based on their adherence to the population parameters or sampling selection criteria. With this adherence to the population parameters, the researcher was able to ensure sample adequacy of the study using purposive sampling, selecting participants who would provide rich, valuable information within the saturation point of the study.

Factoring in the feasibility of the researcher's available time and resources, the population consisted of human participants in the form of the staff and volunteers of a South African NGO based in Kwa-Zulu Natal, with whom the researcher had a pre-existing working relationship, having both volunteer and work experience there. The study aimed for two to three managers who had been employed full-time by the NGO for longer than a year and were actively involved in volunteer recruitment and management. For the volunteers, the study aimed to target between 10 and 12 volunteers based on their availability to join the focus group.

The researcher was able to interview two NGO managers and 10 volunteers that sufficiently met the population parameters. The number of participants was within the required unit of analysis and provided a feasible data saturation point with questions and responses.

As the data collection occurred in two parts, the following presentation of the data has been divided into two sections: volunteer focus group and manager semi-structured interviews. Each section will provide a brief description of the collection process and a summary of the questions with an overall indication of the responses from the participants to each.

4.3.1. Volunteer focus group

With regards to the volunteers included in the focus group, although the session was held in a place that was familiar and convenient to the volunteers and the volunteers were familiar with each other, the researcher was required to build a sense of trust and rapport with the participants. To assist in this process and make the participants feel more comfortable with questioning, the researcher posed an ice-breaker question, asking each volunteer their preference of ice cream flavours. It was an interesting way to introduce themselves and state their favourite ice cream flavour and created a sense of belonging between the participants as some favoured the same flavour.

The first question queried the volunteers' understanding of the concept of volunteer motivation. The consensus in the definition was that volunteering meant giving your time to help others and to be passionate about what they were doing; having free time and using this time to work towards a different goal, whether that goal involved helping the less fortunate and needy or working towards environmental conservation and community upliftment. At the end of the session, one of the volunteers asked the researcher to provide their definition of a volunteer and volunteer motivation, which mirrored a similar answer as in the discussion around an individual who has passion and desire, which they channel into doing something good either for people, community, or the environment.

The second question asked for more detail about what motivates the volunteers to volunteer in the first place. The primary response received was the prospect of money and receiving compensation for their time volunteering. In addition, volunteering their time to an organisation with the hope they would view the person as a dedicated hard worker and would lead to a decent salary or a career path. The third question pushed for any additional factors that may have motivated them to volunteer. Additional points were raised and agreed upon by most of the volunteers that their reasoning to want to volunteer stems from their desire to be doing something they are passionate about, gaining experience, building connections and networks with people, learning to work with other people in the same field, expanding their knowledge base, growth opportunities, and learning how to work within communities.

The fourth question prompted an understanding from the volunteers on the factors they utilised to select an organisation over another organisation. Responses were limited here, indicating uncertainty as to why they select one over the other. In some instances, it was the only NGO available so they went straight to volunteering, while others searched to find the organisation that would provide the experience and exposure they were looking for. The opportunity to gain experience, exposure, and travel were the most popular factors when choosing an organisation at which to volunteer their time.

The fifth and sixth questions were linked and asked the volunteers to identify what their expectations were when they joined the organisation to volunteer and if they felt their expectations were being met in full. There was a resounding consensus that the expectations when joining the organisation were not met and volunteers were unhappy with where they were now. Expectations included being busy daily with new tasks and duties, meeting new people, spending time outdoors and not indoors all day, and working to earn money for own personal achievements.

Questions seven and eight were designed to allocate volunteers into a volunteer category outlined by the Multi-Paradigm Model of Volunteering. Each question proposed two different scenarios with an answer of option A and option B as the response. The questions were posed to ask volunteers of the two situations, which

would motivate them more and when selecting an organisation, which option would they have preferred. There were mixed responses given, and in Chapter five these responses will be allocated according to the Multi-Paradigm Model of Volunteering to categorise the volunteers based on their responses.

Question nine focused on understanding the volunteers' view of the relationship with the organisation and there was a strong statement with their descriptions of the relationship as fine or good. A few responses were challenging, highlighting that this relationship may not be as happy as the organisation had thought. There was one response that indicated a strong bond. In connection with this question, the researcher moved to question ten in which the volunteers were tasked with identifying what the organisation could do to improve this relationship. There was a resounding response and request from the volunteers for communication, respect, and being heard and listened to by those in the organisation.

Question eleven aimed to understand the benefits the volunteers have experienced since joining the organisation. The responses included sharpening of skills, improved knowledge and experience, access to some career paths in the industry, travel, and community assistance. Volunteers were requested to keep their benefits in mind for the next question and advise if they were willing to remain volunteering at the organisation. There was a split between those who are willing to stay and those who are not willing to remain at the organisation.

Question thirteen prompted the volunteers to think about the previous points that were discussed on some of the things they would like to have such as communication, respect, more exposure, and experience, and were asked that if changes were made, would their likelihood to remain volunteering at the organisation increase. There was a strong reflection on the points they would want to have changed but their ultimate answers were yes, they would remain, provided the changes were implemented.

Question fourteen focused on understanding volunteers according to the Volunteer Lifecycle and asked for volunteers' opinion about which stage they felt they belong in the lifecycle. The concept was explained, and a description of each stage provided to

the participants. There was a mixture of responses, with participants selecting either stage one or stage two of the lifecycle, to be in the exploratory and developmental stage, and not feeling confident to be in stage three, the mature phase yet.

4.3.2. Manager semi-structured interviews

With regards to the managers included in the semi-structured interviews, although the session was held in a place that was familiar and convenient to the managers and there was a pre-existing relationship between the researcher and managers, the researcher went through the same ice-breaker question as the volunteers, to build a sense of comfort and rapport.

The first question posed to the managers was to request a brief description of their role within the organisation. Both managers are involved in the membership of the organisation and are tasked with assisting with volunteer requests that come through. One holds the position of a regional chair and the other co-ordinator and membership administrator. Both are actively involved in membership, social media, communication, newsletters, and organising events within the organisation. Question two requested their understanding of the concept of a volunteer, to which the response was the same from both in that volunteers are driven by the desire to do good work but are very much looking for experience and the opportunity to socialise and network. In addition, they mentioned volunteers, both old and young, regardless of their age, who look for the social aspect in volunteering. A volunteer is viewed as someone who gives their time with no remuneration but possibly expecting other benefits to their service.

This discussion moved into question three, which looked at the perception of volunteer motivation in the organisation which is viewed as understanding why people become volunteers. The main reason is for the social and knowledge expansion opportunities. This led to the discussion of question four, about the factors that motivate volunteers. The same factors as in the earlier discussion emerged: someone with the desire, the need for networking, expanding their knowledge, and opportunity to be involved from a social aspect.

Question five was designed to understand from the managers' perspective what some of the practices that were followed to identify volunteer motivation were and link these motives in the volunteer to the right tasks. The response was the explanation of their green match making volunteer profile document in which volunteers contact the NGO, complete the volunteer profile document as requested with their key information, and provide an indication of their focus areas.

This led to question six, which asked managers to describe how they feel about the relationship they have with volunteers. Through the green match making document, the relationship with volunteers works with them completing the form, and moving from volunteer to active supporter, with the managers explaining the requirement for volunteers to provide motivational paragraphs on the form, to give them a reason to stand out against others. The managers do read the motivational paragraphs to find out more about the volunteer and go as far as looking at profile pictures to understand the volunteer. Due to reduced capacity within the NGO, the onus is on the volunteer to present themselves as a standout candidate.

Questions seven and eight were linked and aimed to understand the impact of organisational support and what type of organisational support structures should be implemented to attract and retain volunteers. The managers' responses included improved structures, more capacity, a system that links with the green match making process to improve follow through, a more personal connection between the NGO and volunteers, and improved induction processes for when volunteers first join.

Question nine focused on understanding from the managers if there were any areas of weakness or difficulties the NGO faces in managing volunteers. Managers emphasised that weakness in capacity and priorities with the NGO hamper their management of volunteers. In addition, the managers mentioned certain constraints with volunteers that present a weakness when trying to manage, attract, and retain volunteers. These constraints include access, transport, funding, and the support of family for the volunteer that may impact their ability continue volunteering.

Question ten asked for the opinions of the two participants about whether the organisation would benefit from an improved volunteer management strategy. In the managers' opinions, although the transition would be difficult, having a more formal structure in place would benefit volunteers being placed on the database and having nothing happen thereafter. In other words, a team for the volunteers and dedicated to the volunteers. In addition, this links to question eleven in which the managers were asked if the identification of volunteer types would be of use to the NGO to improve their volunteer management strategies. The managers agreed that there is a need to understand where motivation is coming from and to avoid mismatching volunteers.

With the presentation of the data above, outlining the questions and dominant responses, emergent themes were identified.

4.3.3. Emergent themes

As the data followed an inductive approach, only once the data had been collected were the themes identified using thematic coding to divide the text into concepts using line by line analysis. As depicted in Figure six and seven, the volunteers and managers had different codes or themes that emerged during the analysis of the study.

Volunteers

- Volunteer motivation (expectations, benefits, and relationships)
- Volunteer types
- Volunteer lifecycle

Managers

- Volunteer management (roles, difficulties, green match making)
- Volunteer (definition, motivations, and basic/soft skills)

To break the analysis down into more manageable parts for the researcher, the four key themes that were identified during the literature review – namely volunteer motivation, Volunteer Lifecycle, volunteer management practices, and NGO as a

brand – were brought forward as the main themes. The above codes were then incorporated into these main themes, as indicated below.

