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I. Abstract English

Many Non-Profit Organizations depend on a voluntary workforce in order to fulfill their mission. Organizations therefore face the challenge of retaining these important personnel resources, as a high fluctuation rate can significantly limit an organization's success. This Master's thesis sheds light on the influences on volunteer retention in Austrian Non-Profit Organizations. Based on a literature review, a questionnaire was developed and distributed amongst volunteers of Caritas and Red Cross Austria. This led to a data set of 137 volunteers as a basis for statistical evaluation. The results confirm a significant impact of motivational and selected management practices on organizational commitment and thereby the retention of volunteers. Results vary strongly according to the volunteers' organizational affiliation. The research delivers a broad insight into the world of Austrian volunteers – what motivates them, which management measures they value and how that impacts retention. Therefore, this work is an essential contribution to the understanding of volunteer retention, and thus critical success factors for Non-Profit Organizations in Austria.

Keywords: volunteer, retention, organizational commitment, motivation, volunteer management, Austrian Non-Profit Organizations

II. Abstract German

Viele Non-Profit Organisationen sind zur Erfüllung ihrer Mission auf Freiwillige angewiesen. Organisationen stehen daher vor der Herausforderung diese wichtigen personellen Ressourcen zu halten, denn eine hohe Fluktuationsrate kann den Erfolg einer Organisation wesentlich einschränken. Diese Masterarbeit zielt darauf ab, die Einflüsse auf Retention von Freiwilligen in österreichischen Non-Profit Organisationen näher zu beleuchten. Basierend auf der Literaturrecherche, wurde ein Online-Fragebogen entwickelt und an Freiwillige der Caritas und des Roten Kreuzes Österreich verteilt. Dies brachte die Daten von 137 Freiwilligen als Grundlage zur statistischen Analyse ein. Die Ergebnisse bestätigen, dass Motivation und ausgewählte Managementmaßnahmen einen maßgeblichen Beitrag zum Commitment zur Organisation und damit zur Retention von Freiwilligen beiträgt. Die Ergebnisse variieren stark auf Basis der Organisation, aus der die Freiwilligen stammen. Dennoch geben sie einen breiten Einblick in die Welt von österreichischen Freiwilligen – was sie motiviert, welche Managementpraktiken sie schätzen und wie sich diese auf Retention auswirken. Die Arbeit leistet damit einen essentiellen Beitrag zum Verständnis von Freiwilligenretention und daher zu ausschlaggebenden Erfolgsfaktoren von österreichischen Non-Profit Organisationen.

Schlüsselwörter: Freiwillige, Retention, Commitment, Motivation, Freiwilligenmanagement, österreichische Non-Profit Organisationen

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VII. List of Abbreviations

ABCE	Affiliation, Belief, Career Development, Egoistic
ACE	Affiliation, Career Development, Egoistic
ANOVA	Analysis of Variance
C	Caritas
GDP	Gross Domestic Product
H	Hypothesis
HR	Human Resources
MRQ	Main Research Question
NPO	Non-Profit Organization
NPOs	Non-Profit Organizations
OC	Organizational Commitment
OÖ	Oberösterreich (transl. Upper Austria)
ORG	Organization
OT	Organizational Tenure
RC	Red Cross
RQ	Research Question
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
RSQ	Research Sub-Question
US	United States
VFI	Volunteer Functions Inventory

1. Introduction

1.1 Establishment of Relevance

Volunteering is pursued by a large number of people of all ages. It can include a wide scope of activities and is fundamental for the effective functioning of many organizations (Finkelstein et al., 2005). The Federal Ministry for Labor, Social Affairs, Health and Consumer Protection (2019) in Austria states that approximately 46% of Austrians over the age of 15 volunteer. A prior estimation by IFES (2016) suggests that 31% (2.3 million people) volunteer formally, 30% (2.3 million people) engage in informal volunteering and 15% of Austrians (1.2 million) engage in both types of volunteering. Salamon et al. (2012) estimate that on average volunteers account for 0.9% of a country's GDP¹, making it a substantial contribution to national economies.

Many organizations – be that community, civic, or governmental – rely on volunteers to accomplish their social missions but struggle to meet their demands in the supply of volunteer labor. One of the greatest challenges in such a context, therefore, is to ensure that volunteers stay committed and satisfied (Vecina et al., 2013). A high volunteer turnover rate can drastically impact the quality and variety of services an organization can offer (Hausknecht et al., 2009). Being able to retain skilled volunteers can thus have a direct impact on an organization's costs and performance (Glen, 2006). In order to retain volunteers in a world that has a growing need for social services it is crucial to understand the needs and motives of volunteers (Butt et al., 2017).

