Motivating and retaining volunteers in non-profit organizations

A qualitative study within the field of management, striving for improvements.

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Summary

Non-profit organizations are different from profit organizations in many ways. One important aspect is that their operation is mainly built up by volunteers giving their time and contributing to the operations within the organization. This is also one of the biggest issues non-profit organizations have to face daily, the fact that the management constantly be on the search for new volunteers. We decided that we wanted to know how some of these non-profit organizations work towards motivating and retaining their volunteers and if and how this work could be improved. We have done our research on the organizations the Red Cross, Save the Children and YMCA. We chose to do a qualitative research in order to get to know the organization and the people behind it enough to be able to answer our research question. We conducted the interviews with at least one person from each of the organizations that were in a managerial position and we also carried out interviews with a number of volunteers from each of the organizations from different operations.

To be able to make conclusions from the empirical findings that we got we used a number of theories on the different subjects such as motivation and organizational theories. The empirical findings that we gathered from the interviews provided us with an insight in the organizations that we had hoped for as well as answers to our questions in a sufficient way. We found out what the major issues these organizations were struggling with according to the managers and from the volunteers we got information on how they want to be motivated and how that could help improve the work carried out by the volunteers.

We have come up with suggestions on how this work could be improved for the best of both the organizations and the volunteers within them. The conclusions that we make from this is that there are simple but effective ways that these organizations can improve their work towards motivating and retaining their volunteers such as; creating a feeling of belonging with the organization by arranging meetings and gatherings; improving the communication between higher management and the volunteers in order to convey the mission and reason to why this work is carried out; and by giving the volunteers an opportunity to contribute in the way that fit them at different times in their life.

Keywords: non-profit organization, volunteer, motivation, retainment
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1. Problem Background

In this section we would like to introduce a background that can be considered as a foundation to our research. We will deal with the subjects of motivation; how people may be motivated by different factors since they may be driven by either intrinsic or extrinsic motivation. We will further discuss how a volunteer can be motivated to work without a monetary compensation, and we will present the subject of retention and explain the issues it involves.

Non-profit organizations are often labor-intensive rather than capital-intensive because of the fields where they operate. The organizations include a variety of people such as both volunteers and paid staff, however, in the non-profit sector volunteering is the most common form of work. If one narrows it down to the area of Sweden, an investigation done by the consultancy firm GHK on a mission of the European Commission, has estimated that there are approximately 180 000 organizations that engage volunteers in the country (GHK, 2010, p.84). There are certain types of people that are attracted to engage in non-profit organization, and according to Narcy (2011, pp.319-320) these organizations attract people that have a lower interest for monetary rewards and instead they “donate labor”. These people are called volunteers and Anheier (2005, pp.219-221) defines a volunteer as an individual that give of their time to help others without getting any monetary payment. According to Hobbs (2012, p.208) there are four types of volunteers; firstly the day-to-day volunteer who is available every day or week; secondly the special event or episodic volunteer that is only available for special events; thirdly there is the managerial volunteer who works as a coordinator for other volunteers either everyday or for special events; and fourthly the governance volunteers is engaged in board and organization discussions and when decisions are to be made, and this thesis will include examples of all of these four types.

If one looks at motivation in the workplace where the volunteers carry out their tasks, motivation can either be driven by internal factors such as an interest or enjoyment of the task itself as a contrast to external factors such as rewards or the desire to win, which represents intrinsic and extrinsic motivation (Park and Word, 2012, pp.707-708). Either way, generally motivation is something that keeps us going and makes us working towards our goals. Looking at employee motivation it is important to create satisfaction among these employees and it is the management’s responsibility to assure that this satisfaction is achieved (Steers, Mowday and Shapiro, 2004, p.379). Brudney (2012, p.57) discusses the issue of retaining the volunteers and that one cannot rely on their presence, and since they are not being paid one cannot have demands on what they should do. However, the basics to volunteering is that it is in fact voluntary and they choose to be there themselves which is why we find the subject of retention interesting. Is there anything that can be done to improve the work that is carried out by the organizations or is everything ruled by the volunteers themselves and their willingness to be there?
1.1 What is a non-profit organization

A non-profit organization in Sweden is defined as an organization that operates its business for the good of the public and whose goals are not motivated by making money (Skatteverket, 2013). Although, there are different types of non-profit organizations. Some organizations are entirely dependent on people working voluntarily such as the mountain rescue service in Sweden who are in charge of the rescuing of people that are in the need of help in difficult mountain terrain (Polisen, 2013). While on the other hand, there are others that have one part of the organization that consists of volunteers and some part that have paying employees, such as the YMCA, which is a christian association that provides religious, academic as well as athletic activities for young people worldwide (YMCA, 2013). The largest sector in Sweden with voluntarily working people is the sports sector (GHK, 2010, p.69). According to Salamon et al. (1999, pp.3-4) social institutions that operate outside the scope of the market and the state, known variously as the non-profit, voluntary, civil society, the third or the independent sector, share a number of features commonly such as for instance:

- they are seen as organizations in the way that they have a structure
- they are usually private and therefore also separated from the state
- there exist a non-profit distributing since the organizations do not generate profit to the owner or manager
- they mind their own business and are self-governing
- they are constructed by voluntarily memberships where the members contribute with time and or money

Another economic definition of a non-profit organization, made by Anheier (2005, p.45), says that the key feature that distinguishes the non-profit sector from others are their revenue structure. They do not receive the majority of the income from the sale of goods or services in the market, but from the contributions from the members and supporters. Non-profit organizations could be operating with the purpose of any of the areas in: education, religion, charity, science, amateur sports, literary or the prevention of cruelty to children and animals (Anheier, 2005, p.40). However, the organizations that we will include in our research are large global organizations that are present all over the world. We will look at these since we believe that non-profit organizations with lesser managerial structure such as for example smaller sporting organizations do not work actively and continuously with the motivation and retaining of their volunteers, which is why we think it is of greater importance to do our research on organizations that we believe might be in need of improvements in these areas.

1.2 Motivation

The term motivation derives from the Latin word *motivus* meaning a moving cause (Encyclopedia Britannica, 2013). This term can have a lot of different meanings depending on whom you are talking to. Motivation in the workplace some might associate with financial means while to others it may concern mainly social factors. Some industries are more focused upon money than others and may therefore attract a certain kind of people whose motivational factors primarily are monetary while others might feel more motivated by social factors that may include feelings of belongingness or social status. (Park and Word, 2009, pp.705-734) Motivation is what gives us energy to make the effort to complete our journey to achieve the aims that have been set out. Steers, Mowday and Shapiro (2004, p.379) argue that employee motivation plays a central role in the field of management and that managers see it as an essential part of
the performance of employees on all levels. Motivation is a way to accomplish efficiency as well as purposefulness.

Cappellari, Turati and Ghinetti (2011) did a quantitative research through questionnaires on 1400 Italian workers exploring their personal characteristics and attitudes towards volunteer work and explain intrinsic motivation as a variable that plays a role in what affects volunteers behavior, and as what influence many people to engage in voluntary activities. Frey (1992, p.162) explains intrinsic motivation as follows; “one is said to be intrinsically motivated when one receives no apparent reward except the activity itself. In this case, behavior is based on the moral and ethical considerations, which forms part of peoples’ preferences”. Even though both extrinsic and intrinsic motivational factors can explain why people choose to get involved in voluntary activities, most volunteers are driven by intrinsic factors (Cappellari and Turati, 2004, p.620). Extrinsic motivation on the contrary, such as pay and advancement, is what mostly drives people who work within the for-profit sector (Lee and Wilkins, 2011, p.45).

From what we can see from previous research on general voluntary activity the research done by Christauskas, Petrauskiene and Marcinkeviciute (2012, p.522) where they conclude that the main psychological motivation to participate in voluntary work is the possibility for the own self expression. However, they do not explain any practical means to reach this self-expression or how this is to be done by motivation. Therefore, this might create a problem for managers in such organizations since motivation in terms of extrinsic, external motivation such as pay might be easier to implement if they feel that their volunteers are not motivated.

1.3 Volunteer turnover and retaining

In an organization, low turnover is viewed as an indicative of a strong and effective organization and it is also a good measure of volunteer satisfaction. Organizations invest a lot of time and money in their volunteers from training, developing and the efforts they put on retaining them. (Sowa, Selden and Sandfort, 2004, p.719) The research that has been carried out by Fidalgo and Borges Gouveia (2012) also shows that high turnover also creates high costs for an organization in the form of recruiting and training new people. This is why the turnover in an organization is one of the most important issues they have to face and especially when the business relies on human resources. (Fidalgo and Borges Gouveia, 2012, p.1)

Non-profit organizations depend on that there is a supply of willing citizens that can meet the demand of volunteers within the area it is operating in. Therefore, non-profit organizations must be prepared for a shortage of volunteers and cannot take participation for granted. Many organizations has volunteers that they are dependent on since they have a schedule they follow in their work, which is why the organization have to suffer if they do not show up, which Brudney (2012, p.57) explains is a common perceived shortcoming of volunteers.

For an organization to be able to operate they are therefore dependent on their volunteers. To be able to make decisions as an organization, and plan for the future the work that you do will become much easier if you know that your volunteers are going to stay. In non-profit organizations this is an acknowledged problem that most organizations are aware of. However, even though they are prepared for not knowing how much staff they are going to have in the future, their work would be much easier if
they would be able to know more beforehand. This implies that there is a known
uncertainty when it comes to non-profit organizations and their operations (Anheier,
2005, p.45). Therefore, having a high turnover among your workers is not considered
desirable within non-profit organizations. (Alatrista and Arrowsmith, 2003, p.537)

In non-profit organizations there has been established by many (Bradshaw Lynn, 2003;
Alatrista and Arrowsmith, 2003; Phillips and Phillips, 2010) that the turnover of
volunteers is higher than the turnover of employees in the for-profit sector, which can
be explained with the low exit barriers associated with non-profit organizations.
Voluntary work is, as it sounds: voluntary, which means that it is easier to walk away
from if other engagements require more time or if interest is lost. Hager and Brudney
(2011, pp.151-152) conclude that it is easier to recruit younger people but the non-profit
organizations can obtain further commitment from older volunteers since they have
more time and opportunity to volunteer after they have retired and therefore might stay
with the organization for a longer time. Ward and McKillop (2011, p.256) state that
recruiting people, and the issue concerning the retention is a factual problem for non-
profit organizations.

Ward and McKillop (2011, p.256) further discuss that for volunteers to remain a
member of a non-profit organization there has to exist a bond such as a common interest
or work for a specific employer or organization as criterion. The researchers Phillips
and Phillips (2010, p.12) claim that the pressure to recruit and retain volunteers has
continued to intensify. The authors explain that there is an expanding need for
volunteers and that in combination with the low exit barriers that exist within the non-
profit sector, makes the subject of volunteer motivation and retention important and in
time.

Many researchers (Hager and Brudney, 2011; Ward and McKillop, 2011) point out that
recruiting new volunteers is one of the greatest issues within non-profit organizations.
Keeping them is a big issue due to the fact that without their volunteers they will have
to find new, which is also a big challenge to especially non-profit organizations. Much
of the previous research shows that it differs widely between individuals what kind of
motivational factors that will make them motivated (Park and Word, 2009, p.708).
These findings are mostly done through quantitative studies, which indicate the
differences, however, Park and Word stress the fact that further research on the subject
will be needed in order to be of actual help to management in the non-profit sector in
order to retain the volunteers and make them happy and to make them commit to the
organization.

The research previously presented have explained a number of different intrinsic
motivational factors, such as how feelings of achievement and doing something that is
beneficial for the public sector, that might help managers attempt to get their volunteers
to commit to the organization. However, we have not found sufficient work done by
looking at the manager’s point of view that would include what actions are actually
applied as an attempt to retain already existing volunteers. Are managers actually aware
of what they should be doing in order to motivate to be able to retain their volunteers,
how are they working with this and are they aware of how this work could be
improved? Wymer and Starnes (2008, p.90) explain that social support in a non-profit
organization is a critical aspect for a successful volunteer program, and to retain
volunteers there is a need for them to feel support from inside the organization. Garner
and Garner (2011, p.824) suggest that to be able to work towards retaining the volunteers managers have to claim feedback from the volunteers in order to increase commitment and to be helpful with the retention.

The interest lies in how to motivate volunteers in engaging in non-profit organizations, which will be scrutinized by looking at previous research. The research done by Bang, Ross and Reio Jr (2013, p.107) in the United States is investigating the subject from a non-profit sports organizations perspective. The authors have concluded from their research, which investigated the relationship between job satisfaction, motivation and commitment to the organization, that volunteer motivation positively affects commitment to the organization and also that volunteers that are motivated by their values will be more satisfied with their volunteer experience and therefore be more committed to the organization. We believe these results to be interesting, however, they do not show for any practical ways on how to increase the motivation, the commitment or the job satisfaction, which is what we hope to be able to find with our research. However, they present important information that we believe to be significant for our research and we would like to see how some of these factors look like in the organizations that we will include in our research.

The question we are asking ourselves is how managers can affect these volunteers with the purpose of retaining and what are they currently doing to encourage these people that devote their time and effort to engage in the organization. As we have seen, much research that is done on the subject of motivation of volunteers in non-profit organizations has put focus on what incentives people prefer, if they are mainly driven by intrinsic or extrinsic rewards, such as the research done by Phillips and Phillips (2010, pp.12-19). Many of the previous researchers that we have presented here have reached the conclusion that volunteers in non-profit organizations are driven by intrinsic motivation, which is not unlikely since volunteers seldom receive any pay or physical rewards. We believe these results to be significant and interesting, which is why we want to see how this work is actually carried out in organizations.

Phillips and Phillips (2010, pp.12-19) have concluded that attracting and retaining volunteers remains one of the biggest and most time-consuming tasks for non-profit organizations, which is why they concentrated their research on the subject. Even though they have gathered interesting findings their research was done quantitatively, which only gives them an indication of peoples thoughts and believes which is why we think a qualitative approach to the problem will yield more personal and individual solutions to how the problem could be improved. Their conclusion is that a solution to the problem would be to join a partnership with other organizations to gain volunteers rather than recruiting on a person-by-person basis. We do not believe that this is an option for these organizations on a local level for their subsidiaries, which is why we hope to find more sustainable solutions with this research.

1.4 Research question
We have decided upon a research question that will investigate this issue with the following wording:

How can managers improve the work in motivating, with the purpose of retaining, the existing volunteers in large non-profit organizations on a local level?
1.5 Purpose

The purpose that we have with doing this research that we ultimately want to see how the work is done today in large non-profit organizations to motivate and retain the volunteers could be improved. In order to come to conclusions concerning this area we realized that we have to look at what is actually being done by the organizations today, if the managers are aware of what they are doing, if they believe that they have time and knowledge to implement actions concerning motivation and if they feel a need for improvements in the area. We decided to look at how this work is done at some large global organizations on a local level, since we believe that the managerial proposals that are made on how to improve this work is directed to the larger organization who have more resources and ability to implement changes, and not for the smaller local offices that exist on many locations in the country of Sweden. The purpose with this research is to be able to make suggestions for managers on these local offices on how they can improve their work on motivating and retaining their volunteers in order to simplify their work and in order for them to make their existing volunteers to commit further to the organization. We are aware of that the problem with a high turnover is in the nature of non-profit organizations, as been discussed by Ward and McKillop (2011, p.256). However, we do believe that the work concerning retaining volunteers can be improved in order to minimize this issue. We specifically see the need for this type of awareness within organizations that do not operate with the purpose of obtaining a profit, such as the non-profit organizations.

Phillips and Phillips (2010, p.12) discuss the importance of retaining volunteers within non-profit organizations and our research is important in order to get an overview on how the chosen organizations work with motivation, which is necessary if wanting to retain current volunteers. Our opinion is that having the management informed about how the situation is at the moment is the starting point for improvements. We think that changes that might be needed to be implemented depends on the manager’s awareness and willingness to make the conditions better for the volunteers, which in turn may lead to a greater retainment of these people who work without demanding any monetary remuneration for their deeds. Furthermore, since there is a problem by nature within non-profit organizations concerning the turnover of volunteers we do not expect to completely solve the matter. However, we hope that our findings will work as a basis for further amendments that will be beneficial for the non-profit organization and motivating for the volunteers to remain within it.

1.6 Research contributions

To be defined in the non-profit sector the organizations must embody the concept of voluntary work to a meaningful extent (Anheier, 2005, p.49). This means that the organizations have to engage volunteers in both its operations and their management, which ultimately means that they are dependent on volunteers to some extent. To work actively towards retaining their volunteers should therefore be of great priority to non-profit organizations. As we have established there are many different things that could be used in order to retain volunteers, with focus being on intrinsic motivational factors (Park and Word, 2009, p.708). However, not much have been said about how this knowledge could be used in practice and if managers are aware of how to implement these practices in their own organizations. We wish with this report to see what more specific could be done to improve this work in order to enlighten managers in non-profit organizations. We both have experiences from working within non-profit organizations.
and we think that it is important that those organizations will remain. Therefore, we present our study and believe that it will be beneficial for the organizations that we have included in this investigation, as well as inspiring for other non-profit organizations similar to these.

In addition we think that several of the theories incorporated, even though they are not specifically aimed towards non-profit organizations can be applied on these organizations. We wish to see how this can be done and hope to contribute with new insights regarding what can help non-profit organizations in their work. We think that an awareness of what motivates people inside there organizations and also which leadership styles to implement can benefit the organization in many ways. Since many theories incorporate both motivation and leadership we found it interesting to see to what extent these could be used in the specific setting of non-profit organizations, and how they might be incorporated into their way of operating in order to be of help to the organizations. We hope to shed some light on the subject, and see this as a starting point for future research that continues and develops these theories further in this setting.
1.7 Structure of the paper
This paper will be divided into the following chapters:

Chapter 1: Problem background
In this section we would like to introduce a background that can be considered to be a foundation to our research. We will deal with the subjects of motivation; how people may be motivated by different factors since they may be driven by either intrinsic or extrinsic motivation. We will further discuss how a volunteer can be motivated to work without a monetary compensation, and we will present with you with the subject of retention and explain the issues concerning that.

Chapter 2: Theoretical method
Here we will introduce factors that have been taken into account during the process of writing this thesis. Preconceptions will be presented and the reason why the specific topic was chosen will be explained. A description of our topic choice along with the research philosophy will be carried out as well as a literature review where we explain where we have found the information that has been used and how credible that information is.

Chapter 3: Theoretical framework
To be able to strengthen the findings in the conducted research, a variation of theories has been scrutinized and will be applied further on in the analysis of the report. In this section we will present a number of theories that all are related to motivation. The selection of theories can be motivated by the credibility of the findings; these theories have been applied for a long time and can be considered to be fundamental theories within the field of motivation which will help to explain the findings in our field of management. In addition more recent research has been included what characterize and also connects these theories is mainly the time and effort people are willing to offer and what factors that motivates them depends on the outcome they expect.

Chapter 4: Methodology
In this section the method that has been applied will be presented, along with the strategy for our research, how it was conducted and the limitations that might have had an impact on the report. We will present you with our thoughts when selecting our sample for the research, how the chosen research approach was decided, what measures were taken to secure good interviews such as how we constructed our interview guide and how we later processed the material that we obtained.

Chapter 5: The Organizations
Here we will give you an introduction to the organizations that we have included in our study. We will both present the global part of the organizations and how their operations look in Umeå. We chose to include these organizations in our study since we wanted to examine organizations that are present in not only Sweden but also internationally.

Chapter 6: Empirical findings
In this part of our paper we will present you with the empirical findings that we have gathered from the interviews we have conducted at the three organizations we chose to use as our sample selection. We start off by giving a short introduction to our respondents, their background, position and work description. Then we will present our findings divided into categories based on the questions we have asked.
Chapter 7: Analysis
Here we will present our analysis of the empirical findings that we have gathered during our research with connections to the theories that have been used. We will explain our chain of thoughts and scrutinize the information we have gathered from the organizations and see how this fits in line with the theories used in order to make appropriate conclusions and solutions.