Volunteer Motivation	Volunteer Lifecycle	Volunteer Management Practices	NGO as a Brand
• Expectations • Relationships • Benefits • Volunteer Types • Motivations • Definitions • Basic/Soft Skills	• Volunteer Types • Volunteer Lifecycle	• Expectations • Relationships • Role • Green Match Making • Difficulties	• Relationships • Motivations • Expectations

Figure 8: Manageable Themes (Authors Own)

With an understanding of the main themes as indicated above in mind, the findings of the data will be discussed according to these main themes in the context of the study in the following chapter. The findings will be interpreted with meaning associated to each and aligned with the theoretical framework, literature review, and research objectives. The use of direct quotes will be incorporated into the findings as this helps to provide additional meaning and context and provides a true sense of opinion and feeling provided by the participant in text. As the researcher was there in person to experience the true feelings and emotions behind the words, the use of direct quotes helps to convey some of this meaning. Limitations, research outcomes, and the potential contribution of this study will be analysed in an insightful manner.

Chapter 5: Findings and Recommendations

The detailed explanation of the qualitative content analysis in the previous chapter outlined the steps utilised to analyse the data collected during the volunteer focus group and manager semi-structured interviews. The data has been presented detailing the questions and a summary of the participants' responses, as well as indicated the coding and derivation of themes. Using these themes of volunteer motivation, volunteer management practices, Volunteer Lifecycle, and NGO as a brand, the data has been interpreted accordingly. These themes are linked to the themes presented in the literature review.

Each theme will be described, and data interpreted accordingly from the transcripts, with links created to the research purpose, research problem, literature review, and theoretical framework. The major findings and outcomes will be summarised together with fresh insights to the research problem.

For the data interpretation, it is important to re-introduce the research purpose and research problem. The aim of this research was to understand the role of volunteer management practices in attracting and retaining volunteers in a South African NGO brand. The purpose of the research was to address the problem of a lack of understanding of volunteer management practices, which negatively impacts the brand image of NGOs and their ability to attract and retain volunteers to achieve their strategic goals. Volunteer retention in South Africa is steadily declining due to poor volunteer management practices. However, NGOs must first understand the different volunteer types, as well as the motivations and intentions of each volunteer type, to design effective volunteer management practices (Cho *et al.*, 2020:2).

5.1. Interpretation of findings

As discussed, the interpretation of the findings will be broken down by the themes of volunteer motivation, Volunteer Lifecycle, volunteer management practices, and NGO as a brand.

5.1.1. Volunteer motivation

With volunteer motivation being a key focus in this research, it is necessary to develop an in-depth understanding of the factors that motivate volunteers. Questions were incorporated into both the volunteer focus group and manager semi-structured interviews to request opinions and perceptions on factors that motivate volunteers. Volunteers were asked about the factors that motivated them to volunteer at the NGO and managers were asked about their perceptions of factors that motivated volunteers. To provide a summary of the motivational factors, the below table has incorporated the motivational factors that were discussed during the literature review, the factors that were pinpointed by the volunteers, and the factors proposed by the managers.

Literature Motivational Factors	Volunteers' Motivational Factors	Managers' Motivational Factors
Affiliation	Career opportunity	Driven by desire
Belief	Money or stipends	Experience
Career development	Passionate	Socialise
Social	Work with new people	Networking
Exploring new skills	Expanding knowledge	Career opportunity
Humanitarian motives	Experience	Knowledge expansion
Enhancement	New skills	
Strengthening relationships	Specialised knowledge	
Protective	Travel opportunities	
Values	Networking	
	New connections	

Table 3: Summary of Motivational Factors (Authors Own)

Quoting a few of the responses from volunteers within the study, their focus was to “spend my time doing something I’m passionate about, getting to meet other people, adding experience.” Another volunteer said, “I volunteered because I wanted to know how to work with the community and to gain experience to work with different people.” “Gain experience on a certain field that I decide to volunteer in” or “generate new

connections with different people” were pinpointed as common responses amongst the volunteers.

When relating the above factors assessed during the focus group to the seminal work analysed in Chapter two, there are similarities that become apparent. According to Aboramadan *et al.* (2019:414), the main factors of volunteering are enhancing their careers and feeling protected in their ventures, and this connects with the volunteers’ statements above. From volunteer responses, the main factors that were shared across the group were experience, connections, and career, which when compared to managers’ perceptions of the factors that motivate volunteers, there was a close link between the two.

Managers expressed their understanding of volunteer motivations as “driven by a desire to do good work, but I think they also very much want to gain experience, socialise, and contact their network because all those things help them in terms of career because we all know jobs are really short.” From the questions posed to both managers and volunteers, there is a very close understanding presented on the motivational factors of volunteers, indicating that the managers are aware of the factors desired by volunteers at the NGO. This perhaps leads the door open to the lack of proper volunteer management practices as the cause of declining volunteer numbers and retention rates at the NGO.

The managers are aware of the motives of volunteers so the question then remains what else could be the reason for the decline in numbers, which leads us to understand the expectations, benefits, and relationship the volunteers have with the NGO. This will be analysed later, under the theme of volunteer management practices.

In Chapter two, the Volunteer Functions Inventory (VFI) as proposed by Clary and Snyder (1991, cited by Ashfaq *et al.*, 2021:190) posed six key areas of motivation for volunteers, highlighting the key focus for designing or creating activities that motivate volunteers – namely enhancement (to feel useful and important), career (obtaining career experience), social (strengthening relationships), values (expressing humanitarian motives), protective (avoiding any negative feelings), and understanding

(exploring new experiences and skills) (Ashfaq *et al.*, 2021:190). These six functions link to the factors that were listed by the volunteers in the focus group, providing even further connections between the volunteers understanding exactly what they expect and need from the NGO to be motivated and encouraged to remain at the NGO.

In addition to understanding the motivational factors of volunteers, the Multi-Paradigm Model of Volunteering (Macduff, 2006:31) was incorporated into the study as the first step in understanding the volunteers from a deeper perspective. The Multi-Paradigm Model is indicated below as the paradigm showcasing the four types of volunteers – entrepreneurial, social-change, serendipitous, and traditional volunteer – according to the continuums of subjectivism to objectivism and radical change to stability (Macduff, 2006:31).

With the responses received from the volunteers based on questions seven and eight in which different scenarios were posed, the volunteers indicated the responses summarised in the table below. Their volunteer numbers have been indicated on the paradigm below to indicate their volunteer type.

Volunteer	Question 7 A or B	Question 8 A or B	Type of Volunteer
1	B	A	Traditional
2	Both	A	Serendipitous
3	B	A	Traditional
4	B	A	Traditional
5	Both	A	Serendipitous
6	A	B	Entrepreneurial
7	B	A	Traditional
8	Both	A	Serendipitous
9	B	A	Traditional
10	B	A	Traditional

Table 4: Category of Volunteer Based on Volunteer Responses (Authors Own)

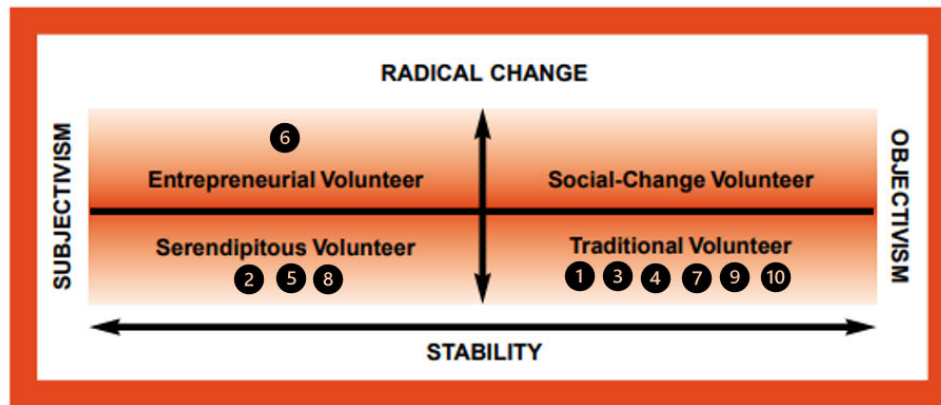


Figure 9: The Multi-Paradigm Model of Volunteering with Participants Marked (Macduff, 2006:32)

Based on the above feedback, six of the ten volunteers have been classified as traditional volunteers, three volunteers as serendipitous volunteers, and one volunteer as an entrepreneurial volunteer. There was no volunteer in the focus group that presented as a social-change volunteer. According to the theory by Macduff (2006:31), there are certain strategies that should be employed by the NGO to motivate these types of volunteers (Macduff 2006:31). The below table breaks down the description of these types of volunteers and the recommendations on how to manage them. This will be further discussed in the section on volunteer management practices.

Volunteer Type	Traditional
Description	Purist form. Enjoy consistency. Prefer programmes that are concrete and predictable. Provide consistent and regular service.
How to manage this volunteer	Structure must be hierarchical and must have a programme leader. Material/resources should be ready for when volunteer arrives to the task. Clear lines of supervision and contact. Regular communication in emails, newsletters, and phone calls. Require acknowledgement and appreciation for their service. Required defined job responsibilities.