Volunteers are not paid; neither do they have tangible gains from their commitment to a Non-Profit Organizations (NPOs). They have many other opportunities competing for their time and attention. It is therefore essential to find out what motivates volunteers to work well and to strengthen their long-term commitment (Brand et al., 2008; Millette and Gagné, 2008). According to Marta et al. (2006, p. 230), organizations that are highly dependent on volunteers should systematically evaluate their volunteers' motivations and "target recruitment, placement, and retention efforts on the basis of particular sets of motivations". When

¹ Data drawn from 15-country averages (Canada, Israel, Mozambique, United States, Belgium, New Zealand, Japan, Australia, France, Norway, Brazil, Kyrgyzstan, Portugal, Czech Republic, Thailand)

volunteers' assignments are consistent with their underlying motivations they are satisfied and reach better results. This shows how essential it is to understand volunteers' motivations.

Brand et al. (2008, p. 56) argue that motivation is a "prime factor in volunteerism" and is vital information for the retention of volunteers. If the volunteer's expectations are not met over time, this will lead to them losing interest in training, their skills and knowledge regresses, which in turn results in lower performance and ultimately the termination of the volunteer's engagement. Locke et al. (2003) express the difficulty of defining organizational factors that encourage people to continue volunteering. They argue, however, that there is a higher likelihood of continuation when volunteers are managed in an explicit, developmental, appreciative and supportive way.

1.2 Research Gap

Throughout recent years, volunteering has gained more and more attention from both researchers and the general public (Finkelstien et al., 2005), whereas previously the topic of volunteering had been neglected for several decades (Musick and Wilson, 2008). Hall and Innes (2006) confirm that little is known about what makes volunteers continue to contribute. Part of this issue is that very few studies explore management responses that are suitable for volunteers (Cuskelly et al., 2006; Studer, 2016).

There are still attempts to explain volunteering by using the same theories as applied to paid employees (Musick and Wilson, 2008), even though it has long been argued that the underlying psychological processes are completely different (Laczo and Hanisch, 1999). Since volunteers are not rewarded financially, there is another set of motivators that need to be looked at much closer. Newton et al. (2014) confirm that many NPOs rely on 'how-to' guides for information on retention due to the lack of empirical literature on the topic. In general, Merrilees et al. (2020) argue that retention is the most neglected aspect of the volunteer life cycle.

Retaining volunteers is closely linked to motivation. Burns et al. (2006) emphasize that there is still a major lack of knowledge concerning the motivations of volunteering. Despite the fact that motivating volunteers is a high priority for NPOs, there is limited literature and field research on these topics (Brauchli et al., 2016). This results in little guidance available to NPOs that helps to understand and measure the motivation of volunteers (Butt et al., 2017).

Anderson and Cairncross (2005), state that especially the topic of managing and maintaining motivation in volunteers already active in an organization, has barely been researched. While

there is literature as to what motivates volunteers, and what influences dropouts, it is rarely connected to management measures (Clary et al., 1998; Samuel and Chipunza, 2009) and is often applied to very specific fields or singular organizations (Paço and Agostinho, 2012). This research will attempt to fill this gap by combining the insights gained on motivation, tackling what management measures are important for volunteers in order to stay within the organization, and therefore allow for targeted insights into volunteer retention. These shall allow volunteer managers to better focus their retention efforts and to maximize volunteer satisfaction in a resource-efficient manner.

A study by Grönlund et al. (2011) suggests that there are significant differences in volunteering patterns throughout different countries due to varying cultures and structure. According to the Corporation for National and Community Service (2018), 77.34 million adults in the United States of America volunteered in 2018, which is roughly 30 per cent of all American adults. In comparison, 45% of Austrians above the age of 15 volunteer, as discussed previously. This suggests the necessity to research volunteer retention in different cultural settings. Extensive literature research has shown that there is a lack of research on volunteer retention in Austrian NPOs.