Chapter 8: Conclusions and Recommendations
In this final section of our paper we will make appropriate conclusions from our empirical findings and analysis in order to answer our research question. We will present our recommendations for the organizations in how they can improve their work and also explain what might be done in future research in order to get deeper knowledge regarding the issues.
2. Theoretical method
Here we will introduce factors that have been taken into account during the process of writing this thesis. Preconceptions will be presented and the reason why the specific topic was chosen will be explained. A description of our topic choice along with the research philosophy will be carried out as well as a literature review where we explain where we have found the information that has been used and how credible that information is.

2.1 Preconceptions
Bryman and Bell (2011, pp.29-31) argue that the possibility of researchers to be influenced by personal values, beliefs and previous experience is high. They point out that it will influence not only how we see things but also what we see. The authors also explain that, to get away from the biases that might arise from the previous experiences and beliefs, the researchers should try to be objective and view the research based on the facts.

Both the authors of this paper have studied the management oriented International Business program. We have similar backgrounds study wise and we both have a background in non-profit organizations. Both of us have been engaged in non-profit organizations as volunteers of different kinds, such as sports organizations for instance, and as members. We therefore know about some of the challenges, which could for instance be the uncertainty that concerns the presence of volunteers when needed since it depends on their availability and time that cannot be taken for granted, that these organizations face in terms of motivating and keeping volunteers. Even though we both have previous experience of involvement in non-profit organizations we will keep in mind the aspect of objectivity and try to have an objective view of the issues we will identify and answers that we will receive. We are aware of the importance of keeping an objective mind in order not to let our own judgments interfere with the empirical findings.

Values are one thing that will always influence research, however it is getting more recognized that it is not possible to keep the values of the researcher completely objective to the research (Bryman and Bell, 2011, p.29). We will continuously keep this in mind throughout our research and will base all our analyses and conclusions on the empirical and theoretical findings and do our best to be objective.

2.2 Topic choice
The first step when conducting research is to come to a conclusion as to what is going to be reviewed in order for one to be able to find what knowledge is available within that field and what problems might exist (Patel and Davidson, 2011, p.40). The reason why we decided to study the subject of motivation in non-profit organizations is due to our interest in the area and the curiosity we have towards what motivational factors drives people to engage in non-profit organizations, without having the possibility to offer them financial compensation for their contributions. We also believe that there are great opportunities within the field of motivation that can be beneficial not only for other managers but also for our own sake, since we are studying management on masters level and believe to obtain a deeper knowledge concerning motivation for future use. Consequently, we consider that a profound comprehension regarding
motivational factors will be useful for us when we acquire working tasks that may require skills regarding motivation. Lastly, our opinion is that being aware of what motivates different people can also be advantageous when wanting to be supportive towards your colleagues, friends and family.

This is a subject that we both feel strongly about and we believe that non-profit organizations are important in many aspects and needs as much support as for-profit organizations when it comes to recruitment and retaining the people working there. We want to highlight the importance of attention that we think should be put on non-profit organizations. To mention a few examples we think that firstly charitable organizations are important in order to make life better for human beings in need, non-profit sports organizations provide people with the opportunity to improve their health and feel a sense of social belonging, lastly organizations such as the mountain and the sea rescue are both non-profit organizations that operates in order to save lives. These are just some examples of what different types of non-profit organizations contribute with and we hope that our topic choice will help to put attention on non-profit organizations and the importance of retaining their volunteers.

2.3 Research philosophy

The central issue of ontology is the question of whether social entities, in our case our respondents, can be considered being objective and possess a reality that is external from social actors (Bryman and Bell, 2011, p.20).

One aspect of ontology is subjectivism which holds that: “social phenomena are created through the perceptions and consequent actions of affected social actors” (Saunders, Lewis and Thornhill, 2012, p.131). Since we will be investigating three specific organizations and people within them we know that they are not a constant and will be influenced by other social actors in the organization. Since social interactions between actors are a continual process, social phenomena are therefore in a continuous state of revision. What this means, according to Saunders, Lewis and Thornhill (2012, p.132), is that there is a need for studying the details of a situation in order to understand it which is what we will do in order to understand the situation these organizations are in and what is actually happening. We will do this since what we hope to study is the details and underlying reasons to why volunteers and the organizations act the way they do and to find the reality behind the reasons in order to make suggestions for improvements. Even though people comprehend the reality differently, we believe that when our respondents are put in similar situations within the organizations, it is likely that they will interpret the situations in similar ways which makes it possible for us to come up with suggestions for improvements.

A central issue of epistemology is the question of whether the social world should be studied with the same procedures as the natural sciences (Bryman and Bell, 2011, p.15), and what constitutes acceptable knowledge in a particular field of study (Saunders, Lewis and Thornhill, 2012, p.132). When conducting this research the main objective we have is to understand the motivational factors that drive people to engage in non-profit organizations and how this knowledge can be used for managers in these organizations in order to improve their work towards motivating and with the aim of retaining the volunteers. In order to reach these objectives we need to acquire knowledge about how this work is done and how the volunteers experience it. This
knowledge will be acquired through interviews with people from both sides of the problem, in order to gain a view of the reality, which includes the people in the managerial positions as well as the volunteers. The sources of knowledge that we will use in our research have a subjective perception, which has been constructed by their own view of the world.

2.4 Literature review
The theories we have chosen to include in our theoretical framework are theories such as a need based theory namely Maslow’s hierarchy of needs, and work based motivational factors, like for example the two factor theory, expectancy theory and goal-setting theory, that we feel could support our findings in the most appropriate way and that are well known and proven in the field of motivation. We have also included research concerning non-profit organizations in the theory chapter. Lastly we have studied organizational theories in order to get a good view concerning the role that the management is playing in their leadership style and the way they communicate. Even though these articles may seem somewhat old, the theories have not changed and are continuously cited by up to date researchers. The common use of these theories strengthens the validity of the findings and we therefore feel confident in applying them to our research as well.

All throughout the process of conducting this paper we have been consistent in choosing only sources of information that we find reliable and trustworthy. This has been done by reading only peer reviewed articles and choosing theories cited by other researchers that are well known in the field. We have used the Umeå University library web page to search for books and used databases; the one mainly used is Business source premier to find scientific articles.

Another reason to why we have selected these specific theories is because we believe that they provide us with a foundation of knowledge concerning the subject of motivation. Even though some theories are not evidently connected to our specific subject, namely further engagement in non-profit organizations, we consider these to be of great importance in explaining the underlying reasons to why people get motivated and how. The studies and previous research that we have chosen to build our reasoning on and to use as a basis for our theoretical framework are carried out in a variety of countries. We have chosen to include these studies after taking into consideration both where they have been implemented and also after reflecting on what they have been studying.

When choosing studies done in the non-profit sector we have made sure to include studies made in countries similar to Sweden, on organizations both in the private as well as the public sector, in order to be able to use the information in a suitable way and for it to be applicable. When talking about countries similar to Sweden we mean countries with a similar economic climate, which we see as the most important factor. However, we have also taken factors such as culture and religion into consideration since these are factors that will highly influence the country and its business climate. We understand that issues such as the ones we are going to study is not something that is going to be present in countries all over the world. That is why we have decided to focus on gathering information mainly from European and American sources since we believe these are the places where these problems are the biggest. Consequently, we also think
that due to cultural similarities in European and American we consider organizations to operate in corresponding manners and people have similar values. We will therefore not try to claim that our findings will be applicable to the African, South American nor the Asian continents but more to the western world and more specific Sweden. Most of the studies we have used have been carried out in European countries such as Italy, Germany and Great Britain and also the United States. As we have seen, countries such as the United States and Great Britain have similar definitions of what a non-profit organization is and therefore we believe that they will face the similar kind of issues as non-profit organizations in Sweden, which is what our study will include. We are aware of the fact that many countries might face varying numbers of volunteering people in comparison to Sweden. However, the studies we have used have all explained the commitment to the organization as an issue that indicates that it is a problem most non-profit organizations suffer from regardless of where in the world they operate. In addition, we have also used Swedish literature where we have translated the contents when justifying our statements.

The theories we have used have been a mixture of well-known need based theories, theories that are more specific for work motivation as well as organizational theories. We wanted to investigate what motivates these people to help out in non-profit organizations and therefore we decided that we wanted to include theories that explain peoples basic needs such as feeling belonging for instance since we consider that to be useful as an explanation to why people turn towards these types of organizations. The theories that discuss motivation were used to see what different types of factors drives people and the organizational theories explains what approach the management should apply in order to enhance the motivation, increase the organizational commitment as well as the retainment. The criticism that could concern the choice of sources could be that some of the theories are not specifically aimed at non-profit organizations but more generally discussed. Although we believe that they are applicable to the non-profit organizations as well, due to the fact that we have chosen to have a structure with a management delegating the volunteers. Hence, the leadership theories must be handled with care since having too strict rules within non-profit organizations may lead to a problem having people leaving the organization. Therefore we recommend these leadership styles to be inspiring and used to increase the organizational commitment among the volunteers so that they will continue to remain within the specific organization.
3. Theoretical framework
To be able to analyze the findings in the conducted research, a variation of theories has been scrutinized and will be applied further on in the report. In this section we will present a number of theories that all are related to motivation. The selection of theories can be motivated by the credibility of the findings; these theories have been applied for a long time and can be considered to be fundamental theories within the field of motivation which will help to explain the findings in our field of management. In addition more recent research has been included what characterize and also connects these theories is mainly the time and effort people are willing to offer and what factors that motivates them depends on the outcome they expect.

3.1 Non-profit work
When the Swedish association “Voluntärbyrán”, which is a non-profit organization that help mediates between other non-profit organization and volunteers, made a summary of the voluntary work being done in Sweden, they could conclude that the fields of interest that where the most popular were as follows: 55 % kids/youths, 33 % social work, 23 % women, 21 % integration, 15 % international work in Sweden, 19 % homelessness, 16 % equality, 16 % elderly, 12 % culture/music/dance/theater, 11 % environment/nature (Volontärbyrán 2013). One can see that there are a majority of engagement in sectors concerning charity and people, which is also the sectors that will be scrutinized in this report.

We have looked at a report conducted by a consultancy firm named GHK (2010) who submitted the key findings of a study of volunteering in the EU with the purpose to enlighten the European Commission, which shows some things that are distinguished specifically for Sweden. Examples of this concern aspects such as that the level of volunteering is considered to be “very high” in contrast with many other countries, which implies that over 40 % of the adults are engaged in voluntary activities in a study that has been conducted nationally, and gathered by GHK (2010, p.7). In this study there have been many different reasons to why people are motivated to engage in voluntary work such as meeting new people, gaining experience and to feel “useful” (GHK, 2010, p.149). However, this has been done on a large scale and by generalizing these factors on the population of a whole country makes the statements rather vague. GHK conclude that in Sweden it would be beneficial if people volunteering would be more acknowledged somehow, since they have realized this to be a problem. They suggest that they might give rewards or use other alternative measures in order to acknowledge volunteers and their value. (GHK, 2010, p.236) If one continues on the subject and looks at how voluntary work looks like in the rest of the world, it is according to Anheier (2005, p.35) dependent on the broader political and social development of a specific country or a region. How the voluntary sector has developed is shaped by political cultures and different forms of government but also by culture, religion and sociological aspects. In Australia for instance, the non-profit sector arose in the early 1900 when the government assumed a positive stance towards it after the colonies became independent commonwealth. In Canada the origin of the non-profit organizations can be traced to, as in most other countries as well, the church and other religious traditions. (Anheier, 2005, pp.32-33)
3.2 Need based motivation theory

3.2.1 Maslow’s hierarchy of needs
Maslow (1943, p.375) has developed one of the most well known theories regarding motivation in humans. His theory builds upon the basic needs of people that need to be fulfilled in order for people to be motivated. These basic needs are the physiological needs, the social needs, need to feel belonging and love, self-esteem and finally self-actualization. Maslow argues that all these needs have to be fulfilled; starting from the basic psychological needs and moving upwards in the hierarchy in order to finally reach self-actualization. As he further explains, these aspects are steps that every human needs to fulfill in order to gain their self-esteem and finally self-actualization.

These steps are further explained by Aasted Halse (2008, p.277) such as the physiological needs includes basic human needs of maintenance and defending the organism, which are needs that are basic conditions for the preservation of life such as: hunger, thirst and safety. Social needs means feeling accepted, friendship, having status and contact with others and the need to belong to a social setting. The need to feel belonging and love can be described as the answers to the questions: Who am I, What do I know, How do I function together with others? This also includes being able to function in a social setting and being able to perform. And finally the need of self-actualization means a need of expressing yourself and be creative, develop as a person in the shape of knowledge, problem solving and exploring and to use and express your abilities.

Aasted Halse (2008, p.278) discuss Maslow’s theory and concludes that according to Maslow all the needs one have are basic needs, which means that they are both inherited and species specific and also that the satisfaction of all these needs is a condition of the development of the so called “complete human”. Looking at Maslow’s basic needs there are certain needs that are more or less apparent in different social settings. The basic physiological needs will be more dominant in less developed countries where people do not have enough food while the need for self-actualization is more dominant in societies like our where we often have our most basic needs met such as food and a roof over our head. (Aasted Halse, 2008, p.278) Moreover, motivation is the psychological foundation to why we act the way that we do, therefore motivational theories can help us in understanding and explain the human behavior. In Maslow's theory the concepts of needs and motif are the central ideas. The link between the two is, according to Maslow, that the actual need within an individual is what drives them - motivates them to a particular action. (Aasted Halse, 2008, pp.275-276) Furthermore, Bloisi et al.(2007, p.198) discuss limitations of Maslow’s hierarchy of needs model and the fact that the implementation of the model within the industrial sector the outcomes have been mixed. The failure occurs in the lockstep’s of the five steps in the hierarchy where the lower step must be fulfilled before moving on to the higher needs.

The reason to why this theory is included is because it is important to grasp what underlying basic needs people have and how significant it is to actually make sure that these are fulfilled. Maslow’s hierarchy of needs is a well-known theory that can be connected in a broad field of study and we chose to connect these factors in our study since we believe that it is a great concern when it comes to motivation. We look upon motivation such as it is something that people look for when they do not have it,
motivation is a crucial part for people to actually carry out work for instance. Since this thesis aim at investigating what motivates people to work without receiving any monetary compensation and how this information can benefit managers in the retaining of the already existing volunteers.

3.3 Work motivation theories

3.3.1 Herzberg’s two-factor theory
Herzberg’s (1987, p.9) two-factor theory, also called motivator-hygiene theory, builds upon the hypothesis that the factors causing job satisfaction are different from those causing job dissatisfaction. If these factors are separate Herzberg concludes that the two different feelings are not the opposite of each other and that therefore job satisfaction is made up of two unipolar traits. (Herzberg, 1987, p.9) This theory was created by an examination of events in the lives of engineers and accountants. Since then there have been several other investigations that have complemented the original research and made it one of the most replicated studies within the field of job attitudes (Herzberg, 1987, p.8). In this study there are two different human needs involved, one being the inner drive to avoid pain from the environment and the other being related to the unique characteristics of humans being the ability to experience psychological growth (Herzberg, 1987, p.9).

Bloisi et al. (2007, p. 202) discuss the two-factor theory such as that Herzberg has his focus on work-related needs and the theory assumes that for workers to be motivated, the content of the job they perform have to be motivating. If managers were to only improve the working conditions this will not necessary energize the employee’s behavior. The hygiene factors in this model consist of the basic aspects that surround the job such as job security, working conditions and relationships among workers. The motivator factors, on the other hand, contain intrinsic job achievement and responsibilities (Bloisi et al., 2007, p. 203). The authors state that the theory is mainly focused on results and efficiency and therefore not directly applicable to non-profit organization, which does not focus entirely on results within the organization. However, with non-profit organizations this might be connected with the reason why people do voluntary work, which often is because they believe the work the organization does is important and rewarding. According to Bloisi et al. (2007, p. 204) Herzberg argues that the most appropriate way to increase motivation factors is to work towards enrich jobs, which involves giving the job more meaning in the form of for example variety, responsibility and increasing the challenges for individuals.

This theory is relevant due to the fact that it discusses basic needs such as hygiene and motivator for people to feel satisfied. Bloisi et al.’s view on the theory is included since it gives a picture of the theory in relation to non-profit organizations. When connecting the two factor theory to the chosen subject, namely management and motivation within it, one can see that important factors that the theory discuss how to give the job meaning, which is an important aspect and in fact a foundation on which these non-profit organization are built upon.
3.3.2 Expectancy theory of motivation

The expectancy theory of motivation was developed by Vroom and tries to explain, contrasting to need theories of motivation such as Maslow, what motivates people in the workplace. Expectancy theory is based on the idea that “people believe there are relationships between the effort they make at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance.” (Lunenburg, 2011, p.1) The relationships being investigated concerned the probability of:

- expectancy regards whether a person thinks that the work effort will affect the performance of outcome of the task
- instrumentality deals with how the person predicts that a certain level of performance when carrying out a task will bring personal consequences
- and valence concerns the value an individual put on the personal consequences that arose from the work performance, which could be negative or positive

Our opinion is that an example of this could be a volunteer that expects that his or her effort could lead to improvements of another person’s life and this could be done by collecting money downtown a Friday afternoon. The result of this performance would give the person a sense of meaningfulness and satisfaction since that person's effort was worthwhile the result of the contribution for improving the conditions for another person.

Furthermore, according to Bloisi et al. (2007, pp.213-214) the expectancy theory identifies that an individual's goals may not always be in line with the goals of an organization but they can be harmonized. Armstrong (2010, p.21) further states that the expectancy theory is a process theory, he also summarizes the theory such as; if people know what they need to do in order to receive a reward and that the task they have to do to get it is achievable and then if the reward is considered to be worthwhile the effort, motivation will be high.

This theory is included since it shows the importance for organizations to be clear about their goals and also what difference the volunteers can do by participating and making an effort. When providing the volunteers with clear guidelines the volunteers can aim their energy at doing things that will directly contribute and help the organization to reach its goals.

3.3.3 Job Characteristics Theory

This theory was developed by Hackman and Oldman (1980, pp.71-90) by evaluating conditions that lead to high performance and satisfaction at work, later the authors examine how these conditions can be achieved. Hackman and Oldman state that the reason to why people perform well at their work is because it is rewarding and satisfying to do so, which the authors would like to call internal motivation and does not involve bribes or tangible rewards.

The authors come up with three suggestions of what creates conditions for internal motivation namely; knowledge of the results, experience responsibility and experience the work as meaningful. These three factors together are labeled “Critical Psychological States” and are necessary to create a strong internal work motivation (Hackman and Oldman, 1980, p.73). To one and each of these factors there are core job characteristics that contribute to each critical psychological state. Firstly there are skill variety, task
identity and task significance that contributes to the experienced meaningfulness of the work; secondly autonomy contributes to experienced responsibility for outcomes of the work; thirdly feedback from job contributes to knowledge of the actual results of the work activities. By adding up the core job characteristics one receives a “Motivating potential score” (MPS). Further on there are three factors that the authors suggest that one should take into account in this model that will help analyzing who will and who will not respond positively to job with high MPS and these factors are called moderators. Hackman and Oldman mention that there are a lot of factors that could be considered, however, there are three that they mean are of high importance in this subject and these are; knowledge and skill; growth need strength and “context satisfactions”. Altogether the core job characteristics, the moderators and the critical psychological states bring the outcomes of high internal work motivation; high “growth” satisfaction, high general job satisfaction, and high work effectiveness.