Volunteer Type	Serendipitous
Description	Work at a particular time when it is convenient for them. Flexible supervisor and loose organisational structure. Irregular form of volunteering but steadily increasing form that requires attention by NGOs. Timing and tasks are important; tasks to be available when the volunteer is available. Be involved in an interactive group.
How to manage this volunteer	Volunteer on an occasional basis; time is flexible, so tasks need to be flexible. Work under an organisation but with a loose connection. Like to have the opportunity to figure out themselves how to provide the service. Volunteers need to be able to design their own tasks. Meet with volunteers to discuss their expectations so roles can be decided together by NGO and volunteer. Want consensus in decision-making and to be involved. Gentle guidance required as have little patience with those who dictate to them. Connect volunteer to real-world problems so they can draw on real-world solutions and experiences to solve them.
Volunteer Type	Entrepreneurial
Description	Most radical type of volunteer; self-appointed doers of good. Act outside of the volunteer programmes. Work individually rather than in a group. Like to work outside of an organisation but has the personality to work with an organisation if required.
How to manage this volunteer	Does not respond to conventional management strategies. Can be easily unhappy with traditional forms and are difficult to manage. Offer opportunity to work independently or have substantive change. Attract them through the need of their specialised skill or service.

Table 5: Types of Volunteers and How to Manage Them (Macduff, 2006:32)

5.1.2. Volunteer Lifecycle

Ferreira *et al.* (2009:9) introduced a concept called the Volunteer Lifecycle in which there are three phases: exploratory, developmental, and mature (Aboramadan, 2019:9). Each phase provides vital insight into volunteers' motivational factors, and at which phase the volunteer falls. The phases showcase an NGO where they should allocate their attention and resources to gain as many mature phased volunteers as possible as these volunteers actively contribute to the organisation. In the exploratory phase, volunteers are still indecisive on their reasoning to remain within the organisation. In the developmental stage, volunteers feel more confident in their decisions and tend to contribute positively to the organisation (Aboramadan, 2019:9).

The Volunteer Lifecycle was incorporated into the volunteer focus group interviews as it was more valuable to determine what phase the volunteers would fall into according to the lifecycle rather than the NGO managers. A question was posed to the volunteers, based on their opinion, about which phase they felt they fell into after an explanation of the Volunteer Lifecycle was provided. The breakdown of volunteers' responses is as follows:

Phase 1: Exploratory Phase – seven volunteers

Phase 2: Developmental Phase – three volunteers

According to this breakdown, 70% of volunteers felt they were still in the exploratory phase, being indecisive about their intention to remain with the NGO and only 30% felt that they were in the developmental phase, feeling confident in their decision. One volunteer who felt they were in the exploratory phase of the lifecycle and had chosen to say no to their intention to remain at the organisation stated that “I still volunteer even now. Yes, I volunteer because there is a lot of benefits in volunteering” but at the same time this volunteer felt unhappy with the organisation and stated that they “wanted a more established volunteering programme.” This highlighted a concern, especially with the volunteers that were included in the study, that 70% were indecisive in their intention to remain at the NGO, connecting with the research collected in the literature review, that volunteer numbers are steadily declining due to ineffective

volunteer management practices within NGOs which has resulted in two-fifths of volunteers ceasing to volunteer (Cho *et al.*, 2020:1). This links to the research problem that with a lack of proper understanding of volunteer motivation and not having effective volunteer management practices, it will negatively impact the brand image of NGO and their ability to attract and retain volunteers to achieve their strategic goals.

From a brand perspective, having more than half of the volunteers from the focus group stating their indecision to remain does not signal much confidence in the NGO brand that volunteers are happy and have an intention to remain volunteering. For a brand that may have a stronger brand image and reputation, there would be a higher level of volunteers indicating mature phase or developmental phase but the results from the focus group speak to the volunteers being unhappy and unmotivated to remain volunteering. Based on the feedback received in the volunteer motivation discussion, with poor levels of motivation, it does make sense that there would be a smaller percentage of volunteers motivated and with no intention to remain.

With a link to the theoretical framework, understanding at which stage of the Volunteer Lifecycle these volunteers fall creates a strong foundation for the recommended model of change which is discussed further in the recommendations. The lifecycle has been linked to the Multi-Paradigm Model of Volunteering which categorises volunteers by type. By identifying the phase, the NGO will be able to determine the required activities or focus that needs to be placed to move volunteers from exploratory to mature volunteers. The exploratory phase of the lifecycle involves practices that will be used to recruit and convince volunteers who are indecisive. The developmental phase involves practices centred around training volunteers to provide the necessary resources. The mature phase involves giving recognition and rewards to volunteers for their valuable contribution to the NGO (Aboramadan, 2019:10).

5.1.3. Volunteer management practices

Considering that volunteer management is defined as the systematic utilisation of volunteers for the overall achievement of the organisational goals, NGOs find this to be one of the most challenging tasks (Krishnakumar, 2019:2195). The value of the

relationship between a volunteer and an NGO is a vital aspect, however when volunteers were asked to describe their relationship with the NGO, the descriptive words utilised were challenging, fine, and good. This indicates that there is not a positive outlook on the value of the relationship, highlighting the need for a change.

When managers were asked a similar question, about how they feel about the relationship with volunteers, their response was that due to a capacity issue, the relationship is not as strong as desired and although the goal is “wanting to nurture them, you want them to be leaders for the future” with the goal being environmental leadership, the volunteers may not have the skills required to do this. This links to the ideal leadership outlined by Aboramadan (2019:4) in which volunteer leadership should focus on a nurturing approach to influencing volunteers and ensuring they feel connected to the organisation (Bauer & Lim, 2019:4).

Describing the relationship with volunteers when they first join the NGO, one manager says, “We do need a more personal direct connection with that individual, which I think we're trying to do as part of the prior to the induction.” However, the conversation must shift to what “types of structures, practices that we can implement to maybe assist with the volunteers.”

When posing questions to volunteers on their expectations when joining the organisation and their opinions on whether these expectations were being met, there was a resounding unhappiness among the volunteers and agreement that their expectations were not being met. Their descriptions of the relationship as fine or challenging highlight a concern that volunteers are not happy with the service or experience with the NGO's current volunteer management.

Volunteers “still volunteer because there are a lot of benefits in volunteering and believe if people were to focus on volunteering, there would be growth.” Volunteers do not want to sit at home and wait for something better, they want to volunteer to gain the experience and growth.

Below is a breakdown of the volunteer management practices that were identified in the literature review based on research, the volunteer requests on the practices they would like from an NGO, and the managers' opinions of practices that can be implemented. Below is also a summary of some practices already in place and some that could be implemented.



Figure 10: Summary of Volunteer Management Practices (Authors Own)

In addition, having the right leadership with a nurturing, charismatic, personal connection, and influence are some of the key words used to describe an ideal leadership style for volunteerism. Linking this to the factors required by volunteers, they would like to be respected, heard, and their opinions valued. Managers feel the relationship could benefit from a more personal connection and feel the relationship should be a more nurturing and influencing role, which is their main aim in their approaches.

Based on the feedback from the volunteers above, there was a strong sense of unhappiness with volunteer programmes having a lack of proper training, lack of verbal recognition, and lack of communication which all lead to decreased motivation for volunteers.

Utilising the information gained from the Multi-Paradigm Model and Volunteer Lifecycle, understanding the basic motivational factors of volunteers by type or by phase, NGOs can take the advice of practices that should be implemented into consideration. For example, activities that are best suited to attract and recruit volunteers are required for those volunteers who fall into the exploratory phase. Those in the developmental phase benefit more from training and experience activities. Volunteers in the mature phase need to have reward and recognition activities to keep them motivated (Aboramadan, 2019:10).

Understanding the types of volunteers is also important, as traditional volunteers prefer structure, defined job responsibilities, and regular communication. Serendipitous volunteers prefer to design their own tasks, be involved in decision-making, and like gentle guidance. Entrepreneurial volunteers prefer to work independently rather than in a group (Macduff, 2006,35). Ensuring the right volunteer management practices is vital to have success with the branding strategies of the NGO to achieve their strategic goals.

5.1.4. NGO as a brand

Another important aspect to consider in this study is the element of brand within an

NGO. With the aim of the study to assess the volunteer management practices that should be implemented to attract and retain volunteers, the assumption made is that the NGO perhaps has a poor brand image or brand reputation that is limiting their ability to attract and retain volunteers. Understanding the factors that motivate volunteers is one part of the process to implement change, but organisations need to understand why volunteers select one brand over another. Referring to previous literature on the role of branding within an NGO, Mitchell and Clark (2020:4) highlight the importance of brand awareness as a significant determinant of a volunteer's selection as well as the different touchpoints that NGO has with existing and potential volunteers (Mitchell & Clark, 2020:4).

Questions were posed to volunteers about the reasons why they would select one organisation over another. There was initial confusion from the volunteers on this question that required clarity by the researcher as volunteers were not too sure about the reasons why they had picked the one NGO brand over another. Volunteers looked to their expectations they had as a determinant for the NGO selection: "looking at whether they [NGO] gonna be able to provide the experience that we [volunteers] are looking for," said one volunteer. Another volunteer mentioned the "exposure to different experts in the field as the most important thing." If we factor in the unhappiness of the volunteers on their expectations being met and feeling a lack of proper communication, direction, and management, the NGO as a brand is not strengthening the brand touchpoints that the volunteer has with the NGO. This is damaging the NGO's brand image, reputation, and identity. Volunteers stated their desire to move to a NGO with "a more established volunteering programme," indicating that the current NGO does not have a strong brand image or reputation among volunteers for having a clear defined and effective volunteer management programme and brand.

Do Paço *et al.* (2014:12) highlight the importance of a brand as a valuable asset to an NGO and a source of differentiation in the competitive market (do Paço *et al.*, 2014:12). Creating a favourable brand image by implementing the right volunteer management practices, meeting volunteers' expectations, and enhancing the brand touchpoints can attract and retain volunteers, satisfying the needs of their volunteer

stakeholders (do Paço *et al.*, 2014:13).

