

An Evaluation of the Motives behind Volunteering and Existing Motivational Strategies among Voluntary Organizations in Kenya

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Abstract

Given that volunteers offer their services without compensation, it is widely assumed that the presence or absence of any form of motivation cannot deter their desire to volunteer. This study used 120 purposively selected respondents comprising 90 volunteers and 30 non volunteers to identify the factors that make people volunteer and the explore existing motivational strategies in three voluntary organizations in Kenya - Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The research grouped the strategies into intrinsic and extrinsic factors as categorized by Herzberg (1959) theory to try and understand if both motivational and hygienic factors play a role in making people to volunteer. The research also utilised the Social Exchange Theory to establish whether volunteers expect social rewards to continue volunteering. The research established that people volunteer to obtain learning opportunities and gain experience (51.1%), due to encouragement from peers (18.8%), so as to complete school projects (16.7%) and due to lack of employment (13.3%). The study also established that though the voluntary companies employed both the intrinsic and extrinsic motivational strategies, they did not properly communicate the strategies to the respondents. Some 44.4% volunteers continued volunteering because they felt that motivational strategies geared towards personal growth and development (intrinsic) were present, while 33.3% non volunteers said organizational motivational strategies (extrinsic) created conducive work environment. The study concluded that any voluntary organization should ensure that it has aligned its volunteer management processes of recruitment, induction, training and motivation to reap maximum benefits from volunteers.

Keywords: Volunteers, Motivation Strategies, Intrinsic Factors, Extrinsic Factors, Kenya

1. Introduction

Scholars studying motivational theory have for a long time assumed that there is no need of motivating volunteers offering free services in a voluntary organization because the presence or lack of any form of incentive cannot affect their service delivery. This position has been informed by the notion that volunteers join a voluntary or non-profit organization because of their desire to assist in vulnerable situations (Wright, Larsen and Higgs (1995). As a result many voluntary organizations have failed to invest in volunteer motivation because they expect the volunteers to perform irrespective of whether they are motivated or not (Fischer, 2003). But as this study will show, volunteers have different motives for volunteering, and while their values and beliefs often remain unchanged during their volunteer tenure, the motives for volunteering often go through myriad changes that reduce their performance, longevity and involvement with the organizations.

For instance many volunteers engage in voluntary work to gain experiences, acquire competencies, tap into the available learning opportunities, giving back to society, and acquire growth and recognition among many other reasons. During this period the volunteers are very active and give all their services with a lot of zeal, but once they achieve their motives their productivity reduces and they become expensive to the voluntary organizations (VSO Jitolee, 2006). At this juncture volunteer managers who fail to step in and develop strategies to motivate non performing volunteers end up in situations where the cost of having the volunteers exceed the benefits they bring to the organizations. But many studies have shown that volunteer managers blame the volunteer's skills and expertise levels rather than address the issues of lack of volunteer motivation whenever they sense a drop in performance (Wright, Larsen and Higgs, 1995).

The search for links between job satisfaction and job performance has fascinated organizational scholars for decades (Fischer, 2003). Herzberg (1959) held the view that improving employee morale would translate into higher productivity, but he later revised this position when he realised that employees who performed well were expected to be more satisfied with results of greater rewards although he did not establish the relationship between performance and greater rewards. After all there are clear indications that financial incentives alone are not enough to motivate employees and more and more agencies were turning to non-financial incentives to enhance their motivation (Widjaja, E. 2010).

Most voluntary and non-profit organizations rely on the volunteers to deliver their mandate and would cease to exist if the service of the volunteers was withdrawn. But majority voluntary managers only seek ways of

maximising the performance and satisfaction levels of their non voluntary employees (Elding, Tobias and Walker, 2006), because their management philosophy informs them that the performance of their organizations is pegged on the contributions of their permanent employees. However most volunteers are individuals who are interested in supporting the activities of the non-profit organization for little more than knowing that they are “doing something worthwhile” and for the satisfaction that it brings to them personally (Dolnicar & Randle, 2007). But a good number of voluntary organizations do not keep their volunteers motivated so that they can help them (organizations) meet their missions and goals. Consequently these organizations do not retain their volunteers for long and use large proportions of their limited resources in recruiting, orienting and training new volunteers rather than furthering organisational goals.