Saavedra and Kwun (2000, pp.132-144) conducted a research by investigating if the job characteristics theory is related to affect, which is a consequence of an affective job experience. Their research was conducted quantitatively and investigated positive and negative relations. The authors found that the characteristics that are related to the motivating potential of a job are also related to the affective experience at work. The groupings were as follows; both task identity and feedback were negatively related to unpleasant affect, task significance and autonomy showed a positive relation to activated pleasant affect, and skill variety has a positive relation to activated unpleasant affect. In conclusion workers are stressed if the job requires a number of different skills, not stressed if their task includes a piece of work that can be completed and they receive feedback for that task, and they should be enthusiastic when their job includes making decisions, affecting others lives and when receiving feedback for the work that has been carried out.

Since the volunteers do not receive monetary rewards for the work that they are carrying out for the non-profit organizations it is crucial that they have a strong internal motivation and even though they have it internal by nature, managers can make an effort trying to enhance and encourage these core job characteristics, the critical psychological states and the outcomes.

3.3.4 Goal Setting Theory
Armstrong (2010, p.21) discusses this theory and talks about motivation and the importance of specific goals that are difficult but achievable and also that it is significant with feedback on performance. The goal setting theory was developed by Edwin Locke (1996, pp.118-123) in the mid 1960’s and applies to human motivation and it aims at trying to explain why some people may perform their tasks better than others. The research was conducted in laboratory settings and the findings were as follows; It is proved that the more difficult the goal is the greater is the achievement and the more specific the more precisely the performance is regulated. Goals that are both specific and difficult lead to the highest performance while commitment to goals is most critical when goals are specific and difficult. Locke further states that high commitment to goals is achieved when either the individual thinks that the goal is important or attainable.

In order to have an effect on performance, self-efficacy influences; the difficult level of the goal that has been set out, commitment of the goals, the response towards negative
feedback or failure as well as the choice of task strategies. Further on it is said by Locke (1996, pp.118-123) that goal-setting is most effective when there is feedback showing the progress in relation to the goal and goal-setting together with self-efficacy mediates the knowledge of past performance on subsequent performance. Goals affect performance by affecting the direction of action, the degree of the effort exerted, and the persistence of action over time and in addition goals stimulate planning in general. When people strive for goals on complex tasks, they are least effective in discovering suitable task strategies if they have no prior experience, there are high pressure on performance or time pressure. Goals, commitment and self-efficacy mediate the effect of numerous personal traits and incentives on performance. Goal-setting mechanism can either be trained or adopted for the purpose of self-regulation and lastly, goals lead to self-satisfaction and harder goals that requires higher accomplishments in order to attain self-satisfaction rather than easy goals. As can be seen this goal-setting theory deals with a number of conscious motivational factors that are fundamental even though it leaves out the subconscious factors (Locke, 1996, pp.118-123).

It might be somewhat sensitive discussing performance and efficiency when talking about volunteers since that is what they are, they are there by free will and therefore managers cannot put pressure on them because then they might leave their mission. A common reason to why some people chose to get involved in non-profit organizations is because they want to satisfy intangible things such as feelings. Furthermore, in order for these volunteers to experience these feelings the management can apply the goal setting theory and use them as guidelines to help the volunteers to reach the goals that they may have in order to create satisfaction among the volunteers within the organization.

3.3.5 Motivational work in non-profit organizations
Phillips and Phillips (2010, pp.12-19) conclude from their research done through a case study on a big organization in USA regarding volunteers attitudes, that the different incentives for doing volunteer work is as many as the volunteers they had been studying. However, there were some common themes that arose in the study. Few or none had tangible rewards as the reason for their work. It was even concluded that some might be less likely to engage their time in volunteer work if they would to be paid or given other kinds of compensation for their time. The authors explain that their findings suggest that non-profit managers might benefit from offering variety of rewards in order to fulfill the different incentives that people have.

Phillips and Phillips (2010, p.18) further state that most managers in non-profit organizations strive towards trying to motivate their volunteers by offering extrinsic and tangible motivation in the form of gifts. However, this behavior might be a waste of time since the volunteers would actually produce better results if the managers would concentrate on providing and improving intangible rewards instead. Even though the organization do not have anything more to offer, reminding the volunteers of what intangible rewards they are receiving from the tasks that they are performing will help the volunteers to become more motivated. The authors conclude that organizations benefit from providing almost any reward to their volunteers since the action will communicate a symbolic message that the organization values them (Phillips and Phillips, 2010, p.18). Furthermore, a study made by Ventura Yanay and Yanay (2008, p.65) shows that volunteering is an activity that enhances one's pleasure, life satisfaction and well being and that it is not unreasonable to believe that those who volunteer feel that their actions will contribute to a positive self-image and positive feelings.
These aspects are included in this report due to the statements on how important intangible rewards are, which could for instance be praise or compliments, in order to motivate the volunteers.

3.3.6 Intrinsic and extrinsic motivation

Bloisi et al. (2007, p.215) state that there are two basic types of rewards namely extrinsic and intrinsic rewards. Extrinsic rewards could for example consist of promotion or pay rise while intrinsic rewards, on the other hand, concern people’s personal feelings and the satisfaction of performing a task. Reiss (2012, p.154) states that extrinsic motivation is usually called Hull’s drives since the Hull-Spence drives includes factors such as hunger, thirst and pain avoidance, which also can be related to Herzberg’s two-factor theory (Herzberg, 1987, p.9). Intrinsic motivation on the other hand concerns non-survival needs like curiosity and competence that can be categorized as ego-motives. Deci (1975, p.23) further explains intrinsically motivated activities as: “ones for which there is no apparent reward except the activity itself”. Intrinsic motivation can also be described as what concerns the feeling of accomplishment and doing something that is beneficial for the public interest (Park and Word, 2012, p.707). Intrinsic motivation could be seen as an additional source of reinforcement that would motivate a specific behavior either in the absence of or in addition to the motivation that comes from satisfying biological or to receive extrinsic rewards (Sansone and Harackiewicz, 2000, p.2).

According to Deci (1975, p.1) the question of “Why” is within the field of motivation and, psychologists have been discussing the matter and there are theories that concern that people either decide what to do, as well as that it is the inner force, or emotions of a human that drives people to their actions. The cognitive approach of motivation concerns mainly the thought process of a person. The approach deals with the fact that people decide what to do based on the outcome of their actions (Deci, 1975, p.15). There are two ways of intrinsic motivation, the first way concerns stimulation and if there is no stimulation people will seek it, and the second way regards conquering challenges in order to feel completion. Consequently, what drives people to accomplish tasks is according to Deci (1975, p.61) to obtain a feeling of self-determining accomplishment of completing assignments and achieving goals. People that are driven by intrinsic motivation view the activities as ends in themselves rather than means to an end, and they complete them only for their own sake and not because they lead to any extrinsic rewards (Deci, 1975, p.23).

The purpose with providing the managers with an presentation of the intrinsic motivational factors in comparison with the extrinsic factors, is that it makes it possible for the managers to get a bigger view of what the main driver for the volunteers is and also provide them with examples on what these can be.
3.4 Organizational theories

3.4.1 Volunteer turnover, recruitment and retention

Turnover in an organization is one of the most important issues the management has to face and especially when the business relies on human resources (Fidalgo and Borges Gouveia, 2012, p.1). This is a big issue for most non-profit organizations today, which creates costs for the organization when recruiting and training new people but also mainly another type of costs consisting of time and effort that they put in. To run an organization you are dependent on your staff, and in the case of non-profit organization, your volunteers. To be able to make decisions and plan for the future you are dependent on knowing if your staff is going to stay with the organization. Therefore, having a high turnover among your volunteers is not considered desirable. In non-profit organizations there has been established by many (Bradshaw Lynn, 2003; Alatrista and Arrowsmith, 2003; Phillips and Phillips, 2010) that the turnover of volunteers is high. Non-profit organizations rely on their volunteers in order for their organizations to survive, which puts pressure on management to recruit and maintain volunteers and the researchers Phillips and Phillips (2010, p.12) claim that the pressure has continued to intensify. They explain that there is an expanding need for volunteers and that, combined with the low exit barriers that exist within the non-profit sector, makes the subject of volunteer motivation and retention important and in time.

Uncertainty is often a big issue for non-profit organizations because of the fact that they are relying heavily on donations and contributions from members and therefore not have a steady income to the organization (Anheier, 2005, p.45). According to Anheier, (2005, p.189) this might force non-profit organizations to search for stability, which they might do by trying to behave as for-profit organizations as they view as financially more successful. This behavior may also drive them to the point where they forget about their main goal, for example raising money for poverty or youths, and instead have to focus on fundraising only for their survival and maintenance. Because of the fact that fundraising money is a big part of their organization, these struggles that they have to cope with will force them to re-prioritize their efforts, which might mean decreased efforts on their volunteers instead.

Volunteer work, in contrast to paid work, is often informal in the sense that it is not covered by a contract between the “employer” and “employee”/volunteer. Therefore things like working time, basic conditions and standard personnel policies are not covered for the volunteer, which gives them more unstable working conditions than paid workers. (Anheier, 2005, p.214) This causes an uncertainty among non-profit workers that is not present in the same way in ordinary organizations. (Anheier, 2005, p.215) This is true for many voluntary situations since many organizations have them involved in projects and have the volunteers on a schedule but they do not have any contract, which causes uncertainty for them of how their commitment will progress.

Since non-profit organizations depend on the availability of volunteers as their workforce it is crucial for the management to be aware of the issues including volunteer turnover, the recruitment and how managers can retain them.
3.4.2 Theory X and Y, Theory Z

Douglas McGregor (1966, p.5) discusses in his theory X that there are three factors that contribute to the fact that people use their energy in their working tasks. The first proposition is that the management is responsible for organizing the elements in a productive corporation such as the people, money and the equipment. Secondly, the first factor creates the process, which will control the workers’ action as well as motivate them in the way that is suitable and beneficial for the corporation. Thirdly, if managers would ignore the two previously mentioned stages then the personnel would act in a passive manner and would not complete the tasks set out for the sake of the organization. Consequently, the theory X states that employees must be rewarded or punished in order for them to complete their job and it is the manager's obligation to do so.

McGregor (1966, p.15) also proposes another theory, which he calls theory Y, which includes the following stages. The first one is the same as in theory X, namely that the management is responsible for organizing people, money and the equipment within a productive organization. Secondly, he states that people are not passive by nature when concerning the corporation's needs but become passive due to the experiences he or she perceive at the working place. Thirdly, the motivational factors of engaging in a corporation are present in people and it is the manager’s responsibility to make people aware of these characteristics and further develop them. Fourthly, the main task for a manager is to make sure that the employees have the right conditions within the organization in order to make it possible for the workers to accomplish their set up goals by aiming their energy towards the objectives of the corporation.

Bloisi et al. (2007, p.206) discuss the theory and state that this can be seen as a tool managers can use in order to motivate workers to evolve. If managers would become a manager according to Theory Y then it would be possible for individuals to satisfy their personal goals by achieving the goals of the organizations, therefore Theory Y would contribute in making people work efficiently and it would be a benefit for both the organization as well as for the individual.

As a follow up on McGregors Theory X and Theory Y, William Ouchi (1981, pp.9-16) concludes a supplementary theory, which he calls Theory Z. Theory Z, summarizes the parts from both U.S management styles in combination with Japanese approaches on how to obtain employee commitment and cooperation. The theory strives towards productivity and aims at coordinating people and is divided into 13 steps that are recommended, which will be explained as follows.

The type Z organization and your role is about involving managers and recommend them to study theory Z without skepticism in order to be open for change. Audit your company’s philosophy deals with the importance of highlighting the organizations objectives so that employees know what they are working for. The definition should explain what the organization is and not what it should be (Ouchi, 1981, pp.9-10). Regarding the philosophy and the CEO of an organization and if wanting to achieve an organizational change it is essential that the leader of the company is supportive. Ouchi further discusses creating structures and incentives and states that the way that the employees communicate and to whom they report what is crucial for a workplace. He further proposes an invisible structure for efficiency, and the importance of developing interpersonal skills is highlighted, such as skills that people have when dealing with
customers and family should be adapted and applied towards colleagues (Ouchi, 1981, pp.10-12). Test yourself and the system, when making changes these need to be tested to see if they have had the expected effect or not. It is good to involve the union since it will be beneficial to get them to accept to get a productive working relationship. One should strive at stabilizing the employment and to prevent employees leaving the working environment should offer challenge, equity and participation in decision. Slow evaluation and promotion should be applied because by taking it slow highlights the significance of performance in the long-run (Ouchi, 1981, pp.13-14).

Moreover, broaden career paths is another subject that Ouchi brings up and he suggests that managers should move around within the organization across jobs, not necessarily with an hierarchical promotion, in order to remain enthusiastic, satisfied and committed. An implementation at lower level is recommended, that managers at the top level must invite lower level personnel to participate, especially if the structure is rigidly hierarchical. Down to brass tacks, it is essential that managers are open for suggestions from lower levels as a group and that they do not fear to implement them. Concerning holistic relationships, it is a consequence of integration within the organization, which occurs when managers and employees are brought together (Ouchi, 1981, pp.15-16).

Bloisi et al. (2007, p.775) discuss theory Z and state that an organization that is being influenced by this theory emphasizes equality and includes the workers within the company in the process of operating the organization and the relationships among the workers. The main feature that characterizes an organization that has adopted an Theory Z culture is the sense of collaboration between managers and employees and that if they successfully implement the theory they experience that the employees feel a sense of belonging and involvement.

These theories bring up a lot of issues that managers within non-profit organizations can benefit if they have them in mind when dealing and leading the volunteers. By creating a culture within the organization that is including the volunteers in the operations will make them feel equal and remove the hierarchical signs in the structure. It is important to have this in mind and a way to enhance the feelings of the volunteers that they as individuals can make a difference with their efforts. Regardless of what the organizations aim is, if it is for instance to improve the living conditions among children the volunteers may not be able to change the world, but if their contribution may affect one life the management should be clear to point that out and have a close relationship with the volunteers to minimize the gap in the hierarchy between volunteers and management.

3.4.3 Structure and Leadership in Non-profit organizations
Helmut K. Anheier (2005, p.162) discusses how a leader build commitment among the members and it is through consideration, which includes mutual trust, respect towards the members’ opinions and in addition to this show interest in the members feelings and their lives outside the organization. Bang, Ross and Reio Jr. (2013, pp.97-99) investigate in their research the relationship between motivation and affective organizational commitment. The authors describe the organizational commitment such as it is a person’s attitude towards the organization and further the willingness to offer ones time and effort without demanding getting paid for it. Bang, Ross and Reio Jr. exemplify and suggest that a reason to why people choose to volunteer is to satisfy the personal needs by obtaining for instance social interactions. An organization may
possess the same values as the person volunteering, which make them committed to provide their time and effort for free, which in turn leads to an organizational commitment. The connection between the core values of the organization being accordingly to the person choosing to volunteer, and the fact that it might increase that person’s commitment is supported by the social exchange theory. The social exchange theory is being explained by Tyler (2001, p.157) that it is the extent that people see a chance of loss and gain, which therefore affects their willingness to cooperate with the organization. How the volunteer looks upon the short-term and long-term gain within the organizational environment affects the engagement.

Alatrista and Arrowsmith (2004, p.544) conclude in their research on commitment within non-profit organizations that many of the volunteers are not so aware of actions taken towards retaining them. Their first loyalty is towards the particular teams and the closest management, and they view the senior management as distant and controlling. This creates a difficulty for senior management trying to implement HRM initiatives in order to communicate with volunteers and any attempt in retaining work will be hard to communicate to them. In that also rises a difficulty for managers to generate and sustain the commitment of employees within the organization. Peter F. Drucker (1990, pp.3-7) highlights the importance of having a clear mission when aiming for increased commitment. He discusses that what made the world’s most famous leaders successful was not necessarily their charisma but their set up of concrete action goals. He further suggests three musts of a successful mission starting off with that one should evaluate the strengths and performance and if one is doing the right thing then one should better what you already are doing well. Secondly look at the opportunities and needs what one could do with the limited resources one may have, which could for instance concern people and competence when talking about non-profit organizations. Thirdly the author states that it is crucial that a mission is something that one truly believes in, to create personal commitment.

According to the transformational leadership theory it is explained that a transformational leader is one that enhances followers’ commitment. By affecting the followers’ values, self-esteem and trust in the leader itself, which will increase the motivation of the follower to perform and go the extra mile. (Tosi and Mero, 2003, pp.259-261) In order for the transformational leader to inspire its followers there are some characteristics that are beneficial to possess namely;

- the leader should be charismatic in order to inspire the follower and create a bond
- when acting inspirational the leader creates expectations for the follower.
- by being able to practice individual consideration the leader can give each follower personal coaching and advises
- if being able to stimulate the follower intellectually the leader encourage the individual to think in new ways

A successful transformational leader increases performance, enhances commitment as well as satisfaction among members. Bass and Riggio (2006, pp.147-150) state that a transformational leadership style can be both learned and taught, and this can be done by executing training through counseling, feedback in order to provide an understanding of successful transformational leaders’ behavior. Bass and Riggio (2006, p.46) further concludes that by applying a transformational leadership style this will lead to a closer relationship with the followers, which in turn will create satisfaction among the
followers by having the transformational leaders promoting their self-esteem as well as self-efficacy.

Further on, according to Anheier (2005, p.163) there are four dimensions that a leader in a non-profit organization has to put its focus on when it comes to management, organization and leadership. These dimensions are; Internal organizational aspects, such as the board, staff, volunteers and members that they have to inspire and unite behind a mission; External organizational aspects, such as donors and media who they need for financial resources and legitimacy; Present operations, such as organizational performance and quality, organizational conflicts; and Future possibilities, where they can address questions of sustainability and opportunities for the organization. For a manager in a non-profit organization it is important to have enough of knowledge needed to be able to handle all these four dimensions to be as an effective leader as possible.

Butler and Wilson (1990, p.67) define the structure as patterns of activities and discuss the formal structure within the non-profit organization and that managers decide the following; Specialization, which concerns who does what; Span of control, to deals with whom does that person report to; Departmentalization, how the grouping of individuals should look like; and Formalization, namely to what extent the activities are expressed in writing. According to Anheier (2005, p.162), a structure is about group inclusion and participation and puts a lot of focus on issues related to tasks. The author (Anheier, 2005, p.181) further states that non-profit organizations are internally focused on their members and can discriminate their members and choose if they want to welcome them accordingly to their values and social status. Non-profit organizations face chronic resource insufficiency. Anheier continues discussing the structure of non-profit organizations and how it can look different depending on how big it is, what their organizations purpose is and many other aspects. Often non-profit organizations have a board which is the highest entity in the organization and instead of CEO and such titles they can have secretary general’s, director general’s and similar titles. The non-profit organizational structure differs from the for-profit in the way that is rarely as hierarchical as many for-profit organizations with lower and middle management. In the case of many organizations they have head offices and local offices around the country and also around the world. (Anheier, 2005, p.157)

Leadership within non-profit organization is crucial for a functional organization. One cannot push enough on the fact that non-profit organizations differ in structure, compared to for-profit organizations, and the way the volunteers are controlled must be handled with care since there are no contracts been made on that they have to complete their duty and they are free to leave whenever they want to. Consequently, a manager cannot set up strict rules that will make the volunteers stay, but what the manager can do is to create an affective commitment between the organization and the volunteers.

3.4.4 Communication

Bloisi et al. (2007, p.355) discuss the subject of communication as a process of a message being carried out between people with the purpose of evoking a response from a person. The issue of how the other person perceives the message is the difference between effective and non-effective communication, if the other person receives the message exactly as the person carrying out the message then the communication can be considered as effective. The advantages of having effective communication are that it
requires less resources as well as time. Looking at the efficiency one can clearly see that communicating a message to a group is most certainly the most efficient way to carry out an announcement, however, it is not the most effective since by talking to a subordinate alone one can be assured that the message is more clearly understood and is therefore more effective. In summary, effective communication should be carried out in the most efficient way. It is called downward communication when managers explain subjects such as for instance goals, strategies and feedback (Bloisi et al., 2007, p.363).