In order to improve the current brand image of the NGO, there are five key points to be incorporated: compassion, dynamism, idealism, focus on beneficiaries, and non-political image, as proposed by Bennett and Gabriel (2003, cited by do Paço *et al.*, 2014:13). These five points will be discussed further in the recommendations as they will be incorporated into the new model for NGOs to follow.

5.2. Limitations

The researcher, after insightful reflection, identified some limitations with the research which may detract from the value of the research findings. The study was limited to one South African NGO and as indicated in the literature review, one NGO is different from another NGO. The findings are therefore relevant to the specific NGO being researched and may limit the transferability of the findings. Additionally, collecting data from a variety of volunteers from differing NGOs or organisations may have provided contrasting or corresponding findings, which would have allowed for deeper understanding of different volunteers and organisations. This encourages future research to investigate the volunteer motivations and types in different NGOs.

The research was conducted using volunteers and managers from a South African NGO in KwaZulu-Natal. The data collected from volunteers focused on categorising volunteers by type and understanding their motivations and experiences with the selected NGO. Despite volunteers potentially having previous experience at other NGOs or organisations, data was limited to the specific NGO and any other comments or comparisons with previous experiences was not included. Volunteers and managers were selected based on specific population parameters, excluding participants that did not meet these requirements.

The above research design and method increases the validity of the study, to provide the necessary steps involved to collect, analyse, interpret, and present the findings to

interested parties such as the South African NGO managers and volunteers, as the study will be made available to the research participants.

The limitations of the study have been identified to showcase areas of concern but there is a need to investigate the potential contribution the study will have on society and field of study.

5.3. Anticipated contributions of the research

The findings presented contribute to the body of knowledge on volunteer management practices and volunteer motivation, improving an NGO's understanding of implementing effective practices to attract and retain volunteers, whilst improving their brand reputation and image. With the increasing competition for donations to non-profit organisations, the findings presented provide the NGO with guidance for creating a favourable brand image, creating a point of difference that increases not only their potential number of donations but also the number of volunteers.

The theory from the Multi-Paradigm Model of Volunteering was applied in a practical setting, using the selected NGO and volunteer sample, to identify the volunteer types and the motivational factors that are important in the attraction and retention of the NGO's volunteer numbers. The research provides a more in-depth understanding of the ADKAR Model of Change Management from a volunteer perspective, incorporating the factors from the Multi-Paradigm Model of Volunteering into the ADKAR Model of Change Management to produce an integrated recommended model that the NGO can follow to understand their volunteers, assess their current volunteer management practices, and implement new practices that will improve their volunteer numbers.

The findings of this study will be made available to the management team of the NGO to understand their current strategies and view the recommendations presented of how their practices can be improved through change management. The knowledge gained about volunteer motivation can be incorporated into designing effective practices that will retain existing volunteers and attract new ones, improving their

success in the industry with an enhanced brand image as a desired NGO at which to volunteer and to which to donate time and resources. The knowledge from the perspective of the NGO will contribute to their brand management, change management, and volunteer management to improve their current position. In addition, the findings contribute to the field of brand management from the perspective of South African NGOs with a focus on implementing brand strategies into a change management strategy.

5.4. Outcomes and insights on research problem

To understand the outcomes of this research study, the findings outlined above have been linked to the research objectives that were identified in Chapter one, showcasing an understanding of the data analysis in relation to the primary objectives of the study.

- *Objective 1: To explore the role of volunteer types in motivational factors that attract and retain volunteers within a South African NGO.*

Questions posed to volunteers during the focus group session were designed in such a way as to not only request their opinions on the factors that motivate them to volunteer but also posed them with certain situational questions that were utilised to categorise them according to the Multi-Paradigm Model of Volunteering. From the findings presented, the volunteers were categorised into three of the four types of volunteers, namely traditional, serendipitous, and entrepreneurial. Different types of volunteers have different types of motivational factors and what may work for one volunteer may not work for the next. Therefore, the role of volunteer types plays a crucial role in attracting and motivating volunteers as the NGO must implement activities and design their management styles in a way that is effective for different types of volunteers.

Table five provides a breakdown of the volunteer types and the methods best suited to manage them. These are the methods to be implemented to attract and retain volunteers effectively within the South African NGO.

- *Objective 2: To explore the role of volunteer management practices in attracting and retaining volunteers within a South African NGO.*

The questions posed to both managers and volunteers aimed to gain insight into their opinions on the current volunteer management practices. Findings indicated that there were problems with the current practices, leaving volunteers feeling unmotivated due to a lack of training, verbal recognition, and communication. The fact that volunteers felt their expectations were not being met has left them feeling demotivated and not interested in remaining. Therefore, some current practices are causing a decrease in the attraction and retention rates.

However, there are certain practices that are currently being followed that do assist with the attraction and retention of volunteers. There is active work done to link volunteers to industry leaders or knowledgeable individuals. Volunteers that speak up on their interests are paired with NGO members or contacts in the industry to be given extra exposure, training, and experience. There is also a focus on the green match making in which those who are interested fill in a form with their details. This is then utilised by the NGO to find out more about the volunteer and find ways to have them allocated accordingly.

Volunteers were asked if changes to volunteer management practices would result in increased attraction and retention and change the minds of volunteers that were undecided about remaining at the organisation, to potentially have confidence in their decisions to remain. Therefore, the role of having effective volunteer management practices in place would have a positive effect on the attraction and retention levels of volunteers within the South African NGO.

- *Objective 3: To assess the role of current volunteer management practices in fostering a positive brand image of the South African NGO.*

Volunteers were questioned about the reasoning behind their selection of one brand over another and, although the responses needed further clarification,

the outcome indicated that the South African NGO has a poor brand image and reputation for volunteering. The volunteers' responses to the question about whether their expectations have been met did not have a positive outcome. There was a resounding unhappy and unsatisfied response from volunteers about their expectations within the NGO and a limited want to remain volunteering at the organisation. The response was to move to another NGO that had a more stable and established volunteer programme. Therefore, the current volunteer management practices have a negative impact on fostering a positive brand image.

However, this does open the door to have the volunteer management practices improved according to the recommendations, to potentially create a positive brand image.

- *Objective 4: To identify practices that can be implemented as part of a change management strategy to address volunteer attraction and retention in a South African NGO.*

Within the recommendations below, the researcher has utilised the findings from the study to create a new recommended model that can be implemented by the NGO to improve their volunteer attraction and retention. The findings from the two theoretical models of Multi-Paradigm Model of Volunteering and the ADKAR Model of Change Management were incorporated into the new recommended model to provide a breakdown of possible new practices that can be implemented to improve their attraction and retention rates. The new practices are identified in the recommendations.

Looking at the research problem identified in Chapter one together with the main aim to understand the role of how volunteer management practices attract and retain volunteers in the selected NGO, it is important to provide some fresh insights related to the following problem statement: A lack of understanding of volunteer management practices, negatively impacts the brand image of NGOs and their ability to attract and retain volunteers to achieve their strategic goals.

The volunteers have a negative impression of the NGO's brand image, with most highlighting the need and want to move to a NGO brand that has a more established volunteer programme and indicating that their expectations have not met to their standards, has left the volunteers feeling a negative impression of the NGO's brand image. With this negative impression of the brand, the NGO is going to experience a decline in the number of volunteers joining or staying, highlighting a need to improve the volunteer management practices improving their brand image, satisfy the expectations of volunteers, and increase their volunteer numbers.

Another key insight gained during the data collection and a point raised by the managers is that the benefit and advantage gained by the volunteer is on the onus of the volunteer to receive by going the extra mile and making themselves stand out in the crowd. Through action like this, volunteers can receive a stronger focus on their expectations being met as the NGO would prefer to assist someone who has the passion and desire to stand out amongst the crowd and would be a beneficial relationship between the volunteer and NGO.

In addition, a point that was raised by both the volunteers and managers was the topic of basic skills. Volunteers felt it was a necessary step to develop and be exposed to a range of basic skills, where you "gain experience and do the very basic tasks that are needed" or "get exposure to do these basic tasks that you need, that you think would help to improve you to be able to get to a higher career." This mirrors a statement made during a manager's interview: "if you can't equip them with the basic skills or critical thinking or problem solving or empathy, you're not going to be able to even get that position or get them employed."

This shows that there is a lack of basic skills available to these volunteers that is also preventing them from being matched to tasks within the NGO and volunteers feeling demotivated because they lack the necessary basic skills or soft skills. This lack of basic skills may be adding to the research problem being experienced of reducing volunteer attraction and retention and ineffective volunteer management practices at the NGO. This is an avenue that can be further researched in future.

5.4 Recommendations

As the above breaks down the four central themes of the study in relation to the feedback from the volunteers and managers, the below recommended model to be followed by the NGO, becomes a vital recommendation of the research. To provide insightful and appropriate recommendations that are linked to the above outcomes, the researcher has used the valuable information obtained from the study to provide a model of change management that can be followed by the organisation to improve their volunteer management practices and brand image to attract and retain volunteers.

The figure below depicts the initial model created by the researcher, with sequential steps to be followed by the NGO. The model has been created for the purpose of the selected NGO to follow in their approach, however this model can be utilised in other NGOs or organisations facing a similar issue with volunteer attraction and retention.

The first section incorporates the Multi-Paradigm Model of Volunteering and Volunteer Lifecycle to identify the type and phase as the first step in understanding the volunteer motivations and the desired activities that focus on volunteer attraction and retention. Through understanding the type of volunteer and phase in the Volunteer Lifecycle, provides the basic understanding of the practices or steps to be taken to increase volunteer motivation, increasing volunteer retention and attraction numbers in the NGO.