1.3 Study Purpose and Research Question

This thesis aims to fill the defined research gap. It contributes towards a better understanding of what can be done to retain volunteers. In order to do so, the theoretical part gives an overview of existing concepts and frameworks in volunteer retention, motivation, and management. This informs the empirical part of this work. Based on the gained knowledge a questionnaire was designed and distributed in two Austrian NPOs. The collected data gives insight into what motivates Austrian volunteers, which management measures they value, and how the implementation of these affects organizational commitment and thereby volunteer retention.

The research will therefore be of value to organizations employing volunteers, potentially saving costs and contributing towards better service quality and productivity.

Main Research Question (MRQ):

What are the main factors influencing volunteer retention in Austrian NPOs?

1.4 Outline of Chapters

This thesis consists of a total of six sections, that are briefly outlined here. Section 1 gives a brief introduction to the research, the research question and defined the main research question.

Section 2 outlines the review of volunteer retention theory. Section 2.1 gives definitions of the most important terms, such as NPO, volunteers, and, retention. These concepts are then further discussed based on existing theoretical and empirical research on retention, motivation, and NPO management, discussing combined insights from the profit and not-for-profit sector. Section 2.7 summarizes the theoretical insights and conclude on the main research question from a theoretical standpoint. This leads to the formulation of empirical research sub-questions, which are defined in Section 2.8.

Section 3 then gives an introduction to the empirical part of this thesis,, as well as the research methodology. It further introduces the sampled organizations and presents the structure of the questionnaire.

Subsequently, Section 4 presents the collected data and statistical analysis thereof. In Section 5 the empirical findings and the answers to the posed research questions are discussed. Finally, Section 6 briefly concludes this research, provides an outlook for further research, and discusses managerial implications. It is followed by the bibliography (Section 7) and the Annex (Section 8), presenting additional statistical information.

2. Review of Volunteer Retention Literature

This chapter establishes an understanding of the state of the art in volunteer literature. While the focus is on retention, topics that are relevant to retention, such as motivation and volunteer motivation are reviewed as well to create a contextual understanding.

2.1 Defining Key Terms

This section shall serve as an introduction to the most important terms. This thesis specifically on volunteers in Non-Profit Organizations, therefore the latter is defined first – setting a context and later restricting the terminology for volunteers and volunteering. Last but not least, retention and motivation are defined.

2.1.1 Non-Profit Organizations

There are various terms to describe the type of organization this thesis focuses on: Among those terms are Non-Profit Organizations, Not-for-Profit Organizations, voluntary or charitable organizations, and the independent or tax-exempt sector (Salamon, 1996a). In order to simplify the discussion, the term Non-Profit Organization (NPO) is used throughout this thesis to describe organizations that meet the criteria described below.

The NPO is defined as (Sargeant, 2009, p. 8):

“[...]one that exists to provide for the general betterment of society, through the marshalling of appropriate resources and/or the provision of physical goods and services. Such organizations do not exist to provide for personal profit or gain and do not, as a result, distribute profits or surpluses to shareholders or members. They may, however, employ staff and engage in revenue-generating activities designed to assist them in fulfilling their mission.”

Wex (2004), lists the following three criteria an organization must fulfill in order to be categorized as an NPO: organizations that are private, often initiated by individuals, profit is not the main purpose, and they have formalized structures. Salamon (1996) stresses the following points: structurally there needs to be some form of internal governance in NPOs, while on the aspect of profits, he specifies that profits can be generated, but not distributed. NPOs further have to prove public purpose and the contribution of volunteers is crucial.

A great number of organizations meet these criteria. Wex (2004, p.4) categorizes NPOs active in the following sectors:

1. Economic Organizations (e.g. trade unions)
2. Sociocultural Organizations (e.g. churches, sports unions)
3. Political Organizations (e.g. political parties)
4. Charitable Organizations (e.g. foreign aid)

This thesis first and foremost focuses on charitable organizations, whose primary purpose is to serve the general public, rather than its own members.

In summary, throughout this thesis the term NPO is used to describe charitable organizations that do not distribute profit to their members, are private and structured, engage volunteers, and work towards bettering society.

2.1.2 Volunteers and Volunteering

Many definitions for “volunteering” are present in extant literature. This chapter reviews a selection, subsequently summarizing these into a single definition that is to be used throughout the remainder of this thesis.

Definitions focus on the fact that volunteering is not compensated. Paço and Agostinho (2012, p.108), for example, define volunteerism as “the unpaid help provided in a structured way to entities or causes with which the worker has no ‘formal’ obligations”. Gibelman and Sweifach (2008) equally stress the element of lacking compensation. Additionally, they include a closer definition of help, stating that this involves an offer of energy, time, and talent from individuals. Wilson (2000) stresses that volunteers give their time freely to benefit others.