Researchers have according to Radhaswamy and Zia (2011, p.52) time after time established the importance of communication and the impact it has on the workplace. Communication is necessary for the effectiveness of people and it is not only about speaking with each other it also involves listening and written communication. It is a process that should be incorporated in the daily lives of people and also in how they interact with their co-workers.

Role ambiguity is explained by Bloisi et al. (2007, p.497) as something that exists when role holders are not clear of what expectations that lies upon them. This create a difficulty for the role holders in knowing how to behave acceptably when they are not clear of what others expect from them. Communication could be one of the reasons behind role ambiguity, and if someone is not clear of what is expected of them there is most likely something that has failed in the communication of the expectations on them. Contradictions between communicated expectations and reactions on behavior will also cause confusion in what role to presume and this might be a source of unclarity in what is considered being a correct behavior. As a volunteer where contracts rarely exist there might be more insecurity about their role in the organization since the expectations are not sufficiently mediated between the manager and the volunteer.

Communication is a crucial part in non-profit organizations since it is the foundation of a functional organization. The managers must communicate their message in a clear way in order to prevent misunderstandings and it is also important that the volunteers feel like the managers are open to receive messages from them as well. By having a good communication managers can get aware of any dissatisfaction the volunteers may have so that it is possible to make changes for the better and role ambiguity can be avoided by having clear guidelines.
4. Methodology

In this section the method that has been applied will be presented, along with the strategy for our research, how it was conducted and the limitations that might have had an impact on the report. We will present our thoughts when selecting our sample for the research, how the chosen research approach was decided, what measures we took to secure good interviews such as how we constructed our interview guide and how we later processed the material that we obtained.

4.1 Research Strategy

One of the first steps when doing research is deciding how your data is to be collected (Bryman and Bell, 2011, p.390). When choosing a suitable research strategy for this paper we quickly realized that we needed well developed answers, that we believe describe feelings in words more descriptive than just good or bad or yes or no. We chose this to be able to meet our purpose and therefore find out what might be done to improve organizations’ work towards retaining their volunteers and therefore we decided to conduct a qualitative research. We wanted to do this so that we can use this information to find the actual reason for why managers’ work towards retaining the volunteers might not be sufficient and require another type of approach. Since our aim with this research was to be able to present suggestions for what managers can do in order to motivate volunteers of the non-profit organization to commit further to the organization, our opinion is that this was needed since research show that there are a lot of people engaging in voluntary work, but not on which level they are committed. We wanted to investigate how managers can get their current members to engage further in the organization by applying suitable motivational means. We discussed both doing questionnaires with open-ended questions as well as conducting interviews. By using open-ended questions in the interview situation we would have a greater chance of getting the views and opinions from the respondents (Creswell, 2009, p.181). Other benefits was that whenever the interviewee did not understand a question the interviewer could explain it by using other words, this made the answers more credible rather than providing the participants with questionnaires. In qualitative interviewing it is okay that they depart significantly from the guide since then the interviewer can ask new questions that fit more appropriately to the situation. This means that qualitative interviews are able to be flexible and follow the direction that the interviewees take it to. (Bryman and Bell, 2011, p.467)

If the researcher has a somewhat clear focus on what is going to be investigated it is preferred that the interviews are semi-structured so that specific topics and issues can be addressed in a proper manner (Bryman and Bell, 2011, p.474). We wanted to make sure that with our answers we will get a good overview of the organizations we looked at since we think that this was be crucial in order to understand their needs and the way that they work. If we did not understand the core of the organizations we would not be able to give suitable suggestions to how their work could be improved. We received this information both by looking at the organizations web page as well as having the interviewees explain the operation of the local organization in Umeå. The reason to why we chose the location of Umeå is because the town is where we live and study, also, the range of suitable non-profit organizations are located here. This choice means that our results are somewhat limited since we got varying results if we were to compare to another town however we believe our sample of respondents to be varied enough to be
able to cover a wide range of people and voluntary activities, in order to get reliable results.

The organizations we chose to include in our research are organizations that are considered to be well known since they are large and cover a big international area as well. We think that the choice of organizations benefited us in the way that it increases the credibility of our research. If we would have chosen other organizations that people are not so familiar with we think that it would have been harder for our readers to understand the size and extent the organizations are operating in. Therefore, the choice of organizations was made with the purpose of making it possible for our readers to get an estimation of the extent that the chosen organizations are operating within and the importance of their contribution.

We have considered Gummesson’s (2000, p.15) words when structuring our investigation, he suggest that the researcher must obtain a pre-understanding as an input before starting a research. Moreover, the output was the understanding that is gained during the process. As a result of this we studied the theories in the subject of motivation within the field of management in order to obtain a pre understanding of the area. When having reflected upon the theories we could better understand the results from our survey and analyze it in a proper manner.

When beginning the job of constructing our interview guide we started by looking at our research question and formulated key issues, such as what motivational actions are taken by the management and how do the volunteers perceive these actions along with what actually motivate them, that we realized that we needed to answer in order to ultimately be able to answer our research question. We then formulated actual questions and fields of interest that we wanted to bring up during the interview based on the key issues we had already established. In order to be sure that we brought up the most important issues during our interviews and that we did not forget to ask specific questions we decided to formulate questions that we based the interview.

4.2 Research Design
In this study we conducted qualitative interviews within multiple organizations. This was to be considered a multiple case study design, which allows the researcher to compare and contrast the different findings gathered from the different cases (Bryman and Bell, 2011, p.63). We wanted larger organizations since we believe them to have a more structured and clear management working towards motivating their volunteers and that would give us more to work from, since we believe that changes need to be implemented starting from the management and downwards, when we found solutions to the problems they are facing. We chose to include these organizations since we believe that they have a large number of volunteers in their operations and therefore experienced these issues that we investigated. We realized that since they have a clear managerial structure they have greater possibilities to work with these issues and smaller organizations will probably not be working as actively with them since they do not have the capacity and opportunity, and therefore we did not include them in our study. We chose to look at a local level since we believe those to be more vulnerable since they might not have the same resources as the head offices when it comes to motivating and retaining.
What we wanted to do is that we looked at each organization and their management that are in charge of the volunteers and the operation of the business on a local level in Umeå. The ambition was to get a wider picture and see how the management of the organization consider themselves to work with motivation of the volunteers by asking the leaders of the operation questions concerning for example on how they communicate their mission and vision to the volunteers and also how the leaders motivate the people being engaged in the organization. Our opinion is that one should not take for granted that the way these leaders think they work is not always consistent with how the volunteers perceive that they do. Therefore, we also interviewed the volunteers in order to see how they perceive that they are being motivated and what is actually motivating them to work without receiving any monetary remuneration, which we do not take for granted that the management is aware of. For us to get into depth and obtain descriptive information we have chosen to conduct interviews with people of various age and background that chose to engage in the organizations. We also wanted to incorporate people from different parts of the operations, which are involved in different activities within the organization. We consider that by choosing people of various age and background we could have obtained findings that could be applied to a large scale of volunteers. Furthermore, the questions that we asked differed considering that we wanted to get different information from the leaders respectively the volunteers. The interview guide that we have based our interviews on can be found in appendix 1.

4.3 Sample selection
In this study we looked at non-profit organizations in the town of Umeå, which has approximately 80 000 inhabitants (Statistiska Centralbyrån, 2011) which we consider to be a medium-size town. Another reason, other than has been mentioned, to why we chose to narrow down our selection of samples to the area of Umeå is since we did not want to restrict ourselves to merely be able to carry out telephone interviews. We wanted to offer our interviewees the opportunity of being interviewed face-to-face, since this is according to Bryman and Bell (2011, pp.489-490) a good option when the interview may be long and makes it possible to observe the body language of the participant. In addition we believe that face-to-face interviews was also beneficial in the manner that it gave us the opportunity to analyze and transcribe our interviews with body language and facial expressions included.

4.3.1 Choice of organizations
As been mentioned before, in this research that we conducted we decided to look at non-profit organizations with a clear management structure, since we aimed at doing this study in order to help managers in non-profit organizations. We chose the organizations: the Red Cross, Save the Children and YMCA, that have operations in the town of Umeå, and that are of similar size to each other. It was important that there were both leaders as well as volunteers available in order for us to investigate the organization, since we wanted to look at how managers think they motivate the volunteers, how the volunteers perceive managers work towards motivating them, and how this work could be improved in order for management to improve their work towards retaining their volunteers.

Even though we chose internationally known organizations, we are aware of the fact that volunteer work and motivation might look different in countries not similar to Sweden. Since we made the choice of doing our research in Umeå, Sweden, we found it
important to include organizations that many people are familiar with and that exist in other parts of the country as well as other countries. These organizations all have local offices in Umeå, which was a demand we had since we wanted the interviews to be in person and also since it would make it easier for us to get in contact with them. We chose to include large organizations since they are well known, have a clear managerial structure, incorporate many volunteers, are available and easy to access and are present on many locations in both Sweden and other countries.

The organizations that we chose to use in our research are all large organizations that are represented all over Sweden and internationally. Since we want to look at how their operations work towards retaining and motivating their volunteers at a local level, we believe Umeå to be a good choice of sample for our research. Thereafter we started off by emailing the contact persons available for these organizations and we did so in advance so that our potential interviewees would not feel stressed and so that they could get some time to think about whether they would like to participate or not. Also, we contacted the persons that were assigned as contact persons on the information for the organizations so that they could recommend a person that could help us in the best way possible.

As been mentioned, when choosing organizations for our research we searched on the Internet for voluntary organizations and chose globally known organizations. However, since we by ourselves handpicked the organizations to be included in our research our sample is a non-probability sample (Bryman and Bell, 2011, p.176).

Since we have chosen these organizations we will delimit our study to the city of Umeå and these organizations in particular. We however believe that the findings that we gathered within these organizations will work as an inspiration to other organizations in a similar field, with similar size and that are located in Sweden. We chose these organizations since we believe that they are an appropriate sample of the type of organization that we thought would be suitable for the research we wanted to do. The chosen non-profit organizations include a variety of people and have many different operations in Umeå, which we thought would be beneficial since we would get the access to different people, different personalities and also a variety of operations, which would complement our sample.

4.3.2 Choice of respondents
We wanted to include people in managerial positions as well as volunteers and with managerial position we refer to someone that have a high position within the organization on a local level and is responsible for the operations and the volunteers within the organization. The managerial positions that we chose to include are head of departments as well as a chairman because when choosing these we wanted to get someone in a high position that have good insight into the organization and the volunteer work. Since the organizations have some different activities in Umeå we wanted to interview volunteers from various parts.

The Red Cross both involve their volunteers in projects such as groups that go out to schools and inform people about human rights, and in their second hand stores. Save the Children also has volunteers working in projects such as arranging activities for child refugees coming alone as well as school projects, and YMCA has their activities during the summer at the campsites in Umeå where they can work as either instructors for
activities or as leader for the children that are at the camps. We also wanted some variation in age and sex since we believe that not everyone will have the same experiences of the motivation within the organization. This we got by contacting people from the different operations, such as the human rights group at the Red Cross, the university group at Save the Children and the summer camp leaders at YMCA, the organizations have and by trying as much as we could to get the variation we needed. We also wanted some variation of how long the volunteers had been a part of the organization in order to see if there would be any difference to how they perceive the motivational actions or if they would be any difference to how they were motivated as volunteers depending on how long they had been with the organization. We tried to get as much variety as we could in the respondents in order to cover different aspects that we might miss since our research is carried out in Umeå.

4.4 Specific Data Collection Method
Looking at the structure on our paper, one can see that we have been using information from previous research in form of well-known theories as well as primary data that we have collected through our interviews. The theories have helped us to formulate our research question as well as carrying out the research that has been made, these have also been connected to our findings in the analysis part. In addition we have obtained an enhanced overview of motivational factors that affect people, this include not only the basic needs but also motivational factors at the working place. In order to collect previous research material we applied Umeå University’s Library database where we could access Business Source Premier. Furthermore, on this web site we could search for peer reviewed articles that could help us to investigate the chosen area concerning motivation. The reason why we chose to select merely articles that had been peer reviewed is because we believe that this increases the credibility of this paper by basing the theoretical framework on literature that have been reviewed and that we can rely on.

4.4.1 Interviews
When performing our interviews we had a question sheet that was semi-structured and it was used as an interview guide (Bryman and Bell, 2011, p.467). This implies that in addition to the guide not included questions were asked. We consider this to be a suitable approach to apply due to its flexibility and the opportunity in that we were able to ask follow-up questions if something was unclear or needed further explanations. We recorded the interviews using audiotaping, however, in case the recording equipment would fail we also took notes to make sure that we could use the interview anyways (Creswell, 2003, p.190). When recording interviews it is important that one inform the participants that the conversation is being recorded and to get their permission to do so (Patel and Davidson, 2011, p.87). One of us conducted all the interviews since we believe that to be better for the ones being interviewed since the situation was more relaxed if there were only two people talking rather than feeling like being questioned by two people.

4.4.2 Role of the researcher
Creswell (2003, p.184) provides us with important factors to have in mind when conducting a qualitative research approach, our role as researcher will therefore be further discussed. In this investigation we have included background information so that the readers of our research will get an understanding of the topic. We will also inform
the reader about both our participants and the setting under where the interview will take place. In order to provide a reliable investigation we have chosen to include organizations, which we do not have any kind of personal relation to, which will help us to avoid any type of power issues or problems of disclosing information. That could for instance have to do with one of us having inside information that will bring a subjective point of view of our research and our aim is to provide an objective presentation of empirical findings and conclusions that will be beneficial for the organization to be aware of.

There are several ethical factors that you have to take into consideration when conducting an interview. During the interview situation one have to think about the personal consequences that the object of the interview might go through such as stress during the interview. Later on in the process there is a need for securing the confidentiality of the interviewees and making their statements justice when transcribing their spoken statements into writing. (Kvale and Brinkmann, 2009, p.79) We have made sure that we keep these delicate factors in consideration in the whole process of our research. From the beginning with the planning stages throughout the interviews, and we will keep it in mind when doing our analysis in respect of our respondents. The reason why we have handled these issues with care is because we want our interviewees to feel as comfortable as possible so that the interview session will feel as natural as possible in order for them to be able to provide us with their true thoughts.

4.5 Research Criteria
Throughout this report we have chosen material with care, this has been performed by using merely peer reviewed articles that have been written by well-known researchers as well as books conducted by credible authors. We find that the matter of choosing material to strengthen the findings needs to be trustworthy in order to be able to provide credible conclusions. In order to achieve this we have put effort on trying to find original sources and to not use secondary sources. We have recognized numerous of theories that are continuously applied in a various selection of scientific articles as well as books. In order to enhance the quality of this report we have accurately selected the information from the original sources.

4.5.1 Reliability and Validity
According to Bryman and Bell (2011, pp.41-42) validity, replication and reliability are all important criteria in research. Validity deals with the integrity of the conclusions that the research will present. Reliability on the other hand is about if the results that a research leads to is repeatable. Replicability is close to reliability and concerns whether the research is replicable or not and it is questioned when dealing with qualitative research and therefore we will not discuss this term further. The terms validity and reliability are commonly used criteria in assessing quality in research, however they are mostly used when conducting quantitative research (Bryman and Bell, 2011, p.394). We will therefore describe these terms in a way that is appropriate to our research and how we view this in connection with our research since we will be carrying out a qualitative research. We will like Bryman and Bell (2011, p.395) present, apply the internal validity, that parallels credibility, in the way that we will see how our observations will conform with the proper theories chosen for this investigation. Looking at the external validity, which parallels transferability, we think that our sample will be too small to be
generalized in larger social settings since if we were to transfer it somewhere it is always the issue of people being different. We do not consider our research to have external reliability, reliability parallels with dependability, due to the fact that this would require other researchers to do the same investigation on the same organization and with the same people, which we believe can be done in a similar way, but not exact. In our research we will have mainly one observer or interviewer and the interviews we will transcribe jointly, therefore this research has internal reliability, since we have had two persons listening to the interviews and transcribing them.

It has been discussed whether or not the criteria for quantitative research are applicable to qualitative research methods and therefore present alternative criteria namely trustworthiness and authenticity. Bryman and Bell (2010, pp.398-399) mention conformability implies that complete objectivity is impossible in qualitative research but that the researcher has acted in good faith and tried to avoid personal values. We think that as been stated it is possible to be completely objective when doing a qualitative research but we can assure that we have tried our best to exclude our personal values. These were the criteria for trustworthiness and in addition there is another criteria that needs to be mentioned namely authenticity. We believe our research to be fair in the manner that we have included people of various age and background in our research to get different viewpoints. We hope that our research will contribute to a better understanding of the social situation looking from both a management point of view as well as from a volunteer point of view. In addition we hope that this research will encourage the management to take action for improvements.

4.5.2 Transcription
Since we will transcribe oral conversations into written text there are some issues that are necessary to reflect upon and take into consideration. Concerning the reliability of it is considered to be technically easy to have two people to transcribe the same content of a recorded interview in order to discover words that differ as a test of reliability. Looking at the validity of transcription the different rhetorical forms of written and oral language are continuously being questioned affected by for instance the contextuality of meaning. Since, when transcribing an interview there are things that can become twisted depending on how you write them down and depending on who is doing the transcription. For instance something could take a different meaning if you do not transcribe it correctly and take pauses, accentuation and such into consideration. (Kvale and Brinkmann, 2009, pp.183-186) When transcribing the interviews we have written down the exact wording of the interviewees and also tried to include when the person was laughing or being ironic. We consider this to be crucial factors to include since the way of expressing oneself differs individually and if we would not have included these facts there may have been a chance of misunderstanding when things that have been said in one context is written down on paper it may not have the same meaning without including facts such as laughter or hitting the table with your hand etc. Since we did our interviews in Swedish and are writing our report in English we had to translate the transcriptions into English before we could complete the empirical part of the report. This was not completely unproblematic since we had to rely on our ability to translate not only the words but also the meaning of the sentences to that it would be represent what was actually said in the interviews. We made sure to translate the interviews so that the respondent’s answers were made justice and was not misunderstood.
4.6 Limitations
The limitations that were faced when carrying out the investigation was that the numbers of respondents were limited and so was also the numbers of organizations. Therefore, the research is limited and may not be applicable to all types of non-profit organizations but to those investigated on a local level. However, the findings show suggestion that we do believe to be useful and inspiring to various areas. When preparing the questions for our investigation we discussed back and forth whether we should conduct the investigation in English or Swedish. We did not think that the choice was obvious since we recognized that we should be limited either way. For instance, if we would have done the survey in English we may not have received well-developed answers and there would also exist risk for that the interviewees would not have understood the question and therefore would have provided us with inaccurate answers. Consequently we decided to carry out the investigation in Swedish and we have identified a risk of not having the answer ending up in the right context when translating the answers into English.

However, since we are aware of this we will pay attention to this issue in order to minimize the incorrectness of the translated answers. Qualitative research has received critique such as it may be too subjective, difficult to replicate, there may be problems as generalization as well as lack of transparency (Bryman and Bell, 2011, pp.408-409). The interviews will be carried out in Umeå, which makes the sample of interviewees restricted to that area. We also believe that our findings can be used for other non-profit organizations as an inspiration on how to make members to commit to the organization. However, one must have in mind that these are human beings that are being investigated and each of them are unique and therefore we are somewhat restricted to say that our findings goes out to every person involved in non-profit organizations but to the ones investigated on a local level. Another thing that has been taken into consideration is that we have been careful with asking our respondents if we are allowed to record the interviews as well as using their names in the thesis, due to ethical considerations.