This paper assesses the impact of motivational strategies on volunteer performance in Kenya. The study took place within three voluntary organizations in Kenya which included the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The authors appreciate that volunteers are individuals who choose to commit their time and energy for a cause without monetary compensation and they supplement the efforts of permanent employees of voluntary organizations (Fischer, 2003). The study explores the factors that motivate individuals to volunteer in order to quell the assumption that the performance of this group of social workers is not subject to motivation, considering it is assumed that volunteers are inherently motivated to offer their services voluntarily. The study also interrogates the how the voluntary managers utilize motivational strategies available in their organizations. Thus the research wanted to answer:

1. What are the factors that motivate people to volunteer?
2. What are the motivational strategies that exist in voluntary organizations?

2.1 Why People Engage in Volunteer Service

Understanding why people volunteer their time and services makes it easier to find volunteers, organize their work, and recognize their contributions (Independent Sector, 2008). Volunteering is, for some, a way of returning to the community some acquired benefit, while for others, it is an ineffable experience that makes them “feel good and needed.” Yet for others, it is a transforming experience, changing one’s perspective of people, community, and society, while defining one’s purpose in life and making an impact (Independent Sector, 2008). The motivation for people to volunteer has long fascinated those researching and working alongside volunteers. It is a complex and vexing question to determine what actually motivates a person to volunteer, yet getting to understand these motivations is of great assistance in the recruitment, selection, placement and retention of volunteers (Clary, Snyder and Ridge, 1992; Cnaan and Goldberg-Glen, 1991; Esmond, 2001a; Mcurley and Lynch, 1994; Vineyard, 2001).

According to Herzberg (1959), volunteers are influenced by hygiene and motivation factors. Hygiene factors are extrinsic in nature and relate to an individual’s working environment like working conditions, security, company policies. Experts on Hygiene factors maintain they alone cannot lead to higher levels of motivation but they can negatively influence an individual’s motivation if they are absent. On the other hand Motivation factors encompass Maslow’s needs like belonging, esteem, and self-actualization, and are intrinsic in nature and relate to achievement, recognition for accomplishment and satisfaction with the job among others. The absence of Hygiene factors can de-motivate or cause dissatisfaction, but the presence of these factors does not necessarily create satisfaction. However, Motivation factors (achievement, recognition, growth, responsibility, job satisfaction and the work itself) create motivation and satisfaction but rarely cause dissatisfaction.

In addition the Social Exchange Theory assumes that people view life as a marketplace where rewards are sought for certain costs (West & Turner, 2000). Social Exchange Theory maintains that volunteers engage in voluntary work to assist others to maximize personal gains (rewards) and minimize personal losses (costs). In this study it is theoretically assumed that one group’s rewards will affect the other groups’ costs. The theory also informs this study that people volunteer due to personal factors rather than organizational factors. Indeed, it is surmised that all volunteers have their own personal agendas to fulfil while engaging in volunteer work, be it altruistic or egotistic.

The 1970s saw the beginning of research examining volunteerism and motivation in many parts of the world. Pitterman (1973) provided some early insights into understanding older volunteers and their motivations while Tapp and Spanier (1973) conducted a study comparing the attitudes and motivations of volunteers against college students. Howarth (1976) used a self- developed personality questionnaire containing questions relating to social conscience and concern for others, to provide further insight into volunteer motivation. His study concluded that the volunteer is impelled by conscience as a form of anxiety, and reduces this anxiety by doing volunteer work.

Gidron (1978) drew from the work of Herzberg (1966) on Motivational-Hygiene Theory that identifies both intrinsic motives and extrinsic hygiene factors in people’s motivations in paid work and adapted this theory to volunteering and concluded that the rewards for volunteering are either personal (like the opportunity for self-

fulfilment), social (like developing interpersonal relations), or indirectly economic (like gaining work experience). He in addition found that motivations and rewards differ with age, with older volunteers placing a higher value on social relationships and younger volunteers seeking to gain work experience.