The second section, the ADKAR Model of Change Management is incorporated to assess the current NGO's volunteer motivation practices in relation to understanding the types and phases of volunteers that they currently have volunteering their time at the NGO. In the third section, focusing on the five points of creating a favourable brand image, the NGO is provided with an identified set, if required, of recommended methods they can implement to improve their brand image and reputation as an NGO at which to volunteer, as the NGO focuses on the volunteer motivational factors and providing the best practices to attract and retain volunteers.

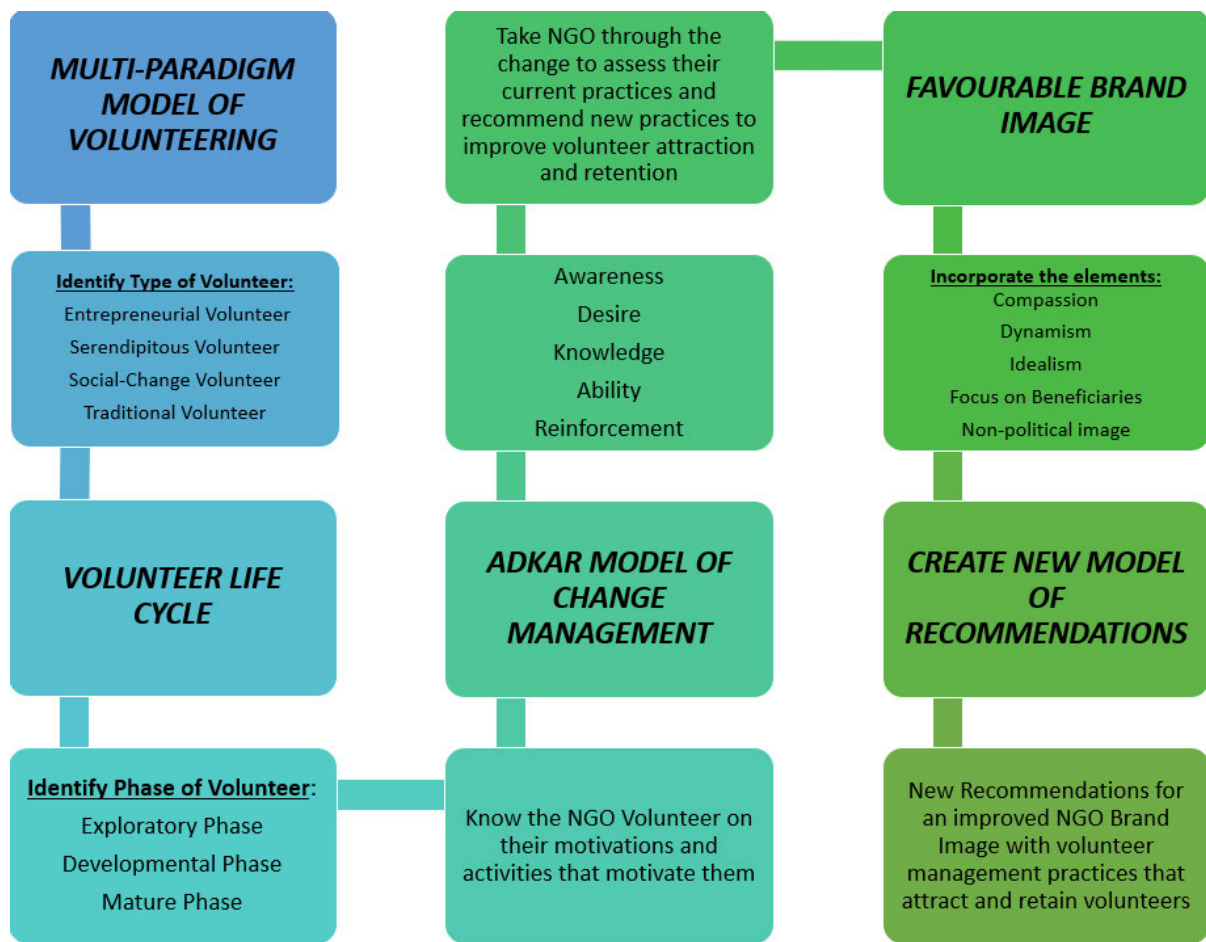


Figure 11: Consolidated Model of Research Purpose (Authors Own)

The below steps outline the process that can be followed by the NGO.

Step 1 – Multi-Paradigm Model of Volunteering

During this step, questions are posed to volunteers to determine their volunteer type. From the study, the group of ten volunteers presented as traditional volunteers, serendipitous volunteers, and entrepreneurial volunteers. Although there were no social-change volunteers present, there are still volunteers that would be classified as this type and the NGO should still consider implementing some processes or activities that would best attract and retain social-change volunteers. As depicted in Table five above, the descriptions and best ways to manage these volunteers have been indicated.

Step 2 – Volunteer Lifecycle

During the second step, volunteers are classified by Volunteer Lifecycle phase, thereby providing further crucial information on the best practices to attract and retain these volunteers. Based on the information obtained from posing the relevant question to volunteers, volunteers were between the exploratory and developmental phase. With the information obtained in Step one and Step two, the NGO now has a list of the types of volunteers they are dealing with and the best preferred methods to manage and attract these volunteers.

To achieve both Step one and Step two, the NGO can take their existing green match making document and incorporate a few multiple-choice questions that outline scenarios and options. Based on these responses, the volunteers can be categorised by type or phase, leading to a higher success rate with matching volunteers to the right activities, tasks, or industry leaders.

Step 3 – ADKAR Model of Change Management

According to the ADKAR Model of Change Management, there are five steps that are followed to ensure that successful organisational change occurs. With a poor brand image and reputation in mind from the above analysis of the volunteer and manager interviews, the NGO requires a form of change management to improve their brand management approach. The model is simple to follow and focuses on the actions required.

The first approach is becoming aware of the issue and need for change. A lack of understanding about the volunteer management practices being implemented, unsatisfied volunteers, and a poor brand image as an NGO at which to volunteer one's time were identified as the main issues. Next, there is a desire to support and participate in the change. The NGO wants to be involved in the establishment of improved volunteer management practices, which would increase their volunteer numbers to obtain strategic goals in a variety of fields but mainly in environmental leadership, having youth leading the fight for environmental, society, and community.

The next step is the knowledge of how to change which is provided using the Multi-Paradigm Model of Volunteering and Volunteer Lifecycle to identify the type and phase as the first step in understanding the volunteer motivations and the desired activities that focus on volunteer attraction and retention. This provides the NGO with the knowledge of what is needed and how to change.

The next step – ability to implement – looks inwards at the NGO based on the structures, processes, resources, and capacity that is available to implement the changes highlighted in Step three. This is where the NGO may encounter some difficulty, however there are steps that can be implemented that are within the means and resources of the NGO.

The final step is the reinforcement to sustain the change by incorporating the above steps into everyday practice to ensure it is continued to improve the brand image and volunteer attraction and retention.

Step 4 – Favourable Brand Image

The next stage focuses on the brand image of the NGO, with the first few steps tasked with improving volunteer motivation and volunteer management practices, this will ultimately ensure the NGO's brand image and reputation will improve. Bennett and Gabriel (2003, cited by do Paço *et al.*, 2014:13) suggest five key points to consider when creating a favourable brand image. These points include compassion, dynamism, idealism, focus on beneficiaries, and non-political image, resulting in more donations and volunteers.

The NGO faced with an impression of a poor brand image and reputation by the volunteers included in the focus group, would benefit from a focus on developing a favourable brand image that highlights the needs of compassion and empathy for those involved in the process. In addition, creating the ideal volunteer program that is sought after by volunteers would be the primary focus. The volunteer program has to be a mutually beneficial relationship for both parties involved, namely volunteers and managers as both parties are beneficiaries of the relationship. With the organisation

being a non-governmental organisation, support and funding is not generated from a political relationship or image and relies on the donations and funding from private individuals.

Step 5 – Create New Model of Recommendations

The final step in the process is to present the NGO with a list of the new recommendations for an improved NGO brand image with volunteer management practices that will attract and retain volunteers. With the data collected during this study regarding volunteers' motivations, types, and phases, the NGO has been able to see a variety of different strategies that should be implemented to focus on improving their brand image and the satisfaction of volunteers joining the NGO.

The NGO does have some volunteer management practices in place, such as their green match making form and partnerships with industry leaders, but these can be slightly refined to be more effective and additional methods can be incorporated. In addition, the expectations of volunteers should be addressed by the NGO and informed about the expectations that volunteers should have based on the constraints and capabilities that the NGO must be able to achieve these tasks.

In addition to the above recommended model to be implemented, there is future research that can be conducted to add valuable input. Additional research should be conducted with volunteers from different NGOs as well as managers from different NGOs to provide a more detailed comparison with contrasting findings when compared to the NGO in question. Focusing the research on NGO volunteer management practices may not prove relevant to other types of organisations. The study makes use of the Multi-Paradigm Model of Volunteering and the ADKAR Model, focusing on categorising volunteers and potential change management strategies.

Previous volunteer management practices research has made use of theoretical models linking volunteer management practices to volunteer retention. Most of these studies were quantitative in nature, however this research did not follow a traditional theoretical approach, thus potentially limiting the effectiveness of the findings. Future

research should examine volunteer engagement with the work and activities they have been tasked with and consider the level of volunteer engagement that is impacting the volunteer intention to remain at the NGO.