The limitations that we can see with our research is that we did not have the opportunity to follow the organizations for a period of time which we believe would have been beneficial to our study, since we would have gotten the opportunity to follow the managers and volunteers in their work and see what they do and then make suggestions based on more solid material. If we would have had the opportunity it would have been interesting to see how similar work is done in other cities in order to compare and draw conclusions from that.

4.7 Interview method

4.7.1 Construction of interview guide
After we had decided that it would be best for our research to do qualitative interviews we then decided that the best choice for our purpose was to have semi structured interviews where we had an interview guide with questions that we knew that we wanted them to answer, this also provided us with the freedom to ask follow up questions if needed. We wanted to have an easygoing conversation with the respondents and not have too strict questions, which could have made them uncomfortable. This way they were able to talk freely about the questions and not feel restricted. We started with
looking at our research question to be able to formulate questions that we needed answers to in order to finally be able to answer our research question. After that we looked at the theories we had chosen to include in our paper and reformulated our questions so that they would reflect upon the chosen theories. We decided upon an order of the questions even though this is only viewed as an interview guide, so that we would have a logical series of questions to start out with.

4.7.2 Interview Procedure
When these interviews were carried out we were careful with having the respondents to suggest a place and time, we did so because we wanted to show them that we were doing these interviews under their premises since we consider this to be respectful. Before starting the interview we informed the respondents what we were studying, why we were doing these interviews and the purpose with our investigation. Having ethical considerations in mind we carefully asked the participants if we could record the conversation and also if they would give us the permission to use their names in our report. We aim at having the interview run as smoothly as a normal conversation in order to avoid the situation to be perceived as a hearing. Also, we asked the interviewees if they would like to hear from us when we had finalized our thesis in order to get informed about the conclusions that we come up with.

The interviews were conducted both at the main location of the organizations local office in Umeå as well as outside it. We met four managers from the organizations that represented the requirements that we had, namely that they would be responsible of the volunteers and have a higher position within the local organization. We met two managers from the YMCA that have the positions branch head and supporting branch head for the summer camp operations, which means that they are directly responsible for the volunteers and the work that they do. From the Red Cross we met with the director of department who is also responsible for the volunteers and their activities, and from Save the Children we met with the chairman who has the overall responsibility for the operations and the volunteers. The interviews were conducted face to face and they lasted for 30 minutes on average, we did not want to push the respondents so therefore we let them talk freely about the questions that we had. Sometimes they had long answers and sometimes shorter, and if we did not think that an answer was developed enough we asked follow up questions.

We met nine volunteers from the different organizations who were from different parts of the organizations and of varying age and gender to get the best possible sample. These interviews were also conducted face to face and lasted for 30 minutes on average. We chose to interview two from YMCA that were both involved with the summer camp activities since that is the main area of operation that they have at the YMCA. From the Red Cross we interviewed two older people that volunteer at one of their second hand stores and a younger girl that is involved in a project where they are visiting schools and informing the children about the organization and about human rights. From Save the Children we interviewed two women who were involved in a project who arranged activities for child refugees coming alone to Sweden and two others that were involved in projects where they have meetings with young girls where they have the opportunity to talk about things bothering them and issues that they might face as a young girl growing up.
We wanted to interview respondents from all over the organization so that we would get as much information of the operations and activities as possible. In the choice of managers and volunteers we made sure that the managers had overall responsibility and knowledge of the voluntary work within the organization, which means that they did not always interact actively with the same activities as all of the volunteers, however, they are responsible for the ones that are in a managerial position over the volunteers included.

4.7.3 Processing of information
After we had collected all the recordings from the interviews we started the work with transcribing them. We divided up the interviews and did a few each, however, afterwards both of us looked over them to see that everything was transcribed correctly. We made sure to include any sarcasm and laughter in order to understand the context of the interview and to be able to use it correctly later on in our empirical findings. After we had transcribed all the interviews we laid out the outline for how we wanted to present our findings in the empirical part of our paper. We divided up the questions into major subject headlines and then summarized the most important parts of our findings. We decided not to have each question as a headline since sometimes the interview guide was not followed throughout the interview and many of the answers we got were blurred together and therefore we decided to divide the answers into subject headlines. In order to be sure that we got out the most important information from our transcriptions we made sure to both read them and then discuss what we both thought were the most important findings, which we then included in our empirical findings. We chose to include quotes from our respondents when we felt that it was appropriate and when it was needed in order to understand their reasoning. After we had finished writing down our empirical findings we took our most important findings and started with our analysis. When analyzing our findings we have drawn conclusions from the answers that we have gotten from the managers and volunteers that we have interviewed and thereafter connected these to the theories included in the report.
5. The organizations
Here we will give an introduction to the organizations that we have included in our study. We will both present the global part of the organizations and how their operations look like in Umeå. We chose to include these organizations in our study since we wanted to examine organizations that are present not only in Sweden but also internationally.

5.1 YMCA
YMCA, which in Sweden is called KFUM, is a part of the two global organizations YMCA and YWCA. YMCA stands for Young Men’s Christian Association while YWCA stands for Young Women’s Christian Association. Altogether these organizations are present in approximately 130 countries around the world and reach about 70 million people. (KFUM, 2013a) All the 400 local associations around the country are gathered under the national organization YMCA Sweden, which is responsible for the organization’s ideological questions, communication and also many of the international collaborations. Beyond this there are also four so called special associations that coordinate their work that is conducted in different fields, which are sports, scouting, summer camps and choirs. The logotype for YMCA is a red triangle which symbolize the three founding-stones of the organization; Body, Mind and Spirit, which are the foundation that all the work that is being done in the organization is built upon. The organization states that they believe that the importance is not in what they do it is why they do it and how. They build their operations on showing compassion and respect, to show love and to make sure that everyone is welcome to their organization regardless of who you are, where you come from and your background. YMCA around the world work towards this by offering places where young people can meet and develop to their full potential through different activities that the organization offers. (KFUM, 2013b)

5.2 YMCA Umeå
In Umeå YMCA have approximately a thousand members and a few hundred volunteers. Their operations in Umeå are within the fields of summer camps, education, social work and sports. Their main voluntary activities are the summer camps, which are divided between two camps near Umeå, Norrbyskär and Nydala, where they totally have around 150 volunteers. They arrange camps during the summer for children and young people. The volunteers working there are mainly young people and their work is everything from camp leaders and janitor to being responsible of activities. They have a variety of activities that they offer both to the camp attendants and to external groups such as sailing, team building and climbing. The sports that they have activities within are basketball, dance and climbing to name a few. They also have a part of the organization that is targeted towards social work where one of the parts handle young refugees that arrive alone to Umeå and try to introduce them to a new community and the new culture. The organization is mainly composed of young people, such as many of the boards and throughout the organization. (KFUM Umeå, 2013) The two managers that we have spoken to at YMCA Umeå are both being paid for their full time job in the organization.
5.3 Save the Children
Save the Children is a global organization that works towards supporting children in vulnerable and underprivileged situations in the world. They work towards every child's right to attend school, to not have to suffer from violence or abuse and their right to food and proper health care. In Sweden their work is focused upon helping children that are in vulnerable situations, make sure that every child has the right to education, that no child should have to put up with offending treatment in school or at home and to ensure that the children have some saying in issues that are related to them. In Sweden Save the Children has over 76 000 members and you could contribute in many ways, one could donate money on a monthly basis to the organization and one could also become a volunteer, either by just contributing with your time or by getting educated in order to help increase the knowledge of what could be done for the children. Some of the goals that the organization have are that Sweden should be a good country for every child living here and this is done by trying to influence politicians to put the children’s best interests first. They are present in 120 countries all over the world where they try to fight for their rights to go to school, food and health care and to protect them against violence. The organization is also present in current catastrophe areas where they work towards saving lives and helping children from the possible dangers that they might face. (Rädda Barnen, 2013)

5.4 Save the Children Umeå
Save the Children has a local office in the town of Umeå. Their main areas of operations there are helping children with their homework and organizing activities for young refugees that have come to Umeå alone. These gatherings are carried out by university students that volunteer in order to socialize with the refugees. Save the Children also have volunteers knitting with the purpose of selling the handicraft as a fundraiser for the organization. The volunteers are also encouraged to walk down town Umeå with a donation box to collect money that the organization give away to help children all over the world. Another activity that Save the Children are working with is extra support for helping youths with their homework tasks and other school projects. The organization here in Umeå have a board consisting of 11 members, where many of them have been with the organization for a long time but there are also some new members sitting in the board. (Rädda Barnen, 2013) From the management we have talked to the chairman who is not being paid for the job at Save the Children in Umeå and it is not a full time job but rather a couple days a week.

5.5 The Red Cross
The Red Cross is a global organization that is present with their volunteers in 188 countries all over the world and in Sweden they have more than 1000 local organizations. The core business in the Red Cross is based on volunteering and they work towards preventing catastrophes, which means that the ones that are out working do that voluntarily. The volunteers are also available once catastrophes do occur and they know the conditions and how to help. The organizational goal of the Red Cross includes giving hope and saving lives around the world. The Red Cross is providing people with warmth and humanity. Due to the fact that the organization is neutral, they can get into war zones for instance where no one else can enter. This particular area is the responsibility of the International Committee of the Red Cross (ICRC). (Red Cross, 2013)
5.6 The Red Cross Umeå
One of the Red Cross local organizations is located in Umeå where they have some different operations, one of them being second hand stores. They have two second hand stores located in Umeå where they have volunteers working. In addition the organization is quite similar to Save the Children when arranging supportive homework groups as well as sewing-groups, however the sewing groups finished goods are sent away to foreign countries while Save the Children sell their goods. Another activity, where one of the volunteers that we interviewed was engaged in, is the study circles that are being arranged and that is within the subject of human rights. The Red Cross also offers people who are taking care of a relative that is being ill at home to meet other people in the same situation in order for them to be able to converse with people with similar experiences. (Umeakretsarna, 2013) The manager that we talked to downtown Umeå is being paid for his full time job at the Red Cross. He also explained that the organization is making changes in their structure at this moment.
6. Empirical description

In this part of our paper we will present the empirical findings that we have gathered from the interviews we have conducted at the three organizations that we chose to use as our sample selection. We start off by giving a short introduction to our respondents, their background, position and work description. Then we will present our findings divided into categories based on the questions we have asked.

6.1 Presentation of the respondents

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<thead>
<tr>
<th>Ola, 34 years, Branch Head</th>
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<td>Malin, 20 years, Volunteer</td>
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<td>Viktor, 24 years, Volunteer</td>
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<th>Daniel, 33 years, Director of Department</th>
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<td>Isa, 17 years, Volunteer</td>
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<td>Anders, 63 years, Volunteer</td>
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<th>Inger, 73 years, Chairman</th>
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<tr>
<td>Lisa, 25 years, Volunteer</td>
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<td>Mikaela, 23 years, Volunteer</td>
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<tr>
<td>Jenny, 26 years, Volunteer</td>
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<td>Hanieh, 28 years, Volunteer</td>
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Figure 1. Presentation of the respondents

6.1.1 Managers

**Ola**, 34 years, Branch Head at YMCA Umeå.
Ola has been working at YMCA in Umeå for 6 years. He started working with the organization that takes care of young refugees that arrive alone in Umeå, and at that time they did not have so much of voluntary activities. Ola then started working with the campsite in Norrbyskär where he has been for 4 years, and now the campsite Nydala is also a part of his work since 1 year back. Ola has the position of Branch Head for the voluntary activities at Norrbyskär and Nydala, which is a full time, paid position. They are experiencing some reconstructing within the organization at the moment, which means that he is now also temporarily appointed the responsibility for all the voluntary activities within the organization. The reconstructing is due to a change of manager for the organization, which means that they are experiencing some changes within the organization that will be resolved when the new manager steps in.

**Pernilla**, 28 years, Supporting Branch Head at YMCA Umeå.
Pernilla is currently working as the supporting director of department at the YMCA in Umeå. She is working under the Director of Department, which is Ola. Pernilla has been working at this position for 1 year and before that she has been active as a volunteer for YMCA during the summers for 6 years in total. She is a full time employee at the
YMCA local office in Umeå where she spends most of her time during the winter months. During the summer her work is primarily based on the two summer-camp sites located in Nydala in Umeå and Norrbyskär, which is an island outside of Umeå.

**Daniel**, 33 years, Director of Department, The Red Cross Umeå.
Daniel is working as the Director of Department in the local Red Cross organization in Umeå where he has been working since 2006. He has a background in the military, which is why he started working with the Red Cross in the beginning because he wanted to be able to work questions such as developments, foreign aid and supporting people in vulnerable situations. His employment within the Red Cross is a full-time position, which he is payed for. Daniel started out being just a volunteer and later on started working in a project which is where he started getting a salary.

**Inger**, 73 years, Chairman, Save the Children Sweden.
Inger has been a member of Save the Children for around 50 years and started donating money since she wanted to help all the children in the world who she knew did not have the same possibilities as her own children. She later on started working with projects within the organization, which she has been doing for 6 years and after that she became a member of the board where she started out as a commissioner for 2 years, then she was a secretary and now she is the Chairman, which she has been for the last three months. The work that Inger is doing is not a full time post and she does not get paid for the work that she does. Some weeks she spends 6 out of 7 days working with the organization and some weeks the workload is less.

*6.1.2 Volunteers*

**Malin**, 20 years, volunteer at YMCA Umeå.
Malin spent many of her summers growing up on the YMCA summer camps on Norrbyskär and from there she attended the leadership-training course that YMCA offers. She enjoyed going to the summer camps when she was little and from there she thought it was natural to start working as a leader for the summer camps herself and after that Malin has also chosen to increase her engagement and she is now also a part of several committees in YMCA Umeå. When working as a leader she is responsible for the children that are attending the camp but there are other leaders that have the overall responsibility of both her and also the children.

**Viktor**, 24 years, volunteer at YMCA Umeå.
Viktor first came in contact with the YMCA and the campsite Norrbyskär in 2005 when he attended the confirmation camp. After that he went through the leadership training and started working as a camp leader. He has had a few different responsibility areas over the years and has for example been responsible for the boats at the camp and also worked as campsite manager for some periods of time. Other than being a volunteer at the YMCA he is currently studying and therefore dedicate time to YMCA when he feel he has time, however in the summer he spends a lot of time at Norrbyskär.

**Isa**, 17 years, volunteer at Red Cross Umeå.
Isa has been a volunteer for the Red Cross in Umeå for the past 6 months. She is part of a project group that are supposed to go out to schools around Umeå to educate the children about human rights and what the Red Cross does. They are awaiting the proper education that they need before they can start their work and in the meantime they have arranged a study circle where they get together and discuss current topics instead. However, as soon as possible they will start with their work in the schools. Isa is a
student at the upper secondary school Dragonskolan in Umeå. The reason why she started volunteering is that she wanted to contribute and since she did not have the financial means to be able to donate money she started volunteering instead.

**Anders**, 63 years, volunteer at the Red Cross Umeå.

Anders is currently working as a volunteer at one of the two second hand stores that the Red Cross has in Umeå. He has been there for the last 2 years and is there almost every day even though he does not work according to a schedule. He is a part of a smaller group that has responsibility over the furniture that comes into the store with price setting, placement etc. Anders retired early due to a disability and now he spends his days volunteering at the Red Cross because he rather have something to do during the days than just sit at home, and he also wants to contribute to helping people who are in need.

**Åsa**, 76 years, volunteer at the Red Cross Umeå.

The reason why Åsa is working at the Red Cross in Mariedal in Umeå is because she has a lot of confidence for the organization. She believes that the Red Cross makes great use not only in Umeå but also around the world since the organization is globally active. Another reason to why she is volunteering is since Åsa has retired from her job and therefore has a lot of spare time. She used to work at one of the Red Cross second hand store on Gräddvägen, also located in Umeå. However, now when the organization has combined the stores and made three boutiques into two, she has joined the new larger one.

**Lisa**, 25 years, volunteer at Save the Children Umeå.

Lisa has been volunteering at Save the Children in Umeå for almost a year, or for two school semesters. She was a part of a project that arranged activities for unaccompanied child refugees such as going to the cinema, baking, etc. Lisa is a student at the university and did this volunteer work in her free time. The reason to why she started volunteering was that Lisa has always wanted to get involved in an organization such as the Red Cross and when the opportunity came to be a part of this project she took the chance. She was recruited when people from the organization entered the school and handed out information about the program concerning the unaccompanied child refugees.

**Mikaela**, 23 years, volunteer at Save the Children Umeå

Mikaela is a student at the university in Umeå. She has been volunteering at Save the Children in Umeå for 2 and a half years. The reason to why she started volunteering at Save the Children was somewhat a coincidence since she had a friend who already was a volunteer there and therefore she decided to join them. She thinks that Save the Children is an organization that works for a good cause and she feels that their work is important, and at the same time she thinks that the work that they do is fun. Mikaela is part of a project within Save the Children where a group of people works with refugees.

**Jenny**, 26 years, volunteer at Save the Children Umeå

Jenny has been a member of Save the Children in Umeå for a year and has been active as a volunteer there for 6 months. She is a student at the University where she is studying social sciences. Through her education she received an internship at the organization. Her first main task was to help another leader to organize and recruit other volunteers for the Ellen group at Save the Children. The project involves arranging
therapy groups for young girls that are in the eighth grade where they meet and talk about issues that are bothering children at that age. Jenny is not currently active within the organization more than being a member due to the ending of the project. However, she can consider starting engaging again, mostly within the therapy groups since she liked those.

**Hanieh, 28 years, volunteer at Save the Children Umeå**

Hanieh has been a volunteer at Save the Children in Umeå for almost a year and she was a part of the project that they have where they arrange therapy groups for young girls, the Ellen group. First she had to go through a training course where they learnt how to deal with these meetings and how to talk to the girls. The project consisted of 10 meetings with this group where they talked to the girls about issues that they might face at that age. At the moment Hanieh is not involved in the activities due to lack of time since she is a single mom, but it is not impossible that she will return when her daughter is a bit older she says.

### 6.2 Empirical findings

**Manager’s individual motivational factors**

We started off by asking the managers the reason to why they are working at the particular organization and what motivates them personally. This was not particularly our main focus with this report however we believed it to be interesting to know if they started working there because they believed in the work the organization does or if they just saw it as a job. We got some varying answers from most of the respondents, which is not surprising since many people will have different reasons to what motivates them since people are driven by different reasons. However, even though they had different reasons to why they chose the particular organization in the end they all said that the main reason was that they wanted to do something good for people and that the organization stands for something that they feel strongly about and that they can support fully. Pernilla from YMCA explains her way into the organization as mostly a coincidence since she was in the same class as the daughter of the general manager of the organization and therefore she has been visiting the YMCA at Norrbysskär since she was two years old. “So I cannot say that I actively chose it at a later stage, I however chose to prioritize to work with it of course, over and over. ... However, it is also an organization that I believe does many good things and support good things.” Ola from the YMCA explain his motivation to work for them as: “The meetings with people is the most important. And that the purpose is good.” He says that it is important that they do this work because it will benefit the children and not to make a profit and make much money.

Daniel from the Red Cross explained how he started working for them as: “It is the sort of organization that I feel that I can support.” He has earlier been working in the military and that changed his outlook of things and he felt that being able to work with questions like development, foreign aid and supporting people in need is something that he rather does than working in a civil organization.

Inger who is the chairman of Save the Children Umeå has been a member of the organization for around 50 years, which is a big part of her life. She became a member and started donating money to the organization because she wanted to help all the
children in the world that did not have the same conditions as her own children. At that time she had such a busy schedule because of her full time job and taking care of the children and therefore she did what she could and donated money instead.

**Volunteer’s individual motivational factors**

The volunteers we asked for the reasons to why they are working at the specific organization and what makes them feel motivated there. Malin from YMCA says that the reason to why she started working there is that she has been a part of the organization for a long time and that the step towards becoming a volunteer there was easy: “When I was younger I went to summer camps at Norrbysskär and thought it was very funny and the best thing about my summers to come there and meet all the leaders and do activities. After that it just kept going and I took an instruction course to become a camp leader and after that it just felt natural to start working there in the summers.”