Clary and Snyder (1999) elaborate that a volunteer shows the following characteristics: The person actively seeks the opportunity to help and assists over a certain period of time. Starting and continuing to help is influenced by the specific pursued activity and is aligned with a person’s goals and needs.

Volunteer work can be further split into formal and informal volunteer work. Formal volunteering refers to volunteer work within or supported by an organization, while informal volunteering presents a lack of formal structures, such as helping neighbors or friends (Voydanoff, 2001). Wymer (1997) segments volunteers into the following groups: human service, arts and culture, religion, youth development, education, and health. Wilson and Pimm

(1996) further categorize volunteer organizations into charities, sports clubs, business associations, social clubs, health self-help groups, political groups, religious groups, and supportive agencies.

As previously restricted (see Section 2.1.1), this thesis focuses on charitable organizations which work for the betterment of society in some form. Throughout this thesis, the use of the term volunteers is therefore more closely defined as volunteers in charities, thereby also restricting the term to formal volunteer work.

Ellis and Noyes (1990, p. 5) introduce a less strict interpretation of financial compensation:

“To volunteer is to choose to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond one’s basic obligations.”

A volunteer can thereby receive a minor financial compensation per hour or an expense allowance. This is supported by Scheier (1980), who describes volunteering as an unsalaried activity in the service of others. Section 6 in the US Volunteer Protection Act (1997, p.6) defines that the payment of a “reasonable reimbursement or allowance for expenses actually incurred”, hereafter referred to as compensation, still qualifies the recipient as a volunteer.

The following definition of a volunteer shall be used for the purpose of this thesis: The volunteer donates time out of their own free will, despite a lack of financial rewards, and the pursued activity benefits others. The motives for volunteering can be diverse (see Section 2.4). The restriction to charities is made according to the definition of Salamon (1996), differentiating charitable organizations that focus on serving the public from organizations that primarily serve their members. The term volunteer thereby refers to volunteers in formal organizations. The volunteer may be financially compensated in a form that does not qualify as a salary, meaning minor financial compensation for expenditure of time or other expenses (e.g., fuel).

2.1.3 Retention and Motivation

The Oxford Dictionary (2020) defines retention as: “the continued possession, use, or control of something.” In connection to human resources, retention can be defined as “encouraging employees to remain in the organization for a long period of time” (Baruah and Das, 2013, p. 8).

Deb (2009) defines employee retention similarly, namely as an organization's effort to build an environment that encourages its employees to continue working as such, despite having other opportunities, through policies, programs, and practices that have a self-motivating effect on employees. The assumption is made that the definitions of employee retention can, in general, be transferred to volunteer retention. The definition by Deb (2009) summarizes points made in further research; it is therefore deemed to be the most suitable and is used throughout this thesis.

As previously mentioned, motivation is closely connected to retention (Brand et al., 2008). Motivation is defined by the Oxford English Dictionary (2020) as: "A reason or reasons for acting or behaving in a particular way." It further defines the verb as the action of "providing (someone) with a reason for doing something." Economics define this "particular way of behaving" as behavior that contributes to the fulfillment of an organization's goals. The benefits that are used to steer behavior can be monetary/material (e.g. salary) or non-financial/non-material, such as possibilities for further education, career or personal advancement, socialization, etc. (Thommen et al., 2017). This will be explored further later.

2.2 The Volunteer Life Cycle

This subsection shall generate a basic understanding of the phases a volunteer passes through during their time with an organization. A number of sources emphasize that motivations for volunteering may vary across the stages of volunteering – for example, the reasons for starting to volunteer might differ from the reasons to continue volunteering (Bennett and Barkensjo, 2005). The relationship between the organization and volunteer gradually develops into a more committed one only over time.

The "Volunteer Life Cycle" (see Figure 1) by Bussell and Forbes (2003), is a prominent concept to discuss the stages of volunteering. The model is based on the principles of relationship marketing and draws parallels between consumer and volunteer behavior – the ultimate goal is to generate loyalty in the long term (Terry et al., 2020). Merrilees et al. (2020) voice criticism for the lack of empirical testing of the Life Cycle concept, yet deem it a promising concept for understanding and enhancing volunteer retention.