In addition, based on the key insights to the research problem, further research can be conducted to assess the topic of basic skills as volunteers feel they do not have the necessary basic or soft skills for a career and managers are finding it difficult to assist or place volunteers who do lack necessary critical thinking, empathy, listening, forward thinking, and problem-solving skills. This is potentially creating a further gap between the volunteers and managers, decreasing volunteer attraction and retention levels within the NGO.

Chapter 6: Conclusion

With the importance of volunteers as a valuable backbone to the survival of non-profit and non-governmental organisations, it is of vital importance that organisations develop the necessary understanding of how best to manage these volunteers, to improve their brand image and reputation for volunteers to donate their time and to attract and retain the right volunteers who will contribute to the strategic goals of the organisation. With volunteers in the sample questioning their reasoning to remain within the NGO, it has become a vital step for NGOs to implement the necessary change.

Using change management, potential volunteer management practices were presented in a new recommended model for the NGO to follow in their journey to understand and improve volunteerism. The findings of the focus group with volunteers and semi-structured interviews with managers were used as the vital knowledge required to incorporate into the new recommended model. The new recommended model contributes positively to the field of volunteerism to understand the incorporation of change management, brand management, and categorisation of volunteers to benefit the organisation. The study aimed to create a solid foundation to address the research problem and ensure NGOs have the knowledge and understanding required to improve their volunteer management practices and improve their brand image in the market.

Annexures

Annexure 1: Focus Group Guide

<u>Focus Group Guide</u>
<u>Preamble</u>
• Informed Consent • Informed Audio Consent
<u>Introduction</u>
Welcome and thank you for agreeing to be part of this focus group today. I really appreciate you taking the time to participate in this research project. My name is Kendall Dorrofield, and I will be the moderator for the discussion. Today we will be discussing volunteer motivation. I expect that discussion to last about 60 minutes.
<u>Role</u>
My role today will be to ask specific questions and to keep the conversation going. We have a few questions to cover, so we may need to change the subject or move ahead with the discussion. But please stop me if you want to add anything or if you have any questions.
<u>Purpose</u>
As explained in the informed consent section, the purpose of this study is to gain an in-depth understanding of the factors that motivate volunteers within the South African NGO to provide a deeper insight into the motivational factors, categorising volunteers into volunteer types to design effective volunteer management practices to attract and retain volunteers within the selected NGO.
The focus group session will be recorded, and I will be taking notes during the session. Everything you say here today will be confidential and your personal information will be kept anonymous. The results of this study will be used for the purpose of completing my research project. Since you are taking part voluntarily, you may at any time withdraw from the focus group or simply say you prefer not to answer a question.
You are free to speak openly and please remember that there are no right or wrong answers to any of the questions asked.
<u>How to participate</u>
This focus group is a group discussion, not an interview. Instead, I will be putting topics or questions to the group and the idea is for everyone to participate in the discussion with each other. I want to hear if you agree or disagree with what has been said as this assist in my understanding of all opinions.
START RECORDING
<u>Ice Breaker Questions</u>
What is your favourite ice-cream?
<u>Questionnaire</u>
1. What is your understanding of the concept volunteer motivation? 2. Can you explain, what motivated you to become a volunteer? 3. In relation to your previous answer, were there any additional factors that may have motivated you to become a volunteer?

4. What factors did you consider when selecting this organisation over other organisations to volunteer?
5. 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.....
6. Has your expectation been met, if yes, how? If no, what could the organisation do to change that?
7. Which of the following situations would motivate you as a volunteer?
Option A: the ability to suggest potential initiatives for the organisation to consider and implement.
Option B: following prearranged initiatives organised by the organisation (tasks are assigned to you)
8. When selecting an organisation to volunteer your time, would you prefer:
Option A: organisations with a predictable volunteer programme, in which volunteers would know what to expect and there is an order to follow.
Option B: organisations with a stimulating volunteer programme, one that changes constantly with new ideas and changes in the structure.
9. How do you feel about your relationship with the organisation as a volunteer?
10. In connection with the question above, what could the organisation do to improve this relationship?
11. What benefits have you experienced or gained from being a volunteer within this organisation?
12. Keeping in mind the answer to the above question, with regards to your intention to remain volunteering within this organisation, how likely are you to continue volunteering under the current practices or management?
13. How likely are you to continue volunteering or increase your volunteering, if the changes we had discussed earlier were implemented?
14. According to the Lifecycle of volunteering (Researcher to explain this concept), in your opinion, based on the below options, at which stage do you feel you mostly connect with?
Stage 1 Exploratory Stage (undecided if you want to remain within this organisation)
Stage 2 Development Stage (contributing to the organisation and feel more inclined to want to remain)
Stage 3 Mature Stage (actively volunteering and positively contributing to others)

Debrief

Thank you so much for your assistance today in trying to understand/explore the factors that motivate yourself as volunteers within this South African NGO. The information gathered will be utilised to categorise you as a volunteer according to volunteer types which in turn will be utilised to design effective volunteer management practices to attract and retain volunteers.

Annexure 2: Interview Guide

<u>Interview Guide</u>
<u>Preamble</u>
• Informed Consent • Informed Audio Consent
<u>Section 1: Introduction</u>
Welcome and thank you for agreeing to be part of this Interview today. I really appreciate you taking the time to participate in this research project. My name is Kendall Dorrofield, and I will be asking you a few questions on the NGO's volunteer management practices and volunteer motivation. I expect the interview to last about 60 minutes/1 hour.
<u>Role</u>
My role today will be to ask specific questions and to keep the conversation going. We have a few questions to cover, so we may need to change the subject or move ahead with the discussion. But please stop me if you want to add anything or if you have any questions.
<u>Purpose</u>
As explained in the informed consent section, the purpose of this interview is to gain an in-depth understanding of the factors that motivate volunteers within the South African NGO to provide a deeper insight into the motivational factors, categorising volunteers into volunteer types to design effective volunteer management practices to attract and retain volunteers within the selected NGO. The main purpose is to develop a guide or model that can be followed to improve volunteerism and the NGO Brand image as a favourable brand to donate their time or resources to volunteer.
The interview will be recorded, and I will be taking notes during the interview. Everything you say here today will be confidential and your personal information will be kept anonymous. The results of this study will be used for the purpose of completing my research project. Since you are taking part voluntarily, you may at any time withdraw from the interview or simply say you prefer not to answer a question. You are free to speak openly and please remember that there are no right or wrong answers to any of the questions asked.
START RECORDING
<u>Ice-breaker questions</u>
What is your favourite Ice-cream?
<u>Interview Questions</u>
1. Provide a brief description of what your role in the organisation entails. 2. Explain your understanding of the concept of a volunteer? 3. Describe your perceptions of volunteer motivation within the organisation? 4. Describe your perceptions of the factors that motivate volunteers? 5. What are the practices followed to identify volunteer motivational factors and linking these motives and volunteers to the right tasks? 6. How do you feel about the relationship the organisation has with their volunteers? 7. In your opinion, what type of impact would organisational support have on the volunteer experience or engagement?

8. What type of organisational support factors or practices do you feel should be implemented to attract or retain volunteers?
9. Do you feel there are any areas of weakness or difficulties with regards to managing volunteers?
10. In your opinion, explain how the organisation would benefit from an improved volunteer management strategy.
11. Do you think once we have identified the different types of volunteers and established how they are motivated, this information could potentially be used to improve volunteer management strategies?

Debrief

Thank you so much for your assistance today in trying to understand/explore the factors that motivate yourself as volunteers within this South African NGO. The information gathered will be utilised to categorise you as a volunteer according to volunteer types which in turn will be utilised to design effective volunteer management practices to attract and retain volunteers.

Would you like to ask me any questions about today's interview?

Annexure 3: Participant Consent Form

Explanatory information sheet and consent form for participants
To whom it may concern, My name is Kendall Dorrofield, and I am a student at The IIE's Vega School. I am currently conducting research under the supervision of Dr Tish Taylor about understanding the motivational factors of volunteers and the role of volunteer management practices of the NGO in attracting and retaining volunteers. I hope that this research will enhance our understanding of volunteer management practices and volunteer motivation, improving an NGO's understanding of implementing effective practices to attract and retain volunteers, whilst improving their brand reputation and image. I would like to invite you to participate in my study. 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 an active volunteer within the selected NGO and will provide valuable insight. If you decide to participate in this research, I would like to include you within the volunteer focus group, with other volunteers from the NGO, within a group of 8-12 individuals who will be asked a series of questions regarding their reasons for volunteering and to detail their volunteer experience within the NGO. The questions will be explained in detail for clarity and honest, opinionated answers are encouraged and welcomed. 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 volunteer experiences, feelings or opinions as this insight will provide valuable data for recommendations to the NGO for changes in the volunteer management practices. 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 completely 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 no 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, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at IIE Vega School, 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 IIE Master of Commerce in Strategic Brand Leadership. 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

██████████

████████████████████

The contact details of my supervisor are as follows:

Dr Tish Taylor

██████████

████████████████

Participant or respondent consent					
I, _____, agree to participate in the research conducted by Kendall Dorrofield about motivational factors of volunteers and the role of volunteer management practices of the NGO in attracting and retaining volunteers. This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this research. • My confidentiality will be ensured. My name and personal details will be kept private. • 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. • I may choose not to answer any of the questions that are asked during the research interview. • I may be quoted directly when the research is published, but my identity will be protected. <table border="1"><tr><td></td><td></td></tr><tr><td>Signature</td><td>Date</td></tr></table>				Signature	Date
Signature	Date				

Annexure 4: Audio Consent Form

Consent form for participants	
I, _____, agree to allow Kendall Dorrofield to audio record my interviews as part of the research about understanding the role of volunteer management practices in attracting and retaining volunteers and exploring the role of volunteer types in motivational factors that attract and retain volunteers within a South African NGO. This research has been explained to me and I understand what participation in this research will involve. I understand that: • My confidentiality will be ensured. My name, personal details or any other identifiable information will be kept confidential. • The recordings will be stored in a password-protected file on the researcher's computer; and • Only the researcher, the researcher's supervisor(s) and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature	Date

Annexure 5: Ethical Clearance Letter



Our Ref: M. 690923

Enquiries: [REDACTED]

1 September 2023

Outcome of Ethics Clearance Application for Master of Commerce in Strategic Brand Leadership

Student Name: Kendall Dorrofield
Student number: [REDACTED]
Brand and campus: IIE Vega Online

Dear Kendal,

Thank you for submitting the ethics clearance application for the study: ***The role of volunteer management practices in attracting and retaining volunteers in a South African NGO brand.***

We are pleased to inform you that the IIE's Higher Degrees Committee considered and granted ethics clearance. This means that you may proceed with data collection. If you are collecting data from a specific organisation, ensure that you have a gatekeeper's letter that confirms their approval of the data collection being done.