What motivates her she explains as: “One thing is that they believe very much in me which is very motivating for me. The organization really believes in you, which makes me excited. ... and every time I visit Norrbysskär I get something out of it. ... A big part of what I find motivating is that I get so much responsibility. I get responsibility and the possibility to try my own wings under protected circumstances which is very exciting and it improves your self confidence.”

Isa who is a volunteer at the Red Cross explains that she wanted to contribute with something and since she is just a student she did not have enough money to donate to an organization and therefore she started helping out as a volunteer instead. She is currently working in a close group, which she feels motivating since they motivate each other in the group and help each other grow.

Anders who has been a volunteer at the Red Cross second hand store for 2 years explains that the main reason that he want to come there to work is that he had to take early retirement due to a disability and want to have something to do during the days. He really enjoys being at the store and says that the main reason to why he comes back is because the others working there are so nice. He also stresses the fact that he knows that the money they make go to people who are in need and that it feels good to do something for the ones that are not as lucky as himself. Åsa also works at the Red Cross second hand store where she has been helping out for the last 6 years. The reason to why she started working within the organization in the first place is that she has great confidence for the Red Cross since she knows that they make great things in the world too and not only here in Umeå. She also found the time after she retired and wanted something to make use of her time.

Viktor started as a volunteer at YMCA after he attended their leadership training course, and after that started volunteering as a camp leader and has since continued to volunteer both as a leader and also in other positions. He says that the main reason to why he has chosen to volunteer at the YMCA is that he feels that he is doing something meaningful. He says that of course there is meaning in most jobs but when he is working with the children at the summer camps and are able to teach them things he feel that he is doing something that both gives meaning to the children and also makes him feel meaningful. Jenny and Hanieh are both volunteering at Save the Children where they are involved in the project with therapy groups for young girls, which is called the Ellen-group. They both say that it was a bit of a coincidence that they started volunteering at Save the
Children, Hanieh says that she had thought about getting involved in volunteering and when this opportunity came she saw it as a good thing to do and also something that could be of value on her resume. Jenny says that she had also thought about getting involved in voluntary work and when she saw that Save the Children had these therapy groups that caught her eye since she thought it would be a good experience for her since she is studying social sciences where it would be useful.

**Motivational work done by the organization**

We wanted to know what type of work that was actually being done, if anything was being done, by the organization to motivate their volunteers. We therefore asked the people in managerial positions what their organization here in Umeå did to motivate the volunteers that they have here.

At YMCA both Pernilla and Ola stress the fact that both of the campsites that the organization have here in the area of Umeå are attractive in themselves with all the activities and possibilities to meet new people. However, they also do work actively with motivating activities and try to incorporate it in everything that they do and try to create a good working environment at the campsites so that people want to come there and feel welcome and enjoy themselves. Pernilla says that one of the main things that she thinks attracts volunteers is that they get to take responsibility. Both of the campsites are entirely run by young people where the oldest one is around 34 years old and most people are from 16-25 years old and at that age it is not that often you get to take responsibility to this extent. Pernilla explains that as a 16 year old, when you get a summer job: “It is not so often that you get responsibility of a project where you get do something and where you feel that the responsibility rests on your shoulders. ... The thing is to balance responsibility and at the same time make them feel that we support them and that it is okay if things do not turn out as planned, that there is a possibility to try things you are not comfortable with I think is very important. And that is the way that our organizational structure is built as well.” She explains that she thinks that the fact that the volunteers get so much responsibility is the biggest motivational factor that they work with. Since it makes people increase their self-confidence when they challenge themselves they grow because of it and that motivates them to continue.

At the Red Cross, Daniel explains, that one important aspect of motivating their volunteers is to communicate the purpose behind why they do certain things within the organization and to create possibilities for the volunteers to be able to easily carry out their tasks. He also stresses the fact of giving feedback afterwards as important. He explains that there are some volunteers that are given the responsibility of the other volunteers in the groups that they operate in. They are responsible for that they get the right education and that it is important that they understand their assignment and know what the Red Cross stands for in order to be able to pass it through to the other volunteers. He admits that during many years these people responsible have not gotten the support they might have needed in order to handle the other volunteers, and this is something that they are aware of and has started looking into in order to improve the work done towards supporting them. He describes these people as fundamental people who are important for the organization, which is why they have realized this issue and will start working on a restructuring.

At the local office of Save the Children in Umeå they try to motivate their volunteers by giving them responsibility of their own projects. They want the volunteers to get the
feeling of that they are in control of the project they are working on. Also, to stress the fact that the volunteers feel that they get appreciated for what they do for the organization. Inger says that she think it is important to keep an open mind when the volunteers come up with new ideas, and that it is important to have the same opportunities for everyone, from people who have been there a long time and also for the newer ones.

**Motivational actions experienced by the volunteers**

Pernilla explain that the YMCA try to give the volunteers just enough responsibility. She says: “I think that the responsibility part is a force of attraction for many that come and work for us.” “...we want to make it feel okay to be young and still feel that you have responsibility, and to be seen as an adult”. This is also brought up by Malin who is a volunteer at the YMCA who says: “A lot of what I think is motivating is that I get to take a lot of responsibility. I get much responsibility and have the opportunity to try my wings under protected forms.”

Viktor who is also a volunteer at the YMCA explains the motivation that he experience that the organization does as: “I would call it freedom under supervision”. He continues to explain how the organization is good at giving their volunteers responsibility and give them the freedom they need to perform their task while they still have overall control over the operations. He tells us about how he started to get responsibility over the boats they have at Norrbyskär at a young age. He was 17 years old when he was appointed “captain” over the boats, which he thought was motivating since he was still young. He also talks about things that the organization does to show the volunteers that they appreciate them such as Christmas parties and similar events.

At Save the Children Inger stresses the fact that they should try to make their volunteers feel that they are in control and responsible for their own project, which will make the volunteers motivated to do a good job. And also to ensure that the volunteers know that they are appreciated for the work that they contribute with for the organization. Lisa who is a volunteer at Save the Children in Umeå describes her impression of the motivational factors that the organization does for her and the other volunteers as: “They very much highlighted the positive aspects of the work that we did, that it was an important project that we were doing. And they also told us that the children involved in the project appreciated us very much.”

Some of the volunteers at Save the Children highlight the motivation that they got in the form of positive expressions of how important it is that they are doing these projects for the children. However, Jenny explain that she felt that she got enough support from the project manager that she was working closely to but that the other volunteers did not get the same attention and feedback and therefore she thought that they should put more focus on giving everyone feedback.

Daniel from the Red Cross Umeå says that the work they do in order to motivate their volunteers is a variety of things such as communicating the purpose of why they do the things they do, to create possibilities for them to perform their tasks easily and most importantly to give feedback which he views as extremely significant. Isa is a volunteer at the Red Cross Umeå and has been for the last 6 months. She says that the main form of motivation that she gets is from the small group that she works closest to. They are involved in a project and are a group of a few people that work closely together and
explain that she finds most motivation within that group and from the work that they are performing. She explains that the ones she works together with and others from the organization are so passionate about their work and that makes her motivated to continue do a good job.

Anders and Åsa are both retired and work at the store a few days a week. They do not feel that there are any of the managers in the stores that appreciate them and support them in their work. On the question of how they experience the motivational actions taken towards them by the organization Anders answered: “I have never noticed that.” He also says that he wants to believe that they appreciate the work that they do for the organization but that is nothing that is expressed by the managers, or anyone in the organization.

**Personal fit**

We wanted to know if the motivational actions applied by the organization towards the volunteers actually fit them personally or if they would be more motivated by different means. We therefore asked the volunteers if they felt that the motivational actions taken by the organization did fit them personally and then we asked if they had any suggestions to if there would be something that would motivate them more. Many of them had a hard time thinking of practical ways to improve the motivation even if they thought that there could be ways to improve it and that it was necessary. Malin from YMCA says that the way that she gets feedback from her superiors works really well for her. However she feels puzzled about that fact that not more people engage in these kind of voluntary activities. She says: “…the more I feel passionate about the work I do, the more I think it is weird that it is so few people that do it. But that probably means that their ways of motivate and attract volunteers fit me very well. However there is probably much more that could be done to attract others.” She also explains that she thinks the organization would benefit if they would inform people of what an advantage it is to have been working voluntarily. She says that she believe it to be a great advantage to have on your resume when applying for jobs in the future and that the organizations would benefit and gain more volunteers if they would use it as an attracting force when searching for volunteers. Viktor explains that he thinks that the motivation that he gets from the organization is fitting to what he needs. He enjoys having the freedom under supervision where he is able to take responsibility over things while still feeling that he has the support from the organization if something goes wrong.

Lisa at Save the Children consider the motivational factors and actions the organization is providing to fit her well. She says that she gets a boost by feeling that she is making a difference for someone else. In addition she says that she cannot come up with any improvements since the reason to why she first joined the project is because she wanted to do something good for someone else. Hanieh from Save the Children says that she did not require that much motivation since she was doing the project because she thought it was fun, however she would might have wanted a bit more feedback continuously since the most was given on the introductory education that they had to go through.

The volunteers at the Red Cross second hand store both agree that the managers at the store and from the Red Cross are not so present and that they do not work towards motivating their volunteers at the stores. However, Anders explains that he does not feel
that he needs any further motivation, since his motivation to come there and work every
day is that he wants to have something creative to do during the days and that he gets to
be around people and have the social part as well. His main motivation to come back
there every day, he says is: “Everyone is so nice. That is probably why I want to come
here, because the people working here are so nice.”

**Intrinsic and extrinsic motivation**

What we can see from the answers that we were provided with from the volunteers is
that there seem to be a clear distinction in what they thought to be the differences
between intrinsic motivation such as inner factors or an enjoyment of the task or
extrinsic factors such as monetary rewards (Bloisi et al., 2007, p.215).

Pernilla that has worked both in non-profit and for-profit organizations explains the
differences as very substantial. She continues: “Where money is involved there is a lot
of discussions regarding money, many discussions about salary, salary negotiations,
taxes and so forth. The kind of things that you do not have to focus your energy on when
working with volunteers…” She continues to explain that even if money sometimes
makes things more difficult, there are also difficulties with working more towards
intrinsic motivation “.. of course you have to put at least as much energy on all the
other variables such as seeing and acknowledging everyone and support them much
more than otherwise.”

Both the volunteers and the people in a managerial position that we talked to, have
mainly focused on the intrinsic motivational factors when they describe what motivates
them and what they do to motivate others. The most common reason to why people
chose to get involved in non-profit organizations is because they wanted to do
something good for other people. When we asked people in managerial positions what
their organization does to motivate their volunteers the answers we got was; to give
them appreciation, communicate what their work contributes with, give them
responsibility and to give positive feedback, which are all intrinsic motivational factors.
Anders who works at the Red Cross second hand store explains that even though he
does not feel that he gets any appreciation from the organization or that they make an
effort to motivate him to any extent, he claims that he does not need any motivation to
be there. The reason to why he wants to be there is mainly because of personal reasons
that will benefit him. He get rewards in the form of personal fulfillment, social
interaction and something creative to do which are all forms of intrinsic rewards.

Others explain their motivation to work voluntarily as: “I do it since I want to do
something meaningful, that I in the end can feel that I have done something that creates
meaning” Viktor, YMCA. “It is fun, and it feels important” Mikaela, Save the
Children. “I wanted to contribute in some way and since I do not have a proper income
in order to donate money i tried to find other ways” Isa, the Red Cross. “I wanted to
have something to do, and to make a contribution” Anders, the Red Cross.

**Knowledge and Opportunity to motivate**

We wanted to know if the organizations had the knowledge and the possibility to
implement motivational arrangements. Therefore we asked the ones in managerial
position if they believed that the organization had the knowledge needed to be able to
motivate the volunteers in a suitable way. We also asked if they felt that they personally
got the opportunity to work with questions like that.
At YMCA both Pernilla and Ola expressed that they think that they have both the opportunity and the knowledge to work with questions like motivation within their organization. Pernilla answers the question, if she thinks that they get the opportunity to work with these questions: “It is such a big part of our daily work, I see it as something that we do exactly all the time.”

Daniel at the Red Cross says that the knowledge of motivating volunteers is something that is natural to the organization. The organization has always had volunteers and it is built up by volunteers so of course the knowledge of how to motivate them is present in the organization. However, he continues to explain that the problem might lie in the process of informing and educating everyone in the chain from top management down to the volunteering leaders that are more directly in charge of the volunteers. He admits that this process has not been working perfectly and that the volunteering leaders have not had the knowledge about motivation that they should have had to be able to convey it to the other volunteers. Since they have realized this issue they have begun reorganizing their operations in order to become better at communicating this knowledge all the way down to the volunteers. He explains that the management do not have frequent contact with either the volunteers or the voluntary leaders since they are in charge of their own projects and decide many things by themselves and therefore they do not frequently ask them about what they think about the motivational actions taken either.

**Volunteer evaluation**

We wanted to know how the organizations have built up their motivational actions towards the volunteers and therefore asked if they ever asked the volunteers what would motivate them and also asked if they had some kind of evaluation where the volunteers could have the opportunity to express their feelings regarding motivation and other issues.

At YMCA Pernilla and Ola described how they work actively all year around with trying to get the volunteers to evaluate the experiences that they are a part of during the summer. They have a special weekend at Norrbysskär at the end of the summer where as many as possible that have worked during the summer at one of their summer campsites gather to evaluate the summer. The evaluations are done both orally and in writing, and both on individual level and as a group. They also evaluate continuously during the summer, since there are different periods during the summer they try to have the volunteers to evaluate directly after the working period is over in order to have the experiences freshly in mind. However, the management have realized that at these occasions where people have the opportunity to evaluate, much of the responses are positive. Since if someone has had a bad experience they will most likely not come back to this evaluation weekend since they most likely do not feel comfortable doing that if they did not enjoy it the first time, and therefore Ola and Pernilla does not get the whole picture of what everyone thinks.

At the Red Cross Daniel talks about how they have had some issues with getting feedback from the volunteers of what is working well and if something is going wrong. They used to have groups divided between the different departments at the second hand stores, where everyone had the opportunity to speak their mind and bring up things that they considered being an issue. Daniel explains that these groups has not been
prioritized the last years, however, they have realized that they are needed and are therefore in the process of bringing them back. The volunteers are divided into groups, called democratic groups, depending on what their main task is therefore in the second hand stores they have divided people who work with furniture into one group and one for the textile department etc. so that they know who to turn to if they have an issue to raise.

At Save the Children in Umeå they do not have a specific evaluation system where the volunteers can express their feelings. Inger says that she hopes that the volunteers will come directly to them with ideas and comments about their work even if they do not have a clear procedure of how it can be done.

**Need for change**

We asked the people we interviewed in a managerial position if they believed it to be a need for change within the organization with the motivational work that they were doing. The organizations we have included in our study all agree that they are currently working more or less actively towards motivating their volunteers. However, they all say that they believe that there continuously will be a need for change in that issue since the process is not perfect and there will always be a need for volunteers and therefore they will have to keep improving their work towards motivating and retaining them.

Daniel from the Red Cross says: “I think that you should never be satisfied when it comes to that. We have a lot to improve, there are always things to improve but we do have the focus on improvement.”

Ola from YMCA describes their situation like this: “I think there is a need for change. I would like it if the volunteers would get more space to bring forward their opinions during the year. ... I think it is possible to improve the extent to how the volunteers are involved in the control of the organization.”

To be able to make some comparisons between the organizations view of their motivational work and what is experienced by the volunteers we thereby asked the volunteers if they thought there was something that they wished that the organizations would do differently with their motivation or if they were happy with what they were currently doing. Most of the volunteers we have talked to have said that they feel that there is something missing in some way. However, most of them did not have any suggestions on how it could be improved, but they were convinced that the organization should and could do more to motivate them in order for them to stay with the organization.

Viktor from the YMCA says that he feels that they are already doing a good job with their motivational work, however, he feels that he does not get the amount of appreciation that he might need. But, he also explains that somehow they have to be doing something right since he is staying with the organization but sometimes he feels that he has done sacrifices for the organization and that they do not appreciate it enough or at least do not show their appreciation enough.

**Appreciation from the organization**

We wanted to know if the volunteers had the feeling that they were appreciated by the organization and the people in managerial position that they have closest to them. Many
of the volunteers we interviewed was working in smaller projects and did not have that much contact with the ones higher up in the management of the organization, therefore we asked if they felt appreciated by the organization as a bigger entity and also if they felt appreciated by the ones they had closest to them.

The volunteers over all felt most appreciated by the ones that they had closest to them in the organization. Isa who work for the Red Cross on a smaller project says she does not have so much contact with the higher management in the organization and that the ones she feels appreciated by are the other volunteers that she is working closest to. Others such as Malin and Viktor with YMCA say that they feel appreciated by the organization, however they also explain their relationship to the management as more of a friendship relationship than a normal manager relationship. Anders and Åsa who work at the Red Cross second hand store explain that they do not feel any appreciation from the organization as a whole, however they say that within the store the middle management there are good at showing their appreciation.

Jenny from Save the Children explains that she felt that she was appreciated by the organization in the way that they often told her that the project might not had the possibility to happen if she was not a part of it, which she felt motivated by even if it put some extra responsibility and pressure on her personally.

**Opportunity to grow with the organization**

We wanted to know if the volunteers had the feeling that they had the potential to grow within the organization and if they were encouraged to take own initiatives and make their own choices.

Within the YMCA there is, according to Malin and Viktor, a lot of opportunity to grow. The management gives them a lot of responsibility to make their own choices and initiatives. The summer campsites that the YMCA run are almost totally run by volunteers which makes it possible for them to give them the opportunity to take responsibility and give them the opportunity to grow. There are a few different sectors within the organization in Umeå also so if they would want to engage in other activities they have that possibility to.

Anders and Åsa that work at the Red Cross second hand store are not positive towards their opportunities to evolve with the organization. They have their given assignments and tasks that they do in a day and that is what they are expected to do. They say that they are not allowed to think outside the box that much since their tasks have to be done and that is what they are there to do. They are not allowed to even decorate the store as they like either, they are only there to take care of the furniture and nothing else and that is the case with most of the volunteers at the store.

At Save the Children they are mostly working in smaller project groups, which means that they have their specific project that they are to carry out and that is what they are supposed to do. The organization searches for volunteers for these projects at the university for example which means that there are mostly students and other people that work on these projects and when the project is over they leave. Lisa who is a student and worked in such a project says that there was not any opportunity for her to do any other assignment within the organization which she thought was bad since she might have wanted to stay for longer within the organization if she would have had the
possibility to do different tasks such as helping children with their homework which is another project that Save the Children has. However, she says that within the project that she was a part of, they were encouraged to make their own choices and to come up with ideas for activities and such. Within the projects they were more or less responsible for it themselves which meant they had to take many of the decisions themselves and therefore they do have the capacity to take own initiatives.

At the Red Cross they also work in projects similar to the ones in the Red Cross. Isa who is working for the Red Cross in a project says that she thinks that there is a lot of opportunities to take own initiatives in her project. Within the projects they are open to new ideas and such and she also feels that she has the opportunity to grow.

**Leaving the organization**

In order to find out what could be done to improve the work done to retain the volunteers by the organization we asked the volunteers what they thought the reason would be if they were to leave the organization. We also asked if they had any idea if there was something that would then rather make them stay.

Many of the volunteers who are younger stated that the main reason to why they would possibly leave their commitment within the organization in the future would be if they did not have time or if their work or school would take up more time which would then come in first place.