Bussell and Forbes (2003, p. 157) describe the first stage of the Volunteer Life Cycle as "**Volunteering Determinants**". When potential volunteers look for an organization to volunteer for, they have a broad base to choose from. It is therefore essential for an NPO to

raise awareness while the potential volunteer is in the early stage of the “buying process” and therefore looking for information. Initial contact can be made either directly or through a third party (e.g. a volunteer bureau), which can either be interpreted as the start of a relationship or a one-time interaction. The potential volunteer’s attitude towards the organization is characterized by the messages encountered throughout the search for information through channels such as media, word of mouth, exhibitions, and so on (Bussell and Forbes, 2003). Some authors refer to this initial phase of volunteering as the “honeymoon period” (Bennett and Barkensjo, 2005; Clary et al., 1998; Starnes and Wymer, 2001).

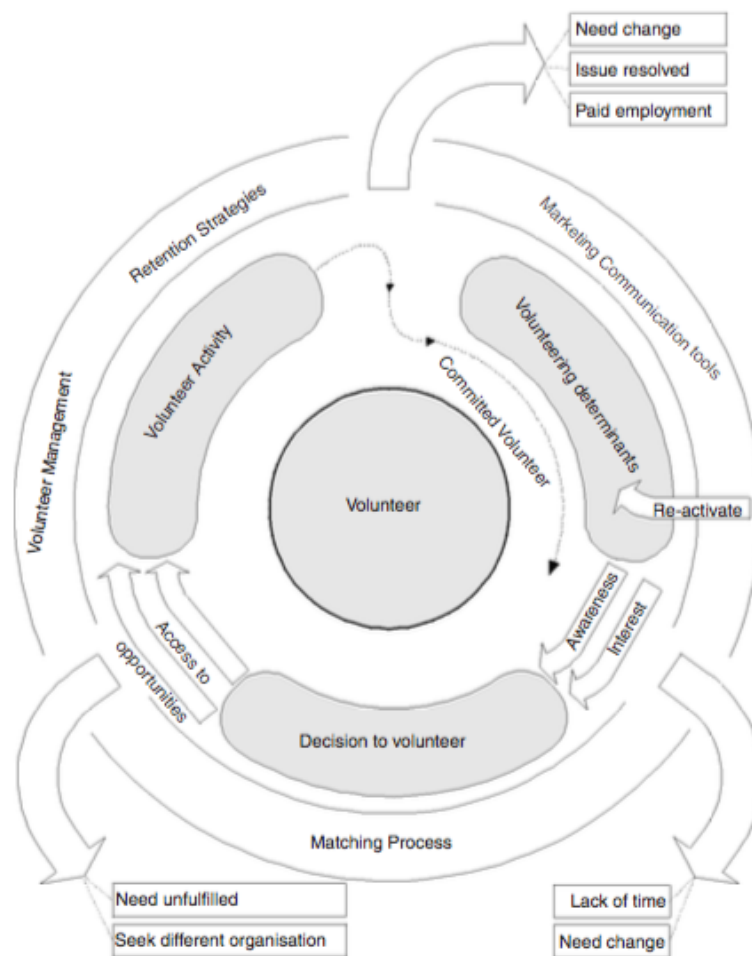


Figure 1: The Volunteer Life Cycle (Bussell and Forbes, 2003, p.157)

The second stage, “**The Decision to Volunteer**”, refers mainly to the importance of matching a volunteer’s needs with the organization and its promise. This demands a dialog in order to achieve a suitable fit. While some organizations take this process very seriously and include interviews, questionnaires, and references, others do not have the luxury of choosing potential

volunteers simply due to an overall lack of human resources. Upon reviewing the organization's offer, the volunteer decides to either commit to the organization or continue their search for different organizations that might better fulfill their needs. The level of commitment strongly influences the relationship and length of working with a particular organization. Bussell and Forbes (2003) state that motivating people to regularly volunteer causes challenges for organizations, as this often depends on their first experience within the organization and whether the volunteer's needs and expectations were fulfilled. Volunteer retention is linked to motivation and benefits, as well as how the organization manages the individual's time resources.

The stage of “**Volunteer Activity**” illustrates a period in which relationships develop. These include relationships to the organization, other volunteers, paid employees, and so on. In their study, Bussell and Forbes (2003) cite one of their participants, a volunteer coordinator:

“Fundamentally, in any relationship people need three things; they need to be valued, recognized and appreciated. If people get that in a voluntary sector setting, then they will stay with the organisation.” (Bussell and Forbes, 2003, p. 165).