A recent study by Brudney (2005) infers that one of the major motivational factors for volunteering is the mere enjoyment of giving something worthwhile to society (achievement need). Other studies have identified other motivational factors to include sharpening ones skills (Heidrich, 1988), testing new careers and building a resume (Chapman, 1985), and the desire to feel useful (Anderson & Moore, 1978). Others have suggested that people volunteer to influence others, make an impact, or lead a worthwhile project - power need (Atkinson & Birch, 1978; Fitch, 1987; Flynn & Webb, 1975; Gluck, 1979). Wilson (2000) also found out that the desire for meeting new people and friendly interpersonal relationships (affiliation need) were directly connected to the motivational levels of volunteers. All through these volunteer literature shows some consistent that suggest that altruism (an affiliation need), prosocial behaviour (an achievement need), social affiliation (an affiliation need), and personal belief in a cause (a power need) are major motivational factors for volunteers regardless of the organizations they serve.

Similarly several studies report that volunteers are motivated to action primarily by unselfish behavior or self-sacrifice for the welfare of others (Guseh & Winders, 2002; Independent Sector, 2001). People also view volunteering as a form of charity, based on altruism and selflessness (Allen & Rushton, 1983) which has made Gora & Nemerowicz (1985) to infer that volunteerism is considered as the willingness of people to work on behalf of others without the expectation of tangible or intangible self gain. However, there has been debate over whether it is more realistic to view volunteering as non-altruistic and more as an exchange where both sides derive benefits (Ellis, 1996).

Reichlin (1982), for example, found that recruitment strategies focusing on external rewards (achievement need), like college credits, have become more common than strategies stressing internal rewards (affiliation need), like helping those in need, as a reason for volunteering. Such work suggested that non-altruistic motivational factors are important to volunteer behaviour (Culp & Schwartz, 1999). However a 2004 Gallup poll that examined volunteer motivation among American volunteers found that most volunteers became involved in the work because they wanted to do something useful and help others, suggesting that altruistic motivational factors are more influential.

Many researchers have found that social affiliation is vital for many volunteers (Culp, 1997; Gidron, 1977; McCurley & Lynch, 1994; Smith, 1981). Family ties, social interaction, and the feeling of belonging give a volunteer the incentive to engage in volunteer work. It has also been established that many people volunteer because they were recruited by a friend or a family member. When a friend or a family member personally asks one to volunteer, it is often hard to say "no" (Berger, 1991). Similarly many more other people choose to volunteer primarily to develop friendships (Henderson, 1981), which means that social affiliation serves as a major motivational factor for volunteers in a variety of voluntary organizations.

It has also been established that people who volunteer because of their personal belief in a cause have the strongest level of commitment to the voluntary organization (Klein, Sondag & Drolet, 1994). Volunteers who derive their motivation from passion and influencing others, regardless of personal sacrifice, are the ones who are most dedicated and motivated to serve. Hence, altruism, social affiliation, and a personal belief in the cause constitute the major motivational factors for most volunteers.

2.2 Motivational Factors available to Voluntary Organizations

Literature on volunteerism has also shown that the motivational factors that influence volunteerism tend to change over time irrespective of the organization where one is volunteering. Researchers have suggested that the motivational factors that influence the initial decision to volunteer are not similar to those that influence continuation, (Gidron, 1984; Carpenter & Stanley, 1995). When volunteers join an organization and progress through the "group cycle," initial motivational factors are likely to change as a result of socialization and satisfaction. As volunteers start to feel more comfortable and satisfied with their volunteer role, the initial motivational factors such as providing service, contributing to the society or personal benefits start to fade. Factors such as enjoyment of work and the sense of making a real difference become influential in making decision to continue volunteering.

McCurley and Lynch (1996) pointed out that changing life situations such as marriage, pregnancy, illness, or unemployment can cause a person's motivational need to vary and therefore impact on volunteerism. Consequently, when changes occur in volunteers' lives, factors that motivate them are also likely to change. Thus understanding that volunteer motivations change over time and situations is imperative, not only in motivating them to join volunteer organizations but also in encouraging them to continue their volunteer service.