You are reminded that any changes made to the research methodology or title of the research study must be signed off by the IIE's Higher Degrees Committee. Kindly ensure that all ethical considerations are duly applied whilst collecting, analysing and interpreting the data for the completion of your research.

If you have any questions, please feel free to contact your programme team or supervisor directly.

All the best with your research.



Dr R Hosseini
Chair: Higher Degrees Committee

ADvTECH House: Inanda Greens, 54 Wierda Rd West, Wierda Valley 2196
P.O. Box 2369, Randburg 2125

Directors: RJ Douglas (UK), JDR Oesch, MD Aitken, SCD Lurie
Group Company Secretary: CB Crouse



The Independent Institute of Education (Pty) Ltd is registered with the Department of Higher Education and Training as a private education institution under the Higher Education Act, 1997 (reg. no. 2007/HE07/002). Company registration number: 1987/004754/07.

List of References

- Aboramadan, M. 2019. Factors that drive volunteerism in nonprofit organizations: A theoretical framework. *Selected Aspects of Non-Profit Organisations*, 2(1): 1-14. [Online]. DOI: 10.5772/intechopen.86943 [Accessed 12 April 2023].
- Aboramadan, M., Abderrahman, H., Alharazin, H., Dahleez, K. and Albashiti, B. 2019. Volunteering drivers and continuation will: the role of engagement. *Journal of Management Developments*, 38(5): 405-420. [Online]. DOI: 10.1108/JMD-02-2019-0057 [Accessed 02 April 2023].
- Ackermann, K. 2019. Predisposed to volunteer? Personality traits and different forms of volunteering. *Nonprofit and Voluntary Sector Quarterly*, 48(6): 1119-1142. [Online]. DOI: 10.1177/0899764019848484 [Accessed 02 April 2023].
- Angtjan, H. 2019. ADKAR model in change management. *International Review of Management and Business Research*, 8(2): 179-182. [Online]. DOI: 10.30543/8-2(2019)-4 [Accessed 25 May 2023].
- Antwi, S.K. and Hamza, K. 2015. Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European Journal of Business and Management*, 7(3): 217-225. [Online]. Available at: <https://padlet.com/tishtaylor2/research-padlet-n7hmmlabmb1to71y/wish/1280867544> [Accessed 12 April 2023].
- Ashfaq, F., Butt, M. and Ilyas, S. 2021. Volunteering: What drives and retains it? An analysis of motivational needs together with organisational policies and practices. *Qualitative Research Journal*, 21(2): 189-205. [Online]. DOI: 10.1108/QRJ-04-2020-0024 [Accessed 02 April 2023].
- Babazada, S. 2021. The role of volunteerism in our lives. *Medium*, 05 January 2021. [Online]. Available at: <https://safiyyababazada.medium.com/the-role-of-volunteerism-in-our-lives-e683fb77388a> [Accessed 26 October 2023].

Bauer, S. and Lim, D. 2019. Effect of communication practices on volunteer organisation identification and retention. *Sustainability*, 11(9): 1-17. [Online]. DOI: 10.3390/su11092467 [Accessed 12 April 2023].

Bennett, R. and Gabriel, H. 2003. Image and reputational characteristics of UK charitable giving in London. *Nonprofit and Voluntary Sector Quarterly*, 41(5): 870-891. Cited in: Do Paço, A., Rodrigues, R.G. and Rodrigues, L. 2014. Branding in NGOs – its influence on the intention to donate. *Economics and Sociology*, 7(3): 11-21. [Online]. DOI: 10.14254/2071-789X.2014/7-3/1 [Accessed 21 May 2023].

Bezuidenhout, R.M. and Cronje, F. 2014. Qualitative data analysis. In: du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R.M. eds. 2014. *Research matters*. 1st ed. Cape Town: Juta, Chapter 16: 228-251.

Bougie, R. and Sekeran, U. 2020. *Research methods for business*. 8th ed. Hoboken: John Wiley & Sons.

Burger, M. 2023. Volunteerism: Pitfalls and possibilities. *Education, Advocacy and Actions to Advance ESD in Southern Africa*. 18-22 September 2023. Johannesburg, Gauteng: ESSA.

Cho, H., Wong, Z. and Chiu, W. 2020. The effect of volunteer management on intention to continue volunteering: A mediating role of job satisfaction of volunteers. *Psychological Reports*, 10(2): 1-11. [Online]. DOI: 10.1080/22243534.2018.15533374 [Accessed 02 April 2023].

Clary, E.G. and Snyder, M. 1991. A functional analysis of altruism and prosocial behavior: The case of volunteerism. In Clark, M.S. ed. *Prosocial behaviour*. Sage Publications: 119-148. Cited in: Ashfaq, F., Butt, M. and Ilyas, S. 2021. Volunteering: What drives and retains it? An analysis of motivational needs together with organisational policies and practices. *Qualitative Research Journal*, 21(2): 189-205. [Online]. DOI: 10.1108/QRJ-04-2020-0024 [Accessed 2 April 2023].

Cohen, D. and Crabtree, B. 2006. *Qualitative Research Guidelines Project The Interpretivist Paradigm*. [Online]. Available at: <http://www.qualres.org/HomeInte-3516.html> [Accessed 12 April 2023].

Compion, S., Meijs, L., Cnaan, R.A., Krasnopolskaya, I., von Schnurbein, G. and Abu-Rumman, S. 2021. Repeat and non-returning volunteers: The promise of episodic events for volunteer recruitment and retention. *International Society for Third-Sector Research*. [Online]. Available at: https://pure.eur.nl/ws/portalfiles/portal/50216142/Compion2022_Article_RepeatAndNon_returningVoluntee.pdf [Accessed 06 April 2023].

David, B., Resnik, J. and Shamoo, A.E. 2011. The Singapore statement on research integrity. *Account Research Author Manuscript*, 18(2): 71-75. [Online]. DOI: 10.1080/08989621.2011.557296 [Accessed 23 March 2023].

Department of Health, Education, and Welfare. 1979. *The Belmont Report*. USA: US Department of Health and Human Services.

Dilshad, R.M. and Latif, M.I. 2013. Focus group interview as a tool for qualitative research: An analysis. *Pakistan Journal of Social Sciences*, 33(1): 191-198. [Online]. Available at: <https://www.bzu.edu.pk/PJSS/Vol33No12013/PJSS-Vol33-No1-16.pdf> [Accessed 12 April 2023].

Do Paço, A., Rodrigues, R.G. and Rodrigues, L. 2014. Branding in NGOs – its influence on the intention to donate. *Economics and Sociology*, 7(3): 11-21. [Online]. DOI: 10.14254/2071-789X.2014/7-3/1 [Accessed 21 May 2023].

Dudovskiy, J. 2023. Interpretivism (interpretivist) research philosophy. *Business Research Methodology*, 2023. [Online]. Available at: <https://research-methodology.net/research-philosophy/interpretivism/> [Accessed 12 April 2023].

Du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R.M. eds. 2014. *Research*

matters. Cape Town: Juta.

Ferreira, M., Proença, J.F. and Proença, T. 2009. Motivations and management factors of volunteer work in nonprofit organisations: A literature review. *8th International Congress of the International Association on Public and Nonprofit Marketing*. 17-19 June 2009. Valencia, Spain: IAPMN. Cited in: Aboramadan, M. 2019. Factors that drive volunteerism in nonprofit organizations: A theoretical framework. *Selected Aspects of Non-Profit Organisations*, 2(1): 1-14. [Online]. DOI: 10.5772/intechopen.86943 [Accessed 12 April 2023].

Gabriel, D. 2013. Inductive and deductive approaches to research. *Dr. Deborah Gabriel*, 17 March 2013. [Online]. Available at: <https://deborahgabriel.com/2013/03/17/inductive-and-deductive-approaches-to-research/> [Accessed 12 April 2023].

Gallegos, J. 2018. High school volunteer motivation and retention in a non-profit organisation: A case on Big Brothers Big Sisters. Master of Public Administration dissertation in *Public sector Management and Leadership*. California State University. [Online]. Available at: <https://scholarworks.csun.edu/bitstream/handle/10211.3/207865/Gallegos-Jasmin-thesis-2019.pdf?sequence=1> [Accessed 10 April 2023].

George, T. 2022. Semi-structured interview – definition, guide and examples. *Scribbr*, 27 January 2022. [Online]. Available at: <https://www.scribbr.com/methodology/semi-structured-interview/> [Accessed 22 May 2023].