Within the first weeks, a volunteer ideally has a key moment which leads to them feeling able, needed, and competent. This is a crucial event in the volunteer's role transition and increases commitment generally to the organization in general and specifically to their task (Reamon, 2016). Merrilees et al. (2020), however, argue that commitment only increases significantly after three or four years with an organization. While they describe the first year as the “honeymoon phase”, what follows is named “post honeymoon blues”.

The final stage within this cycle is referred to as “**Reactivating Volunteers**”. Volunteers can leave an organization due to various reasons. Circumstances may have changed, people move away, or the needs that initially motivated a volunteer to pursue their activity are satisfied – or could not be satisfied, for that matter. Terry et al. (2020) draw a parallel to a consumer's response to a product or service – if the experience is unsatisfactory, then it is unlikely to result in retention. Some organizations see the volunteer leaving the organization as the end of the relationship. Others, however, make an effort to stay in contact with the former volunteer, in hopes that they might reactivate them someday (Bussell and Forbes, 2003).

Certainly an organization is not powerless in the matter of how long a volunteer stays in an organization. The next sections address the retention and commitment of volunteers. With a

strategic understanding of volunteers, organizations can promote commitment and thereby extend the time a volunteer spends within an organization.

2.3 Volunteer Retention and Commitment

Merrilees et al. (2020) and Wilson (2012) argue that the third stage of the Volunteer Life Cycle – an thereby the phase that impacts retention most – is the most neglected stage in the model. Maintaining volunteers is a primary objective of NPOs. The retention of qualified and skilled personnel, directly impacts organization costs, productivity, and business performance (Glen, 2006). Furthermore, a high turnover rate naturally influences the quality and variety of services that can be delivered in the short term (Hausknecht et al., 2009; Razzak, 2001). Last but not least, a high turnover of volunteers may have an impact on the morale and motivation of remaining staff (McBride and Lee, 2012).

The measurement of retention is the subject of several studies. Some emphasize organizational commitment as a main indicator of retention (Bennett and Barkensjo, 2005; Jensen and McKeage, 2015; Merrilees et al., 2020; Newton et al., 2014). If NPOs wish for their volunteers to remain, they should focus on developing a feeling of commitment to organizations (Vecina et al., 2013).

Commitment to an organization connotes a volunteer's behavioral and attitudinal dimensions of investment in an organization (Dwiggins-Beeler et al., 2011). It is defined as strong emotional identification with a specific organization, manifesting in a belief and acceptance of the organization's values and goals, as well as a willingness to make an effort for the organization and a desire to continue as a member (Meyer et al., 2002). Mowday et al. (1979) argue that organizational commitment goes beyond passive loyalty, but is rather an active relationship in which an individual is willing to give something of themselves to contribute to the organization's success. Bussell and Forbes (2006) argue that the longer a volunteer has been active in an organization, the more committed they become to the organization itself, as well as its cause and staff.

According to Meyer et al. (2002), commitment can be split into three components – affective, continuance, and normative. Affective commitment denotes emotional attachment, identification, and involvement with the organization. Continuance commitment ascribes costs to the decision to leave an organization, and normative commitment reflects on a perceived obligation to remain in an organization. Normative commitment to an organization is

moderated by cultural values, such as collectivism and power distance (Hofstede, 1980). This suggests that not only motivation, but also organizational commitment is subject to underlying cultural influences. Meyer et al. (2002) argue that all three forms of commitment correlate negatively with turnover intention. Intention to stay manifests the turnover intention and describes a volunteers' intent to stay with the same organization out of their own free will (Yirik and Babür, 2014).

In the volunteering field, organizational commitment and the intention to stay are related concepts. However, their relationship is not clearly defined in literature (Vecina et al., 2013). Several sources have connected the intention to stay with sustained volunteerism (Dávila de León and Chacón Fuertes, 2007; Greenslade and White, 2005; Malinen and Harju, 2017). Within this thesis, commitment and intention to stay are therefore used to make assumptions about retention, as done in e.g. Newton et al. (2014).