Several volunteer work researchers agree that volunteers desire some form of recognition, short-term goal-oriented assignments, training, and support (Bradner, 1999; Ellis, 1996; Ilsely, 1990; Little, 1999). They also note that the common meaningful form of recognition in most organizations is acknowledgement; which is

closely associated with volunteer motivation, (McCurley & Lynch, 1996; King & Smith, 1992). Ellis (1996) conducted a study on volunteerism in the US which showed that adults, especially baby boomers, desire short-term, goal-oriented, volunteer assignments. The study also indicated that there exist evidence showing that volunteers continue their volunteer service if they complete a short-term project successfully; and volunteers who accept a series of short assignments are more likely to stay with the voluntary organization.

Further, better preparation of talented and qualified volunteers encourages higher volunteer participation, and volunteer commitment to the organization (Lysakowski, 2002). The development and implementation of recruitment strategies based on needs, skills, and personality matching can improve volunteer commitment to an organization (Frels, 2006). It is therefore important to establish the strengths of volunteers are so that they are aligned with an area of participation that keeps them “engaged, productive and confident” in what they do for the organization; and volunteers should be praised and celebrated whenever they fulfill a task relating to the goals of the organization (Frels, 2006). Moreover, motivation of volunteers is further increased when the volunteer management strategy involves reporting to volunteers what their efforts have actually achieved for the organization (Frels, 2006).

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

3.0 Methodology

3.1 Research Design

The study was carried out in Nairobi County in the three voluntary organizations selected for the study; they include the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The Primary data was collected from 120 respondents using structured questionnaires and to back up the research in more depth, interview guides were used to collect data from three key informants (volunteer coordinators). Secondary data was sourced from the documentary sources on volunteer motivation and performance that were in existence in the three voluntary organizations.

3.2 Site Description

The study covered three voluntary organizations in Kenya; they included the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The three voluntary organizations were selected due to the fact that they had an active volunteer base of more than 100 volunteers in Nairobi which is the capital city of the Country with the highest number of volunteers in the three selected non-profit organizations. The Kenya Red Cross Society has 8 regions across Kenya. These regions oversee 63 branches which are distributed countrywide with approximately over 70,000 volunteers. The KRCS Nairobi Branch has over 250 active volunteers. The United Nations Volunteers whose headquarters is based in Nairobi is the volunteer arm of the United Nations that supports volunteerism in Kenya. UNV works with national volunteers and facilitates the placement of international volunteers who are recruited by the Kenya Field Unit. UNV has approximately 141 volunteers serving in Kenya. The St John Ambulance Kenya has 9 Regional Offices across the country with nearly 19,000 active volunteers spread countrywide in small operational units called divisions with each division having about 40 members.

3.3 Sampling Procedure and Data Collection

Some 120 respondents comprising 90 volunteers and 30 non volunteers (permanent employees for comparative study) were selected through purposive sampling. The two categories fitted the study criteria because they were involved in volunteerism and offered their services in the three mentioned voluntary organizations within Nairobi. Three volunteer coordinators – one from each organization – were selected to shed more light on the two aspects under investigation.

Questionnaires containing open and closed questions were administered on the 120 respondents to collect information on demographic characteristics of the respondents, the factors that encourage volunteering, and the motivational strategies that influence volunteering. Data on how the motivational strategies influence non volunteers was also captured. The research team also obtained some data through observation Separate interviews were carried out with the key informants, while secondary data was extracted from documentary sources within the Kenya Red Cross Society, the United Nations Volunteers and the St. Johns Ambulance Kenya. The unit of observation was the volunteers and the non volunteers from the three voluntary organizations, whereas motivational strategies formed the unit of analysis.