Viktor, one of the volunteers at the YMCA, says that one of the main things he likes about the organization is that they are open to new ideas and they let the volunteers be a big part of the planning of activities and such. He therefore says that if they would try to implement stricter rules and regulations for how the daily work would be carried out he would not want to continue being a volunteer for them, since the freedom within the organization is what motivates him the most. However, he says that if he were to leave the organization the reason would probably be a lack of time due to studies or work. On the other hand, he states that he would not leave the organization as a member since he believes that they do many good things for young people. Malin from YMCA agrees with Viktor in the sense that she would only want to leave her commitment in the organization if she did not find the time to contribute anymore. At the moment she is able to both work and volunteer, however if she were to have to choose in the future she would have to stop volunteering since she has to have an income. That is however the only reason she could think of that would make her leave her assignments at the organization.

The volunteers we talked to who worked at the Red Cross second hand store both say that they mainly volunteer because they want to have something to do during the days since they are both retired. Therefore, Åsa explains, the reason to why she would leave her commitment would be if she did not have the strength to continue coming to the store. The work that she does is often heavy with lifting furniture and therefore the risk is that she will not have the strength. Others from save the children that we interviewed were all younger and their main reason to why they would leave would be if they did not have enough time to be involved in the projects anymore. However, some said that if they would have had smaller projects that they would have gotten the opportunity to be a part of that did not require that much time and effort they would happily continue volunteering. Mikaela also explains that if the organization and the project she was
involved in would become too bureaucratic she would not find it as fun anymore and that might be a reason to why she might leave.

**Communication**

We wanted to know if the organizations were clear with the mission towards the volunteers so that the volunteers know what they are working towards. Therefore we asked the volunteers if they thought the organization was clear with their goals and mission and if they knew what they and the organization was working towards. We also asked the ones in managerial positions if and how they communicated their mission to the volunteers and others in the organization.

YMCA Umeå has a mission, which could be translated such as: “We create opportunities for young people” which they try to incorporate into everything that they do throughout the organizations with all their different segments. This is something that they think is important to communicate to everyone working in the organization, including the volunteers. They have different training courses for the volunteers during the year where they make sure to communicate the vision and mission of the organization but also how those can be incorporated in the work that they are doing which can be helpful for them. By communicating this message they hope to challenge and motivate the volunteers to work towards the common missions. Viktor and Malin who work as volunteers at the YMCA both stresses the fact that the organization is clear about their mission and what everyone in the organization is working towards, which is creating opportunities for young people. Viktor says that: “I think the mission is a common theme in every part of the organization”. Since they are working with the summer camps and they are helping young people to create opportunities for their lives, the mission is obvious in the work they do for the organization.

At the Red Cross in Umeå, Daniel the director of department explains that before they have relied upon the fact that many of the members and volunteers in the organization have an underlying understanding of what the Red Cross stands for and with many older volunteers in the organization they have had a clear picture of what they stand for. However, now they have developed into an organization with more and more young people but the management presumes that the volunteers know what they are working towards and what the organization stands for. However, Daniel explains that now that their developments within the organization have calmed down he will work more actively towards communicating the goals and missions that they have to the new members of the organization. They have previously not been so good at communicating this and they have realized that there is a need for it and will therefore work even more with it in the future.

Anders and Åsa who are volunteers at the Red Cross second hand store both agree that they know what the organization is working towards in general and that the money they make go to helping those who are in need. They say that the manager at the store is good at informing them about the organization and any important information. However, they are not informed more specifically about how the work that they do contribute to the organization and how the work they do is important for the good of the organization. This is something that Isa, also a volunteer at the Red Cross agrees with. She says that she knows what the Red Cross stands for and that the organization is clear with what they do and that it is a symbol for helping people. However, she does not
know how her work is important for the organization since that is not something that they have informed them about.

At Save the Children in Umeå many of the volunteers have been there for a long time and therefore communicating their mission has not been a priority for the management since they are all aware of what they are working for and what the organization’s mission is. Inger who is the chairman of the organization claim that when new people come into the organization the others are good at making them feel welcome and trying to inform them of what they are working for. However, she says that they have been trying to incorporate a meeting or something similar where they could discuss what is currently happening within Save the Children and reminds people what they are working for. Unfortunately these attempts have not been successful but it is something that they are working at improving on a local level. She justifies their lack of communication of their goals by saying that the volunteers have been working for them for a long time and therefore know what they are working for and how their work is important for the organization. However, Lisa volunteer at Save the Children in Umeå, says that she got the feeling that the older volunteer who have been with the organization for a long time is not particularly welcoming and she experience that the organization is separated between those who have been with the organization longer and the newer volunteers.

Mikaela who has been a volunteer at Save the Children for two and a half years says that she has known little about the organization. She says that the managers have been trying to explain what it is that they are working towards and the organization’s mission but that it has not been enough. Hanieh also agrees with this and the majority of the information she has gotten about the organization has been from things she has read for herself.
7. Analysis

Here we will present our analysis of the empirical findings that we have gathered during our research with connection to the theories used. We will explain our chain of thought and scrutinize the information we have gathered from the organizations and see how this fits in line with the theories used in order to make appropriate conclusions.

Individual motivational factors

Looking at the individual motivational factors concerning why the leaders chose that particular organization one can see that the core values of the organization plays an important part. It seems to be beneficial if the vision and mission of the organization, along with the core values of the organization, conforms with the personal values and beliefs among the leaders, which Bang et al. (2013, pp.97-99) include in their discussion concerning affective organizational commitment.

When summarizing the answers from the volunteers’ one can see that the answers are a bit more varying than the leaders’. These findings could be explained by that we interviewed more volunteers compared with leaders, but they are also consistent with the research made by Phillips and Phillips (2010, p.18) in the USA about the attitudes among the volunteers and the distinguishable variation of incentives for engaging voluntarily. Some of the volunteers mention that the reason to why they are volunteering for that specific organization is due to their knowledge about its contribution and that they feel that they are doing something good and also get to hear that they are making a difference. Another reason was that being a volunteer is keeping these persons occupied so they do not have to stay at home day in and day out. Maslow identifies one of the basic needs as friendship, contact with people and being a part of a social setting, which is in line with motivates these volunteers (Aasted Halse, 2008, p.277). Voluntarily work is a good way to stay busy and at the same time trying to help people that are in need. It is a meaningful chore. One of the volunteers for instance mentions that one reason to why he is volunteering is because he likes to meet the people who are there and one can connect these facts to Maslow’s hierarchy of needs where a basic need is the feeling of belonging which he seem to do at the Red Cross store (Maslow, 1943, p.375). This can also be connected to Herzberg’s two factor theory that concern the relationship among workers that will in turn create job satisfaction since he thinks that meeting the other volunteers on a daily basis is nice (Herzberg, 1987, p.9).

Motivational work done by the organization

One can see that even though the organizations are having different aims there are some common factors that are being mentioned regarding the motivational work that is being carried out, namely: responsibility and support. The leaders mentions that it is important to provide the volunteers with responsibility and providing them with the comprehension that they do their own project and in addition support them with the purpose of making the volunteers feel confident and feel that they are capable of making decisions. Herzberg’s two factor theory discusses the need based motivator factors, which includes intrinsic job achievement and responsibilities, which is what the volunteers consider to be important for them (Bloisi et al., 2007, p. 203).

In order to improve the motivational work done by the organization towards their volunteers we suggest an improvement in communication such as for instance having a clear line throughout the organization so that everyone, from the director down to the
voluntarily leaders are consistent with their motivational work, and that everyone does it. One of the volunteers wished for clearer guidelines for their work, which would fit accordingly to the goal setting theory (Locke, 1996, pp.118-123) since the more specific the goal is from the organization the more precise she can regulate her performance since it is possible to affect the direction of action. Although, we think that it is important that the management is not too controlling. They should try to give the volunteers the possibility to take responsibility for their work, their project, their contributions and trust them to do a good job, but find the fine line between guidelines and own initiatives.

Another important aspect is for the managers to be active in supporting the volunteers and make sure to communicate the reasons behind why they do the work that they are doing. In the structure of the non-profit organization the manager is supposed to decide the specialization, span of control, departmentalization and formalization according to Butler and Wilson (1990, p.67). We believe that if the volunteers are constantly reminded that the work they do is contributing to something good and is valuable for the organization, this will motivate them to continue engage in the their voluntarily work for the organizations. Further on a leader can take on a transformational leader role in order to create commitment and increase the performance and the satisfaction among the volunteers. When doing so the leader needs to affect the values and the self-esteem of the people who are engaging in the organization and also make them to trust the leader (Tosi and Mero, 2003, pp.259-261). Therefore we think that communicating with the volunteers and also showing interest in their lives outside the organization is something that the leaders should do (Anheier, 2005, p.162).

**Motivation experienced by the volunteers**

When having the leaders explain how they are working with motivational factors for their volunteers we did not take for granted that the leaders way to look at the work they are carrying out would conform with the way the volunteers perceive the way that they are being motivated. Consequently, we were right and they did not conform. Looking at the organization YMCA in Umeå one can see that the leaders perception of what motivates the volunteers are in line with what our interviewees believe to be motivating as well. When hearing them talk one can identify that a main reason to their motivation in the organization is the responsibility that they have. This could origin from things like curiosity and competence (Reiss, 2012, p.154) as well as the conquering challenges to feel completion (Deci, 1975, p.61). In addition Maslow’s hierarchy of needs includes the accomplishment of self-actualization that comes from develop as a person, exploring and express your abilities (Aasted Halse, 2008, p.277). The reason to this we believe to be a result from the effort the leaders at the YMCA put on the interest in knowing the volunteers opinions and the leaders are obtaining this information through their evaluation system they have. Apparently their system is working well for them and the reward for the effort they put down on being attentive towards the volunteers is paying off in the way that the organization is having satisfied volunteers that are willing to and are looking forward to come back and help out in the events arranged by the YMCA.

In contrast there are some different opinions within the Red Cross where one of the volunteers is quite happy with how things work since she has her inner motivation that drives her to work without any monetary compensation and also the motivation that she is receiving is from her group members, in the human rights group that she is in, and
that is sufficient enough for her. Which connects to, as previously mentioned, the basic need Maslow discusses regarding contact with people and being part of a social setting (Aasted Halse, 2008, p.277). Some of the volunteers all say that responsibility motivates them and Herzberg’s two factor theory mentions intrinsic job achievement, variety and content of the job they perform as well as responsibility as motivational factors (Bloisi et al., 2007, pp.202-204). Another volunteer on the other hand would wish some more encouragement for the effort he puts down as well as some more support. Our third respondent among the respondents at the Red Cross one of the volunteers do not think that the leaders of the organization are present enough out in the store and therefore does not show enough interest in the operation that concerns the second hand store. It is important for the management to make sure that the volunteers have the right conditions to be able to reach the goals of the organization and to aim their energy at the objectives (McGregor, 1966, p.15). Therefore we consider it to be crucial that the managers take time and are clear about what their aims are and explain for the volunteers what they expect them to do. Otherwise it might lead to role ambiguity for them (Bloisi et al., 2007, p.497). However, we do believe that the absence of the leaders in the stores may be a consequence of the restructuring the organization is experiencing at the moment.

At Save the Children the chairman is stressing the fact that they try to motivate their volunteers in the way that they give them responsibility over projects and that they try to inform the volunteers what their efforts are contributing to and how they make a difference. These statements are also in line when looking at how one of the volunteers perceive how the organization is trying to motivate her she mentions these two things namely responsibility and knowledge about how she is making a difference with her engagement in the projects.

Many of the volunteers explain that they appreciate the fact that they get motivated to take responsibility over their own projects and such. This is mainly pointed out by the younger volunteers in the organization, which is good since they get to feel responsible at a young age, which they might not have done in an ordinary job. However, the older volunteers that we talked to do not mention any of this, which is something that the organization might have to take into consideration, and not put too much effort on the young volunteers since then they might lose the older ones, which are a crucial part of the organization as well. One need to bear in mind that it is up to the managers to take the responsibility of the organization, control and motivate the volunteers otherwise the volunteers will be passive (McGregor, 1966, p.5). However, it is stated by Anheier (2005, p.157) that volunteers rarely are aware of the actions that are taken towards retaining them and therefore we do not think that one should judge the management too hard. A solution for this could though be for the senior management to communicate with the management closest to the volunteers (Alatrist and Arrowsmith, 2004, p.544).

**Personal fit**

One of the volunteers at the YMCA she explains that she feels satisfied with the way that she is getting motivated and really does not have any specific requests on how things could be improved. However, she is somewhat surprised that there are not more people that volunteer since she believes that it is such a great experience both personally as well as something to put on your resume when applying for other jobs. Her opinion is that the organization should take further actions in informing people on what a great benefit it can be with joining the organization. When hearing her talk about the improvements that could be done we could not agree more. These volunteers are talking
about their experiences within the organization in such an inspiring way, which we think could be used in a recruitment campaign for the YMCA in Umeå. Ventura Yanay and Yanay (2008, p.65) mention a number of reasons to why people should volunteer such as improvements in life satisfaction, well being and positive feelings to mention a few. We think that these are factors that the organization can enlighten potential future volunteers of. Also, one should have in mind that a clear mission is needed to achieve organizational commitment among the members which YMCA seem to have incorporated well (Drucker, 1990, p.3-7).

Both a volunteer at the YMCA and at Save the Children are happy with how the motivational work is being carried out by both organizations. At the Red Cross a wish for a more present management is being requested. However, another volunteer explains that he is actually not in need of being motivated by the management since he is there working for his own sake and the fact that he gets to be a part of a great social setting and be surrounded by a great gathering of people makes it worthwhile being a part of the daily work at the store. This shows a non-existing stimulation that he search for and found at the Red Cross (Deci, 1975, p.61).

_Intrinsic and extrinsic motivation_

Intrinsic motivational factors are the most used by organizations to motivate their volunteers, and is also the factors mostly appreciated of the volunteers. Since they go into the situation knowing that it is a non-profit organization, and they will not get money for the work they carry out, the volunteers are probably more open for intrinsic motivation then if they would to be in an ordinary workplace. As Deci (1975, p.23) explain intrinsic rewards are the ones that give no rewards except for the activity itself, which is in line with what we have seen from our interviews where the most prominent reason for why people volunteer is because they want to do something good and rewarding. This is also discussed by Park and Word (2012, p.707) who say that intrinsic rewards include the feeling of accomplishment of doing something that is beneficial for the public interest. Even if the people we have interviewed have not clearly stated that they get a feeling of accomplishment by doing something that they know is good for the society, many of them list that as one of the reasons to why they want to volunteer, which show that it is an underlying intrinsic reason.

One of the volunteers at the YMCA explains that he is within the organization because it feels meaningful, which implies that the underlying reason to why he is their is mainly intrinsic motivational factors that is making him contribute with his time and effort without receiving monetary compensation, which would be considered to be an extrinsic factor. Also, another volunteer at the Red Cross as we previously mentioned is driven by intrinsic motivation since he is in the store because the enjoyment of the task, he is making a difference and he gets good company and does not have to be alone all day when his wife is at work. These findings are in line of what we thought they would say since much of research done on the subject say that most people in non-profit organizations are driven by intrinsic motivation (Cappellari and Turati, 2004, p.620). We wanted to know what they would prefer if they had any preferences for any other motivation if they would need anything in excess of what the organization were doing at the moment.

Ventura Yanay and Yanay (2008, p.65) explain that volunteering is an activity that enhances one's pleasure, life satisfaction and well being which seems to agree with why
most of the volunteers we have talked to choose to volunteer. They also say that those who volunteer will feel that their actions will contribute to a positive self-image, which is in line with the intrinsic motivations that most of the volunteers we talked to expressed.

**Knowledge and Opportunity to motivate**

One of the managers from YMCA explains that their work with motivation is an ongoing process and is always present in their work. After having talking to both leaders and volunteers in the organization we think that it is obvious that there are a lot of time and effort that is being put on motivating the volunteers since the methods being used by the leaders is reflected by the satisfaction of the volunteers.

The manager at the Red Cross also considers the knowledge about motivation being such a natural and obvious part in the organization since the Red Cross has always been built up and dependent on the volunteers. However, he admits that there are some flaws in the system when it comes to communication since the groups are somewhat closed and work for themselves. This could be connected to what Alatrista and Arrowsmith (2004, p.544) discuss regarding that the volunteers first loyalty is towards the specific teams and closest management, which can make it difficult for senior management to implement HRM initiatives for example, or as for the manager at the Red Cross to communicate.

This is apparently working well for one of the volunteers in her human rights group where she says that she feels motivated and appreciated while the situation is a bit different for the volunteers at the second hand store. We find this intriguing since there seem to be a different need for actions in the different sections within the same organization. We cannot set in stone whether the underlying reasons for this fact is caused by either the different work tasks or if it personality or age based issues.

The reason to why people chose to work voluntarily is due to their perception of the job being rewarding and important (Bloisi et al., 2007, p.204). Therefore it is important for the management within these organizations to inform the volunteers of the important work they are contributing to and reward them with praise for instance.

**Volunteer Evaluation**

When mentioning evaluation both the management at YMCA and the Red Cross both show a great understanding when it comes to evaluations from the volunteers. Looking firstly at the YMCA the leaders are well aware of the importance in having the volunteers expressing their thoughts and they are told to do so both orally and in writing right after the events but also after some time in order for them to have the opportunity of having processed their experiences and also for them to have the possibility of giving them some criticism. The leaders of the organization believe their evaluation system to work well, however they are open for suggestions and think that everything can be improved. We think that this shows a great understanding of how important it is for the volunteers to be able to express their opinions both concerning negative and positive aspects. However, the leaders also mention an issue which is when people leave the organizations they seldom get to know why that is the case.

The manager at the Red Cross talks about that the organization has had some issues with the evaluative work and that they are working with improving these issues with the
new structure. He is aware of and stresses the importance of feedback, which is an important factor according to the goal setting theory (Locke, 1996, pp.118-123) that discuss how goal setting and how it becomes effective when feedback is provided concerning the progress in relation to the goal. After doing these interviews with the volunteers within the organization his thoughts have been confirmed, there is a need for improvements for the organization when it comes to evaluation. Two of the volunteers at the Red Cross feel like they do not get their voices heard and even though there are room for them to be able to express their thoughts and opinions they do not seem to matter because their ideas are never being implemented. By looking at the information we have gathered from the volunteers we can see that responsibility and the fact that having influence of the operation of the business is important factors in non-profit organizations. In order for the volunteers to feel like they are being appreciated and that their opinions do matter it is crucial for the management to recognize these factors and really show that they are interested in involving the volunteers in the operating of the business in order to show what an important role the volunteers are playing in the non-profit organization. In this case we would recommend downward communication since it is effective (Bloisi et al., 2007, p.363) and it requires less resources.

Need for change
Both the Red Cross and the YMCA have realized that their systems are not flawless and that there is a need for change within the organizations when it comes to motivational factors for those who work voluntarily. We think that it is a great thing that the management can actually admit that their system is not perfect and needs to be improved. Ouchi (1981, pp.10-11) with his theory Z also explains the importance of having leaders that are supportive in order to achieve an organizational change. We would like to highlight the fact that this is a perfect opportunity to involve the volunteers in the work for improvement since we believe that it is crucial for the volunteers to feel involved in order to commit to the organization. Tyler (2001, p.157) explains with the social exchange theory that people evaluate both the long-term and short-term gain will affect the engagement in an organization. Our opinion is that commitment is the key of retention of volunteers and should be handled with care.

As we have said before we know that this is a problem that any organization with volunteers face and that it has always been a problem and that it is probably not a problem that is possible to fix entirely. It will always be somewhat of a problem for non-profit organizations to attract and retain volunteers, however there is a constant need for improvements. Since non-profit organizations rely heavily on human resources (Fidalgo and Borges Gouveia, 2012, p.1), this is not a problem that they can oversee.