While Musick and Wilson (2008) argue that volunteering can be explained by “more or less the same theories as [...] conventional labor force” other researchers suggest that the underlying psychological processes are completely different (Laczo and Hanisch, 1999). An apparent difference is the oftentimes limited financial resources that NPOs have at their disposal. However, this should not be mistaken as the sole source of high turnover. In fact, Glen (2006) argues that highly qualified people have been witnessed to leave well-paid and stable positions with plenty of benefits in order to join high-potential startups despite the significant risks and pay cuts connected to these career changes. Linardi and McConnell (2008) argue that volunteers show little response to monetary incentives, as receiving monetary rewards may be counter-productive to the volunteers' image concerns. This signals that there are non-financial reasons that impact retention, which become particularly relevant when considering that financial motivators may not always be available. This is discussed in more detail in the following section.

2.4 Motivation Theories

As previously described, Brand et al. (2008) find that motivation is vital information in volunteer retention. Understanding needs is essential and can ultimately result in improved retention. This chapter therefore gives an overview of the most important theories of motivation. As understanding the motivations of volunteers is crucial in developing retention policies, this chapter builds a theoretical foundation of motivational drivers, before discussing

management practices connected to retention in the next chapter. The sources are a combination of literature published in the fields of organizational psychology and business, and discuss long-standing concepts, by authors such as Maslow (1943) and Herzberg (1976), as well as examine motivation from a business perspective. This serves to create a base understanding about volunteer motivation as a whole, and as a foundation with which the concepts of altruism, empathic concern, and motives for volunteering will subsequently be discussed.

Thommen et al. (2017) link motivation to the satisfaction of a need. Need is defined by Talaue (2016) as:

“[...] something that a person must have. Something that is needed in order to live or succeed or be happy. Need is a motivating force that compels action for its satisfaction.”

When a need is unsatisfied, humans show motivated behavior so that the need is ultimately fulfilled and satisfies a perceived state of deprivation.

Maslow's Hierarchy of Needs is a prominent model used to explain various forms of needs (Maslow, 1943). The first level of needs are **physiological needs**, necessary for survival, such as food, drink, sleep, etc. These are followed by **security needs**, referring, amongst others, to safety and protection against theft. The **need to belong** follows, as all humans need social interactions, love, and affection. The fourth level is the **need for esteem and recognition** and includes aspects that define us in society, such as status and money. The final level refers to **self-actualization**. This aspect is linked to personal development and personality, and is the only level that is not bound to the perception of others (Pichère et al., 2015).

Hall and Innes (2006) link the motivation to volunteer to the need for esteem, as well as the need for self-actualization. In general, Maslow promotes the idea that lower-level needs must be satisfied in order for higher-level needs to emerge. Maslow's Hierarchy of Needs is the most well-known theory on motivation worldwide, yet it is heavily criticized. Main points of criticism refer to the model's hierarchy, arguing that higher-level needs may arise independently of the satisfaction of lower-level needs. The model is further denounced for being ethnocentric, as well as lacking data in its support (Osemeke and Adegboyega, 2017).

Another theory is Herzberg's model of motivators (Herzberg, 1976). Herzberg's model is divided into two factors: hygiene and motivators. The latter describe e.g. the work itself,

responsibility, or growth, therefore referring to the need for recognition and esteem – as in Maslow’s higher level needs. The hygiene factors describe the work environment, such as policies, relationships, security and salary (if applicable) (Herzberg, 1976). In Maslow’s pyramid, these would be lower level needs (Maslow, 1943). When hygiene factors are absent, they create dissatisfaction. Their existence alone, however, does not contribute to satisfaction and motivation (Pegler, 2012). Volunteers, as per definition, do not receive a salary, this factor has to be compensated through other aspects (as discussed in the following paragraphs). It can therefore be derived that in order to satisfy volunteers’ needs, organizations need to provide a safe environment and engage their volunteers in tasks that are rewarding and motivating (Anderson and Cairncross, 2005).

As this thesis considers motivation in the setting of NPOs, it must consider a recurring lack of financial resources and the subsequent need for volunteer contributions (Musick and Wilson, 2008). As previously described, monetary factors cannot be used to explain volunteers’ motivations, as they are not financially rewarded for their contribution (Hall and Innes, 2006). But why, if not for financial benefits, do individuals engage in voluntarism?

Here, we firstly have to differentiate two types of behavior – extrinsically and intrinsically motivated behavior. The latter refers to people engaging in certain actions because it is in itself interesting or satisfying and the individual engaging in the activity does so for the inherent enjoyment. Extrinsically motivated behavior, on the other hand, is performed because the activity holds instrumental value, therefore aiming at a separable outcome.