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

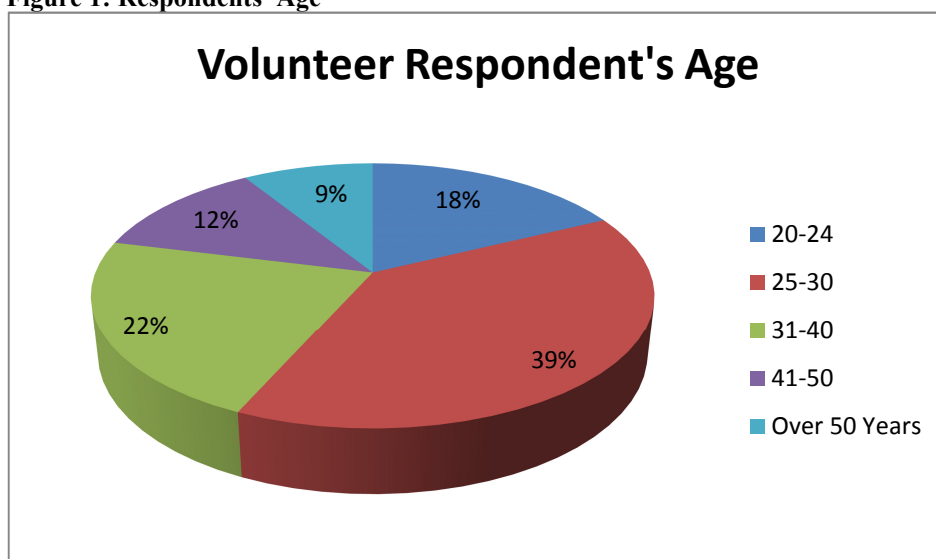
4.0 Results

4.1 General Characteristics of the Study Respondent

4.1.1 Respondents' Ages

The largest proportion of volunteer respondents constituting 39% fell between the ages of 25 and 30 years. The second and third largest proportions were those of respondents aged between 31 and 40 years and 20-24 years of age constituting 22% and 18% of the sample respectively, while 9% of the respondents were over 50 years Fig. 1 below.

Figure 1: Respondents' Age



Source: Research Data, 2014

Young people especially the youth at this particular time would like to gain experience, acquire new knowledge and skills for their self development. The key informants told this study that the priority to volunteer is given to young people because they are considered to be productive and energetic and can therefore work in hardship and vulnerable areas where most of these organizations operate. On the other hand 50% non volunteers were between 31 to 40 years, 30% were between 41 to 50 years and 20% were between 25 to 30 years. Most of the non volunteers that were between 31 and 40 years comprised past volunteers who had gained requisite skills and experience and were now part of the permanent employees. This was confirmed by the key informants who said that majority in this age group had volunteered in these organizations for quite some time and later on seized employment opportunities that opened within the organizations.

4.1.2 Respondents' Gender

The 90 volunteer respondents comprised 58 (64.4%) males and 32 (35.6%) females (Table 1) below. The key informants informed this research that voluntary organizations recruit volunteers to undertake long hour's hard labour jobs in areas where vulnerable populations reside, and these tasks normally favour males than women. They added that more men than women show more interest to volunteer in those hardship areas.

Table 1: Respondents' Gender

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

Source: Research Data, 2014

This employment distribution was also reflected amongst the non volunteer respondents with 9 (30%) being

female compared to 21 (70%) being male indicating that the work done by voluntary organizations in Nairobi favored men more than women because of the working conditions in the remote and vulnerable areas across the country.

4.1.3 Volunteers' Occupation

Among the 90 volunteers respondents, 35 (38.9%) were not employed, 25 (27.8%) were students, 20 (22.2%) were self employed, while 10 (11.1%) were employed (table 2) below. The key informants added that non-employed volunteers prefer to utilize their free time volunteering in the voluntary organizations as a way of gaining skills, knowledge and experience and also feel fulfilled by contributing to community development. The key informants added that students prefer voluntary work for personal development and in some cases to carry out academic projects to complete their courses. The employed and self employed respondents have little time to volunteer because of their busy schedules, and they are commonly referred to part-time volunteers in the volunteer circles, and their desire to volunteer is motivated by need to be part of community development.

Table 2: Volunteers' Occupation

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

Source: Research Data, 2014

4.1.4 Duration which Various People Volunteered

Thirty two (35.6%) volunteers had volunteered for more than one year, 17 (18.9%) had volunteered between 16-20 months, 16.7% had volunteered for 6-10 months and 21-25 months respectively, while only 5 (5.6%) had volunteered for more than 25 months (table 3).