We believe it to be a good sign that the organizations realize this as a problem that they need to work with improving continuously since if they would be too satisfied and stop working towards attracting, motivating and retaining their volunteers they would eventually be in big trouble when they do not get any volunteers anymore.

Appreciation from the organization
When asking the volunteers if they felt appreciated by the organization we sometimes had to reformulate ourselves and ask if they felt appreciated by the whole organization and not only their leader. This due to the fact that some of them did not have much contact with the leaders on a local level since they were working in a closed group.
The differences within the organizational structures of the organizations that we have been looking at is on a local level here in Umeå where they have their work divided up into smaller projects and even if they do not claim to be hierarchical there is still a feeling of a hierarchical structure with these projects. There are project leaders for the project and then there are volunteers who are responsible for the group and then there are the rest of the volunteers, and then they report back to the higher management in the organization. This creates difficulties since most of the volunteers we talked to say that they did feel appreciated, however that was only by the other volunteers in their group and they said that they did not have any contact with the higher management. This is in line of what Alatrista and Arrowsmith (2004, p.544) discuss when they mention that the first loyalty the volunteer have is to the closest group and direct management which makes it hard for higher management to communicate their thoughts and appreciations. If the higher management is to work towards motivating their volunteers it is harder for them if they do not have control over their volunteers and what they are doing. These different structures within the organizations make it hard for many of the volunteers to feel that the organization is appreciating their work and what they do for the organization since the volunteers are rarely in contact with them and are mostly working closely to other volunteers and does not interact with the management. Although, many volunteers engage voluntarily for their own sake and not for the organization, we do believe that the volunteers would feel more motivated if feeling the support from the higher management which would provide them with recognition. This is true for the Red Cross and Save the Children, in contrast at the YMCA the organization has primarily only one type of voluntary activity, which is the summer camps and therefore the two managers are able to be more present and actively involved with the volunteers and showing their appreciation. When we asked the volunteers if they felt appreciated by the management in the organization many of them said yes without reflecting upon who they felt appreciated by and it later appeared that they often meant by the leaders in their small projects or by the other volunteers. They had not really reflected upon if they were appreciated by the organization as a bigger entity or just on a local level here in Umeå since they did not have that much contact with anyone outside the projects. We believe this to be upsetting since we strongly believe that it is important that the volunteers feel appreciated by the organization that they are working for in order for them to feel motivated to do their best for the organization.

Saavedra and Kwun (2000, pp.132-144) explain that people feel enthusiastic when their jobs include receiving feedback for the work that they have carried out. This means that it is important that the managers give feedback to the volunteers so that they know that the work that they do is important and that they are doing it right. As we have seen this has not always worked out optimally all throughout the organization, which is why the organizations that have been investigated in this report might want to improve this work in order to keep their volunteers happy and enthusiastic for their work. It is important for the volunteers to be aware of what they are working towards because if people know what they are working for according to the expectancy theory motivation will be high (Armstrong, 2010, p.21).

**Opportunity to grow with the organization**

The structures of the organizations that we have looked at are different in their operations here in Umeå. Both the Red Cross and Save the Children work much project...
based where they have volunteers divided up into smaller projects. This creates difficulties since many of the volunteers in these projects are isolated within the projects and do not feel as they are a part of the whole organization, since the smaller projects are responsible for themselves and therefore does not interact heavily with the rest of the organization.

A volunteer from Save the Children explained that she would probably have stayed longer with the organization if she would have gotten the opportunity to develop within the organization and more easily go on to a different project when her project ended. We experienced the same thing when talking to another volunteer who works in a project with the Red Cross. When she was asked the question if she got the opportunity to grow within the organization she still kept talking about the small project that she was a part of and never mentioned anything outside the project.

Both volunteers at the YMCA think that there are lots of opportunities to grow with the organization since they are given lot of responsibility. We want to highlight that it is crucial for the organizations to understand the importance of conquering challenges for the volunteers to feel completion, which is an important factor for intrinsic motivation (Deci, 1975, p. 61).

**Leaving the organization**

In our investigation we wanted to know what reasons the volunteers would have if they were to leave their mission within the non-profit organization. The reason why we felt that this was an important question to ask with the purpose of being able to prevent this to occur since non-profit organizations are known to have low exit barriers (Phillips and Phillips, 2012, p.12). Looking at the answers we got we think that in our case the age of the volunteers may have played a part. Both the volunteers who are committed to YMCA says that if they were to leave it would be since it would not be possible for them to combine a paid job with their work as volunteers. One of the volunteers also mentions another reason to why he would leave the organization and that would be if stricter rules were to be implemented concerning the daily work he would most like not accept that and therefore chose to leave. Which will according to Brudney (2012, p.57) affect the retainment and the presence of volunteers due to the fact that the volunteers are not being paid and therefore the organization cannot have high demands on what the volunteers should do. A volunteer at the Red Cross also states similar reasons compared with the one at the YMCA, he says that if someone starts causing trouble with him he would leave his assignment directly.

We think that the expectancy theory (Lunenburg, 2011, p.1) should be taken into consideration when talking about staying or leaving the organization. People evaluate whether or not their effort that they put down is worthwhile the reward they gain from it. Such as the volunteers that mention that they do not get enough praise for the work that they do we think that there may be a risk that they will value their work such as it is not worth the time and effort that they put down and therefore might leave the organization. Therefore we think that it is important that the managers listen to the opinions and request from the volunteers and that they try to do the things that the volunteers ask for. Because, if the volunteers values the effort to be worthwhile the reward, that for instance can be credit and feedback, then motivation will be high.
Overall the main reason that the volunteers mention to why they would leave their commitment with the organization would be if they did not have enough time to volunteer their time anymore due to other aspects such as work or studies. This is mentioned by some of the volunteers at Save the Children, both from the YMCA and one from the Red Cross. Furthermore, one volunteer at the Red Cross is retired and says that the main reason to why she would leave the organization would be if she would not have the strength voluntarily work requires. Since she is working at the furniture department at the Red Cross second hand store on Mariedal in Umeå, her tasks includes a lot of heavy lifting that she feels could be affecting her decision to stay or not. Therefore we suggest that the organization should look over their work task and maybe there is another task that needs to be done that she can contribute with when she does not have the energy to carry out her current assignments.

It is crucial that the management of the organization should put resources on this issue, since motivation and retention is so important within non-profit organizations this put pressure on the management to lower the turnover at their specific organization (Phillips and Phillips, 2010, p.12).

**Communication**

At the YMCA the organization seems to have a clear mission and vision and are aware of the importance of mediating the message to the volunteers. One of the volunteers engaged in the operations of the YMCA, explains that he can tell that the mission and vision of the organization truly is incorporated in all the activities that are carried out by the YMCA.

The situation at the Red Cross is about to change, previously the organization has been relying on the fact that it is seen as common knowledge that people know what the main goals of the organization are. Although, the head of department downtown Umeå has realized that there is a need for improvements when it comes to the communication. He bases this on the fact that there is a younger generation that is entering the organization and their awareness of the mission or vision of the Red Cross should not be taken for granted and therefore he has recognized a need for improvements within this area. Consequently, the volunteers that we spoke to are aware of what the organization is working for in general but they do not exactly know what their own contribution makes. We think that this is something one should pay attention to since we believe that by informing the volunteers in detail what they are contributing to this will work as a motivational factor for the people volunteering and will in turn lead to greater satisfaction among them. This is stated in the job characteristics theory by Hackman and Oldman (1980, pp.71-90) that if people have knowledge of the results and if they perceive the work that they do as meaningful then these psychological states creates a high internal work motivation, growth and job satisfaction as well as work effectiveness, which we consider to be beneficial for all of these non-profit organizations in order to retain the volunteers.

The chairman at the organization says that people within Save the Children have been there for such a long time and does not have to be enlightened of what they are working for. On the other hand, one girl who volunteered within the organization does not agree with what the chairman is saying since she explains that they are not getting a lot of information and that there is a gap between the younger and the older volunteers. One of the interviewees who has been a volunteer at Save the Children for 2,5 years also
explain that she has gotten little information, and that she, despite being a volunteer for 2,5 years knows little about Save the Children and what they do. Here we understand that the people within the organization are somewhat divided since they are working in different groups. However, we do not think that this should have a negative effect on the communication since the core values of the organization should be carried out to every volunteer, no matter the age. In fact it is an important factor that the core values of the organization are communicated since having the same values as a volunteer as the organization is contributing to organizational commitment (Bang et. al. 2013, pp.97-99).

The chairman’s opinion at Save the Children is that the older volunteers communicate the organization's goals among each other when in fact one girl for instance says that she gets the feeling that the younger ones are not included. However, concerning the older volunteers and whether they know what they are working towards or not goal setting is most effective if providing feedback regarding the progress and the goal. In addition Ouchi (1984, p.10) stresses the fact of communicating the objectives to the volunteers so they are aware of what they are working for and the objectives should be what the organization is and not what it should be. Therefore, what the chairman needs to do in this organization is that she needs to recognize all the people that is engaging in Save the Children with their time and effort as volunteers and continuously provide them with feedback on what they are working for and their progress. The organization has a number of groups where all the people that are active in them work there voluntarily and not only the ones that are knitting at the venue that Save the Children is occupying downtown Umeå.
8. Conclusions and Recommendations

In this final section of our paper we will make conclusions from our empirical findings and analysis, in order to answer our research question. We will present our recommendations for the organizations concerning how they can improve their work, and also explain what might be done in future research to get deeper knowledge regarding the issues.

As we can see from the analysis of the YMCA, the managers seem to have realized what motivates their volunteers and how to apply that in their work. They are aware of what may contribute to satisfied volunteers, which will in turn lead to an increased chance of retention. The volunteers perceive the actions that are taken concerning motivation the same way as the management aim them to do. The volunteers get motivated by being given responsibility and this is also the factor they value the most and the managers are aware of this fact. For the organization to continue to carry out a successful work we would like to refer to Drucker (1990, p.7), since they are doing the right thing they should do better what they already are doing well. One recommendation is to never become too comfortable and satisfied with the motivational work that they are doing, but to keep putting a lot of time and effort on these issues since one can always become better.

There seem to be mixed opinions within Save the Children and the work towards retaining the volunteers. Our suggestion is that the management should take this evaluation as constructive criticism and look at it as an opportunity to do better. We would like to recommend them to have regular gatherings together where all the volunteers from the different groups meet and discuss their experiences, and where they can express their opinion and come up with suggestions for the organization to evolve. We think that a crucial factor is to get people more committed to the organization itself in order to avoid the turnover of volunteers. Since there are a number of smaller projects within the organization an idea could be that the management communicates the message to the leaders of the project, to reach out to all the volunteers in each project. It is crucial to create a feeling of belonging within the organization and for the volunteers to feel like they are a part of the decision making, in order for them to feel committed to the organization. At Save the Children we can see that the way the management and the volunteers look upon communication do not conform with each other.

At the Red Cross the wish for a more present management is high as well as the one for feedback and clearer guidelines. The people who volunteer are happy with their own performance at the organization, because they all say that they are doing it for their own sake as well as they want to contribute and help people in need. However, we think that their contributions should not be taken for granted and even though they are doing it for their own sake there is just so much you can stand, and not hearing that you are making a difference and that you are appreciated does not help. Therefore we suggest that when restructuring the organization, the management should see it as a great opportunity for improvements and consider these opinions and try to visit the operations more frequently, since that is a request from the volunteers. When the volunteers are working there by themselves, without having anyone from the management present, they will not get the feeling of belonging in the organization if they not get any appreciation and does not know what they are working towards with the organization. In order to improve the motivational work done by the organization towards their volunteers we suggest an improvement in communication such as for instance having a clear line throughout the
organization so that everyone, from the director down to the voluntarily leaders are consistent with their motivational work, and that everyone does it. In this case we would recommend downward communication since it is effective (Bloisi et al. 2007, p.363) and it requires less resources.

We think that the evaluative work can be improved by putting some more attention in investigating what the reasons may be to why people chose to leave the organization. We suggest that the YMCA organizations could do a follow up and ask for an justification from the volunteers who will not engage in the organization anymore. A manager should strive towards stabilizing the employment and prevent turnover by offering the volunteer’s challenge, participation in decisions and equity. Also, when implementing new things the management should include the volunteers in order for them to feel and become more committed to the organization (Ouchi, 1984, pp.14-15). We think that increased commitment of the volunteers can be achieved by involving them in the operating of the organization and making them feel like their opinion do matter and that they have influence over what can be done within the organization and share its values.

From what we have seen of the structure of the organizations we have been looking at, there seem to be differing levels of hierarchy between management and the volunteers. From what we have found we believe that the reasons behind why the volunteers do not seem to have received the motivation offered by the organization could have a number of explanations. We believe that the hierarchy in the organizations does not help them in the work that they are trying to do. The management are aware of what motivational actions that need to be taken, however, the volunteers claim that they are mostly motivated by their fellow volunteers and do not have any contact with the management. The management in the organization therefore has to make sure to follow through all throughout the chain of volunteers and project leaders so that everyone is aware of how they could motivate the volunteers. We therefore suggest the organization to improve the communication in all the levels among both management and volunteers. They could have a flatter hierarchy and be careful with that the messages are clearly conveyed throughout the organization. We also find it important that the management are actively involved and show their interest and appreciation for the volunteers, since that could also be a way to solve this issue.

Many of the volunteers we talked to said that the main reason to why they would leave the organization would be if they did not have enough time to continue their assignment or commitment, even though they would have liked to help out more. Some of them said that if there would have been any other projects that they could engage in that would not require the same amount of time and effort they would happily choose to do that. Therefore we think that the organizations would benefit from offering a broader variety of projects that volunteers could do for the organization that does not require too much time to carry out but are important and will contribute and help the organization to reach its goals. Our opinion is that it is important to take care of these volunteers that have the urge to work because of two main reasons. Firstly, since non-profit organizations depend on their volunteers they limit themselves if they do not have a larger workforce, it is therefore important to engage these people who have the willingness to help. Secondly, even though these people do not have enough time at the moment there might be so that their life situation will change and then they will have more time. That is why we think that it is important that the organizations engage the
people that want to help, even if it is just every now and then. Because it might benefit the organization in long-term since they will keep the volunteers committed to their organizations so that the volunteers will not choose another organization once they find the time to actively volunteer again. Another idea could be to find volunteers that are at different stages in their lives, in order to get a broader workforce.

If we were to connect back to our research question, which is: “How can managers improve the work in motivating, with the purpose of retaining, the existing volunteers in large non-profit organizations on a local level?” The work that these organizations are currently doing to motivate and retain their volunteers are varying, and some are not doing anything clear and concrete and just rely on that the volunteers are happy with the situation. Some of the organizations have realized that this is an issue that they need to put focus on, and that it has to be a priority within the whole organization. However, everyone within the management of the organizations said that they saw a need for change or improvement. They realized that this is an important issue and an issue that can never be fully resolved but an issue that needs constant improvements. The main improvements that we would suggest after doing this research, would therefore be:

• Improved communication throughout the whole organization, from top to bottom with as little hierarchy as possible between management and the volunteers.
• Communicating the mission clearly to the volunteers so that they have a clear picture of what their work contributes to, and what they and the whole organization is working towards. Even the volunteers in the smallest projects have to know what they are working for.
• Make sure that the motivational actions reach every volunteer and not only the ones that have been there the longest. This can be done through evaluations where the volunteers can express their feelings and explain how they perceive the motivational work that is being done.
• Greater variety of volunteering activities. For the ones who would like to contribute but do not have much money or time, the organizations would benefit from having volunteering activities that is more or less on the volunteers conditions, where they can contribute in a way that suits themselves. There might be some work that could be done when there is some extra time.

Another aspect that we think that the organizations should take into consideration is the communication channel that they use when attracting new volunteers. When hearing the various reasons to why the volunteers are motivated, we see opportunities for these non-profit organizations in attracting more volunteers’. We think that by listening to the volunteers motives for contributing we believe that work can be done by the organizations when recruiting new volunteers, for instance, enlighten retired people that their help would be appreciated and in return they will have something to do as well as be a part of a social setting that many may miss. Since many of the volunteers explain that their main motivation for volunteering in these organizations is because of inner drivers, such as a feeling of doing something good, we think that this is something that the organizations could incorporate in their marketing to attract more volunteers, and maybe also new volunteers that might not have considered to volunteer before.

In addition we think that the organizations can attract a larger range of people if advertising through different channels. For instance, seniors may not have the access to
Internet and will therefore not receive the information of what positions that are available and what they personally can do to help. In addition some of the volunteers that we talked to highlighted the benefits of putting on your resume that you have volunteered for future job applications. As been mentioned, there are many positive aspects that can be put forward when attracting new volunteers, and not merely the ones that are somewhat taken for granted when dealing with these types of organizations, such as that they are striving towards improving the life condition for people in need. One of the main reasons for volunteering is to improve the conditions for other people, but we think that the organizations should also inform people that they can improve the conditions for themselves as well, such as meeting other people and doing things that make a difference, which can improve their own self-esteem. We do not think that either of these organizations are making themselves visible in the best way and since Umeå is a city with a lot of young people studying at the University, which could be a great resource for non-profit organizations in the area. Working voluntarily is a great opportunity to meet new people which we believe that the organizations should take advantage of and inform new students at the University for instance, what they have to offer and what contributions the volunteers may bring as well as how it would be beneficial for them to work voluntarily.

We have now discussed the practical contributions with this thesis, the scientific contributions, on the other hand, that our paper will add to is that the theories that have been used are not specifically for non-profit organizations. Therefore we have showed how these can be applicable to this sector as well. The application of these theories to the three chosen organizations, and the findings that was presented can be used as guidelines for similar operations. By showing that theories that concerns for instance leadership is closely related to the operating of non-profit organization we hope to have enlighten leaders within the sector with the fact that even though there are no monetary compensation for the volunteers work, there is still a need to apply a clear leadership style as in for-profit organizations. In addition, we also believe to have contributed with a base for future research within this field that can be beneficial if continuing to explore this area. Consequently, closer investigation on one specific organization can be done, for instance, observations could be made to see how people actually act in real life in certain settings and not only how they consider themselves to act. We think that there are a lot of work that can be done for further research on the subject, we would also like to suggest that researchers put focus on how the implementation of improvements, such as the ones we have explained, could be done practically within the organization. They could go even deeper into the organization and see how these improvements could be implemented and if it would be possible. Researchers could investigate if it would make any difference over a period of time and if our suggestions would actually solve the issues that these organizations are facing. In a longitudinal study researchers could follow managers and volunteers and observe how the work is carried out in reality, by doing this we think that they could be more accurate in their suggestions on how the work could be improved within non-profit organizations.
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Appendix

Appendix 1 - Interview guide

Questions for managers:
Name:
Age:
Years with the organization:
Position:

1. What motivates you to work for this organization?
2. Do you have a full-time employment and do you get a salary?
3. How does your organization here in Umeå work with motivating the volunteers?
4. Do you have knowledge to adopt motivational actions? Do you ask the volunteers about what motivates them?
5. Do you get room within the organization to work with questions like these?
6. Do you feel there is a need for improvement of the existing motivational actions?
7. Are you clear about conveying the organizations missions to the volunteers? In what way?
8. Does the organization have some evaluation system where the ones involved can express their opinions?
9. Do you have anything you would like to add?

Questions for volunteers:
Name:
Age:
Years within the organization:

1. For what reason do you work voluntarily for this particular organization?
2. How do you experience the motivational actions that the organization do?
3. Does these actions fit you personally?
4. Is there something that you would appreciate more?
5. Do you feel appreciated by your commissioning body within the organization? For what reasons?
6. If you were to leave your commitment with the organization, what would be the reason?
7. What could make you stay longer?
8. Do you think the organization is clear with their goals? Do you as a volunteer know what you are working towards?
9. Is there room for own initiatives within the organization? Are you encouraged to think outside the box?
10. Do you feel that you have room to develop within the organization?
11. Do you have anything you would like to add?