Gresham, T. 2017. NGOs vs. nonprofits. *Chron*, 17 October 2018. [Online]. Available at: <http://smallbusiness.chron.com/ngos-vs-nonprofits-65685.html> [Accessed 29 April 2023].

Hager, M.A. and Brudney, J.L. 2004. Balancing act: The challenges and benefits of volunteers. [Policy brief]. The Urban Institute. Cited in: Cho, H., Wong, Z. and Chiu, W. 2020. The effect of volunteer management on intention to continue volunteering:

A mediating role of job satisfaction of volunteers. *Psychological Reports*, 10(2): 1-11. [Online]. DOI: 10.1080/22243534.2018.15533374 [Accessed 02 April 2023].

Hamdo, S. 2021. Change management models: A comparative review. PhD thesis. *Istanbul Okan University*. [Online]. DOI:10.13140/RG.2.2.24741.01764. [Accessed 25 May 2023].

Hennink, M. and Kaiser, B.N. 2022. Sample sizes for saturation in qualitative research: A systematic review of empirical tests. *Social Science & Medicine*, 292. [Online]. DOI: 10.1016/j.socscimed.2021.114523. Cited in: Mwita, K. 2022. Factors influencing data saturation in qualitative studies. *Research in Business & Social Sciences*, 11(4): 414-420. [Online]. DOI: 10.20525/ijrbs.v11i4.1776 [Accessed 22 May 2023].

Hiatt, J. 2006. *ADKAR: A model for change in business, government, and our community*. Loveland, Colorado: Prosci Research.

Hiatt, J. and Creasey, T. 2022. What is change management? *Wonder and Change*. [Online]. Available at: <https://www.andchange.com/themes/what-is-change-management/> [Accessed 11 December 2022].

Hofstee, E. 2018. Constructing a good dissertation: A practical guide to finishing a master's, MBA, or PhD on schedule. 4th ed. Johannesburg: EPE.

Ilyas, S., Butt, M., Ashfaq, F. and Maran, D.A. 2020. Drivers for non-profits' success: Volunteer engagement and financial sustainability practices through the resource dependence theory. *Economies*, 8(4): 1-17. [Online]. DOI: 10.3390/economies8040101 [Accessed 12 April 2023].

Knepper, H., D'Agostino, M.J. and Levine, H. 2015. Volunteer management practices during challenging economic times. *Journal of Public Management & Social Policy*, 20(2): 211-230. [Online]. Available at: https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1300&context=jj_pubs [Accessed 12 April 2023].

Koonin, M. 2014. Validity and reliability. In: du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R.M. eds. 2014. *Research matters*. 1st ed. Cape Town: Juta, Chapter 17: 252 -261.

Kragt, D. and Holtrop, D. 2019. Volunteering research in Australia: A narrative review. *The Australian Psychological Society*, 71: 342-360. [Online]. Available at: <https://www.tandfonline.com/doi/pdf/10.1111/ajpy.12251> [Accessed 9 April 2023].

Krishnakumar, K. 2019. Volunteer management in India: A study among non-profit organizations. *Think India Quarterly Journal*, 22(4): 2195-2211. [Online]. Available at: <https://thinkindiaquarterly.org/index.php/think-india/article/view/9445/5201> [Accessed 12 April 2023].

Kyi, M.M. 2021. Volunteer management, volunteer motivation and volunteer retention in Myanmar: Case study on “We Love Yangon” volunteer group. *The Myanmar Journal*, 8(1): 27-40. [Online]. Available at: [https://meral.edu.mm/record/8709/files/The%20Myanmar%20Journal%20Vol.8,%20No%20\(1\).pdf#page=33](https://meral.edu.mm/record/8709/files/The%20Myanmar%20Journal%20Vol.8,%20No%20(1).pdf#page=33) [Accessed 06 April 2023].

Macduff, N. 2006. The Multi-Paradigm Model of Volunteering. *Volunteer Leadership*: 31-36. [Online]. Available at: <https://marinermanagement.com/wp-content/uploads/2015/05/multiparadigm-POLF.pdf> [Accessed 11 December 2022].

Malhotra, G. 2019. ADKAR Model: What is it and how to use it? *Whatfix*, 21 November 2019. [Blog]. Available at: <https://whatfix.com/blog/adkar-model-what-is-it-and-how-to-use-it/> [Accessed 11 December 2022].

Maree, K. 2016. *First steps in research*. 2nd ed. Pretoria: Van Schaik Publishers.

Maree, K. and Pietersen, J. 2016. The quantitative research process. In: Maree, K. 2016. *First steps in research*. 2nd ed. Pretoria: Van Schaik Publishers, Chapter 8: 161-172.

Maxwell, J.A. 2005. *What will you actually do? Qualitative research design: An interactive approach*. Washington DC: Sage Publications.

McCannon, J. and Hahrie, H. 2016. A guide to managing a volunteer workforce. *Harvard Business Review*, 02 March 2016. [Online]. Available at: <https://hbr.org/2016/03/a-guide-to-managing-a-volunteer-workforce> [Accessed 11 December 2022].

Mitchell, S. and Clark, M. 2020. Rethinking non-profit brands through a volunteer lens: Time for B2V. *Journal of Marketing Management*: 1-24. [Online]. DOI: 10.1080/0267257X.2020.1818804 [Accessed 21 May 2023].

Mwita, K. 2022. Factors influencing data saturation in qualitative studies. *Research in Business & Social Sciences*, 11(4): 414-420. [Online]. DOI: 10.20525/ijrbs.v11i4.1776 [Accessed 22 May 2023].

Nencini, A., Romaioli, D. and Meneghini, A.M. 2016. Volunteer motivation and organizational climate: Factors that promote satisfaction and sustained volunteerism in NPOs. *International Society of Third Sector Research*, 27: 618-639. [Online]. DOI: 10.1007/s11266-015-9593 [Accessed 12 April 2023].

Nieuwenhuis, J., 2016a. Introducing qualitative research. In: Maree, K. 2016. *First steps in research*. 2nd ed. Pretoria: Van Schaik Publishers, Chapter 4: 50-70.

Nieuwenhuis, J., 2016b. Analysing qualitative data. In: Maree, K. 2016. *First steps in research*. 2nd ed. Pretoria: Van Schaik Publishers, Chapter 6: 103-131.

Phair, D. and Warren, K. 2021. Saunder's Research Onion: Explained simply. *Gradcoach*. [Online]. Available at: <https://gradcoach.com/saunders-research-onion/> [Accessed 26 October 2023].

Power, G. and Nedvetskaya, O. 2022. An empirical exploration of volunteer management theory and practice: Considerations for sport events in a “post-COVID-

19" world. *Frontiers in Sport and Active Living*, 4(689209): 1-14. [Online]. DOI: 10.3389/fspor.2022.689209 [Accessed 12 April 2023].

Reinklou, M. and Rosén, J. 2013. Motivating and retaining volunteers in non-profit organizations. Degree project. Umeå School of Business and Economics. [Online]. Available at: <http://www.diva-portal.org/smash/get/diva2:639371/FULLTEXT01.pdf> [Accessed 12 April 2023].

Sadik, O. 2019. A discussion of the concepts of validity and reliability in qualitative and quantitative research. *Akdeniz Egitim Arastirmalari Dergisi*, 13(28): 145-156. [Online]. DOI: 10.29329/mjer.2019.202.8 [Accessed :03 August 2023].

Seidel, J.V. 1998. Qualitative data analysis. University of Michigan. [Online]. Available at: <http://eer.engin.umich.edu/wp-content/uploads/sites/443/2019/08/Seidel-Qualitative-Data-Analysis.pdf> [Accessed 8 November 2023].

Stahl, N.A. and King, J.R. 2020. Expanding approaches for research: Understanding and using trustworthiness in qualitative research. *Journal of Developmental Education*, 44(1):26-28. [Online]. Available at: <https://files.eric.ed.gov/fulltext/EJ1320570.pdf> [Accessed 12 April 2023].

Strydom, A. and Bezuidenhout, R.M. 2014. Qualitative data collection. In: du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R.M. eds. 2014. *Research matters*. 1st ed. Cape Town: Juta, Chapter 13: 173-194.

The IIE. 2023. *Harvard Style Reference Guide – Adapted for the IIE*. The Independent Institute of Education: Unpublished.

Vasileiou, K., Barnett, J., Thorpe, S. and Young, T. 2018. Characterizing and justifying sample size sufficiency in interview-based studies: Systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology*, 18(1). [Online]. DOI: 10.1186/s12874-018-0594-7 [Accessed 07 April 2023].

Waters, A. 2022. Volunteer Retention: 9 ways to keep your volunteers. *Galaxy digital*, 14 September 2022. [Blog]. Available at: <https://www.galaxydigital.com/blog/volunteer-retention> [Accessed 11 December 2022].

Wilson, J. 2012. Volunteerism research: A review essay. *Nonprofit and voluntary sector quarterly*, 41(2): 176-212. Cited in: Ackermann, K. 2019. Predisposed to volunteer? Personality traits and different forms of volunteering. *Nonprofit and Voluntary Sector Quarterly*, 48(6): 1119-1142. [Online]. DOI: 10.1177/0899764019848484 [Accessed 2 April 2023].

Zievinger, D. and Swint, F. 2018. Retention of festival volunteers: Management practices and volunteer motivation. *Research in Hospitality Management*, 8(2): 107-114. [Online]. DOI: 10.1080/22243534.2018.1553374 [Accessed 2 April 2023].