Table 3: Period in Volunteering

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

Source: Research Data, 2014

The key informants said that majority of the volunteers had volunteered for more than a year because were passionate about making their communities better rather than making some money in return which they regarded as a short term gain. The 5.6% respondents who had volunteered for more than 2 years had become part and parcel of the voluntary organizations and were already participating in these organizations decision making forums.

4.2 Factors that Motivate Individuals to Volunteer

Table 4 below shows that 46 (51.1%) volunteer respondents enrolled to volunteer so as to acquire experience and learning opportunities, 17 (18.8%) were encouraged by their peers, 15 (16.7%) volunteered so as to complete their school courses, while 12 (13.3%) volunteered because they lacked employment and wanted to keep themselves busy.

Table 4: Factors that Motivate Volunteering

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

Source: Research Data, 2014

The key informants corroborated the findings by saying that volunteers who volunteered to gain skills, knowledge and experience were mainly driven by the desire to grow and contribute to community development. The volunteers who joined voluntary work due to peer influence did so after realizing that their friends involved in volunteering had achieved some skills and were therefore not willing to be left behind. The key informants said that students engaged in volunteer work so as to complete their field work courses but they were free to continue volunteering even after completing their course work. The key informants said that unemployed people engaged in volunteer work because, unlike formal employment, voluntary work is readily available. We also investigated on the actual forces that lead people to volunteer and as shown in Table 5 below 40 (44.4%) volunteer respondents were influenced into volunteering by their friends, 24 (26.7%) went into voluntary work on their own volition, 15 (16.7%) volunteered in order to finish a school course, while 6 (6.7%) were influenced by their teachers, and 5 (5.6%) volunteered due to parental influence.

Table 5: Sources that influence volunteering

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

Source: Research Data, 2014

Like in the case of the factors that motivate volunteers to engage in voluntary work the key informants indicated that peer influence was critical in the sense that young people would not want to be left behind as their equals gained skills, knowledge and experience through volunteering. The key informants added that individuals were driven by the desire to engage in volunteering so as to get some exposure relevant in their regular work. The key informants were of the view is that teachers and parents may not be the suitable persons to convince the youth to offer time, energy, skills and experience in voluntarily work.

4.2.1 Amount of Time Volunteers Spent in Volunteering every week

Fifty five (61.1%) volunteer respondents volunteered for 31-40 hours a week, 10 (11.1%) volunteered for 21-30 hours per week and another 10 (11.1%) volunteered for over 40 hours per week, while 9 (10%) and 6 (6.7%) volunteered for 11-20 hours and 1-10 hours respectively. See Table 6 below. Most respondents who volunteered 31-40 hours a week were students and the unemployed. This was because the two groups had more free time at their disposal to engage in volunteering compared to the employed volunteers. The key informants told this research that volunteers who served for more than 40 hours a week are normally deployed in the disaster management sections of the voluntary organizations which require volunteers to work for long hours compared to volunteers working in other sections; employed volunteers were only involved in volunteering for not more than 20 hours.

Table 6: Hours Engaged in Volunteering

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

Source: Research Data, 2014

The research also sought to know whether or not the respondents enjoyed volunteering and as table 7 below shows 75 (83.3%) volunteers said they enjoyed volunteering compared to 15 (16.7%) respondents who did not enjoy volunteering. Those who enjoyed volunteering said they viewed volunteering as an avenue for growth and development for them and their communities. They commented that volunteering was self fulfilling, and they felt as part and parcel of the development once they supported their communities. On the other hand respondents who indicated that they did not enjoy volunteering said the prevailing circumstances, unemployment after completing university education and being idle were the reasons that led them to voluntary work.

Table 7: Enjoy Volunteering

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

Source: Research Data, 2014

4.2.2 Respondents Willingness to Encourage Others to Volunteer

Eighty five (94.4%) volunteer respondents compared to 5 (5.6%) as shown on table 8 below indicated that they would encourage other citizens to volunteer.

Table 8: Encourage Citizens to Volunteer

Encourage Citizens to Volunteer	Frequency	Percentage
Yes	85	94.4
No	5	5.6
Total	90	100

Source: Research Data, 2014

Those who were positive on volunteering were of the opinion that the action helps in improving the welfare of communities with minimal expenses because volunteers offer their services, skills and time without monetary compensation. The key informants praised those who volunteer adding that a lot of progress in the development of remote areas has been realised because of availability of volunteers. The volunteer respondents further indicated that encouraging individuals to volunteer would help them skills, knowledge and experience in their area of volunteering at no cost. The positive volunteers also added that volunteering was self fulfilling, in the sense that they considered themselves part of development especially when a community development project becomes successful. The 5.6% volunteer respondents who said they would not encourage other citizens to volunteer lamented that volunteering was a waste of time because volunteers do a lot of work without financial compensation. They said that gaining experience was not worth volunteering considering that even non volunteers gained similar experience and acquired knowledge yet they were earning a salary. All non volunteer respondents said that they would encourage individuals to volunteer in order to grow and develop. They said personal development was significant because individuals focusing on gaining experience, acquiring skills and a wealth of knowledge in different fields, would find themselves more marketable thus increasing their chances of being considered for job placements.

4.3 Motivational Strategies that Exist in Voluntary Organizations

The study categorized the motivational strategies into two categories - intrinsic and extrinsic. The intrinsic motivational strategies focused on empowering the volunteers and contributed to their personal growth and development; they were basically geared towards bettering the volunteers. The extrinsic motivational strategies are external and mostly focus on the organization and not the volunteer. These strategies have been put in place to enhance these organizations' procedures, policies, productivity and performance.

The findings listed in table 9 below contain multi-responses from volunteer respondents and 70% of them stated that there existed clear organizational communication and reporting channels in the organizations they volunteered in; 55.6 % indicated that the opportunity to learn new skills and gain experience existed; 50% reported the existence of clear tasks and procedures; 47.8% indicated the existence of opportunities for personal development; 44.4% reported the existence of training and development opportunities; 35.6% indicated the existence of job opportunities; 33.3% indicated the existence of incentives and opportunities to contribute in decision making; 27.8% indicated the existence of a conducive working environment, recognition and acknowledgement after good performance; while 25.6% indicated the existence of opportunities to create friendships and networks.

The results show that 50% or more respondents knew the existence of three motivational strategies including having clear communication and reporting channels, opportunities to learn new skills and gain experience and, having clear tasks and procedures. From the results it can be surmised that the voluntary organizations have these motivational strategies in existence but either they are yet properly disseminated to the volunteers or doing so is not an immediate priority. In essence, from the study findings in table 9 below, it can be inferred that the voluntary organizations did not have in existence some motivational strategies that considered both the intrinsic and the extrinsic factors. The key informants termed this as unfortunate considering that volunteers played a key role in the success of these organizations and motivating volunteers was critical in enhancing their productivity. They added that though they have pressed for the implementation of these

motivational strategies, their superiors considered volunteers as individuals who were inherently motivated and therefore motivating them or not would not have any effect on their performance.

Table 9: Volunteer Responses on Existence of Motivational Strategies

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

Source: Research Data, 2014

Data obtained from non volunteer respondents for comparison purposes (table 10) showed trends similar to that from volunteer respondents although 90% non volunteer respondents indicated that there existed training and development opportunities in their organizations; 83.3% indicated there existed clear communication and reporting channels and, conducive work environment; 66.7% indicated the existence of clear tasks and procedures and opportunities to contribute in decision making.

Table 10: Non Volunteer Responses on Existence of Motivational Strategies

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

Source: Research Data, 2014

From table 10 above it is clear that there existed motivational strategies in the voluntary organizations under study but not all the non volunteers were conversant with these motivational strategies, meaning that like in the case of volunteers, the strategies were not properly communicated. From the findings it can be deduced that the voluntary organizations invested more on the extrinsic strategies which focused on the organization rather than empowering the individuals.

These findings showed that the Herzberg (1959) theory supported the results for both the volunteers and the non volunteers - that both intrinsic and extrinsic factors are significant in individual's motivation and hence voluntary organizations should invest in both factors as opposed to just one. Although the extrinsic factors are external and create dissatisfaction whenever they are not applied, they provide less motivation compared to the intrinsic factors which focus on the development of an individual. The voluntary organizations in the study were found to invest more on external motivational strategies that were geared towards the organization compared to the intrinsic motivational strategies.

4.4 Summary

The study found out that 51.1% volunteer respondents participated in volunteer work out of the desire to obtain

learning opportunities and gain experience, 18.8% were encouraged by their peers, 16.7% did voluntary work so as to complete their school courses, while 13.3% volunteered because they lacked employment and voluntary work was readily available. Some 40 (44.4%) respondents were influenced to start volunteering by their friends, 26.7% volunteered because of the desire to make a difference, 16.7% volunteered to complete their school course, while 6.7% and 5.6% respondents volunteered due to influence from their teachers and families respectively. Peer influence was found to be critical in influencing individuals to engage in volunteering, because new volunteers wanted to acquire similar skills and experiences possessed by those who had already volunteered. Those who were driven by the desire to make a difference in their lives and within their communities thought that this was only possible through volunteering.

The results showed that majority respondents (61.1%) volunteered for 31-40 hours while the least respondents (6.7%) volunteered for 1-10 hours. Information from key informants suggested that students and the employed respondents participated in voluntary work for long hours because they either wanted to engage in fruitful work or had more free time than other categories of volunteers.

Regarding the second objective of the study, which was to find out the motivational strategies that existed in the voluntary organizations, our results showed that there was clear organizational communication and reporting channels (70%); the opportunity to learn new skills and gain experience (55.6%); clear tasks and procedures (50%); opportunities for personal development as a motivational strategy (47.8%); training and development opportunities (44.4%); job opportunities (35.6%); incentives and opportunities to contribute in decision making (33.6%). Similarly 27.8% respondents indicated there existed conducive working environment and recognition and acknowledgement after good performance, while 25.6% said there existed opportunities to create friendships and networks. However, although the motivational strategies explored in this study existed in these organizations, they are not well communicated to all volunteers and were therefore not completely implemented.

A comparative study for the second objective carried out with 30 non volunteers showed that 90% non volunteers respondents indicated the existence of training and development opportunities; 83.3% indicated existence of clear communication and reporting channels and conducive work environment; while 66.7% indicated the existence of clear tasks and procedures and the opportunities to contribute especially in decision making. The results also showed that not all non volunteers were conversant with the available motivational strategies. However the study confirmed that the voluntary organizations had the intrinsic and extrinsic motivational strategies in place although they had placed more emphasis on the extrinsic strategies which focused on the organization rather than the individual working for the organization.

5.0 Conclusions

The study sought to determine the factors that motivate people to volunteer and the motivational strategies that are utilised by the Kenya Red Cross Society, United Nations Volunteers and St. Johns Ambulance Kenya. The study grouped the motivational strategies into intrinsic and extrinsic factors and both were analysed using the Herzberg (1959) two factor theory to establish whether they were significant in determining individuals' job satisfaction. The study also sought to establish if the Social Exchange Theory played a crucial role for volunteers' engagement in volunteer work while expecting social rewards equated to the motivational strategies like learning, satisfaction and recognition among others.

Given that individuals are motivated by intrinsic and extrinsic factors to make a positive contribution in their work, the situation may not be different for volunteers despite their commitment to offer voluntary services. Voluntary organizations may motivate their permanent employees more than volunteers with the assumption that they are intrinsically motivated; but the success of the voluntary organizations lies with the extent of how the volunteers get motivated. Indeed the voluntary organizations have a great role to play to ensure that volunteers are motivated so as to help them meet their organizational missions and goals. Motivating volunteers is not an event but a process that encompasses other processes involved in volunteer management, and it is therefore critical for any organization utilizing volunteers to get it right from the beginning, and ensure that it has aligned its volunteer management processes of recruitment, induction, training and motivation.

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