Shye (2010) argues that it is widely assumed that people generally, when acting out of their own free will, try to “maximally promote their self-interest” or, more specifically, maximize control over resources. This raises the question of why people spend effort and time on volunteering and thereby benefitting others. Shye (2010) argues that one or both of the following arguments can resolve this contradiction: Firstly, one can accept that human beings have a sense of altruism – defined by Shye (2010, p.184) as “an urge to sacrifice for the good of others”. Secondly, volunteering promotes interests, wants, or needs in some way and therefore implies that a volunteer expects personal gains from volunteering. Both arguments are represented in literature. Bussell and Forbes (2003), for example, state that in order to be considered a volunteer, “altruism must be the central motive where the reward is intrinsic to

the act of volunteering. The volunteer's motive is a selfless one." Indeed, there is evidence to be found that altruism is a part of many types of volunteering.

A study conducted by Unger (1991) suggests that volunteers can be motivated by the needs of others in the community and thereby suggests that altruistic motives do exist. Altruistic motives within Unger's study are defined as self-sacrifices with no apparent reward, made to provide benefits for others. The study emphasizes that altruism does not have to be the singular reason. On the hand, Unger (1991) groups three extrinsic motives for volunteering: volunteering to acquire a **collective good**, **non-collective incentives**, and volunteering as a **human capital investment**.

Volunteering to acquire a collective good refers to smaller groups in which volunteers might feel the need to engage because a service they needed would otherwise not be provided – examples are volunteering as a coach in a sports league so that their children could take part, or donating blood to ensure future blood supplies for relatives. The motivation arises from the perceived need of a collective good. Examples for motivation rooting in **non-collective incentives** may be associated with benefits like social interactions, recognition and achievement, enjoyment, or prestige. These benefits are available only to those who volunteer and are withheld from those who do not. Lastly, volunteering can be a **human capital investment**, meaning that volunteering can enhance an individual's labor market value, education, skills or health (Unger, 1991).

Crumpler and Grossman (2008) explain "warm glow" as the concept of receiving utility from the act of giving itself – often referred to as "impure altruism". Linardi and McConnell (2008) theorize that volunteers care about what others think of them and engage in prosocial behavior to show they are altruistic. In this case incentives may have a reverse effect as the existence of incentives per se may create doubt about an individuals' altruistic motives. In fact, Frey and Goette (1999) find that volunteers, when rewarded, work less.

Aydinli et al. (2013), in their research, emphasize that unlike spontaneous helping behavior, volunteering is a rational and conscious decision based on evaluating individual costs and benefits (e.g. socialization, advancement or possibilities for education), thereby downplaying the role of altruism. Furthermore, altruism may lose its importance as a motive as the volunteering time progresses (Bennett and Barkensjo, 2005; Merrilees et al., 2020). Most recent papers and studies have accepted that there is an egoistic-altruistic duality in volunteers'

motives (Crumpler and Grossman, 2008; Khalil, 2004; Merrilees et al., 2020; Unger, 1991). This thesis assumes the same.

Altruism can be understood in both a psychological and a behavioral sense. In terms of motivation, altruism is the desire to enhance other's welfare. Altruistic behavior is any act that may have resulted from altruistic motivations (Elster, 2006). Rather than altruism itself, this study examines the causes of altruistic behavior. The so-called "altruistic helping" is prompted when people see suffering, which often causes an emotional reaction, and therefore respond with compassion (Zickfeld et al., 2017). This phenomenon is called empathy, empathic concern, or sympathy. Unger (1991, p.75) defines empathy as: "[...] the ability to take another person's role and behave prosocial as a result of experiencing vicarious distress." Throughout the last decade there have been a number of conceptualizations of empathic concern, which emphasizes its importance in various disciplines, yet there is no one definition for it. The reason for this may be that what counts as empathic concern depends on what is deemed culturally appropriate and therefore varies across cultures (Zickfeld et al., 2017). What these attempts of conceptualizations have in common, however, is that they agree that empathic concern motivates altruistic behavior, especially helping (Batson, 2010). The relationship between empathic concern and altruism has also been established in empirical literature (Unger, 1991). Empathic concern is closely related to altruistic values and positively associated with altruistic behaviors (Smith, 2005). Einolf (2008) further underlines that empathic thoughts and feelings are an essential motivator of altruistic action and an important part of moral development.

Furthermore, two concepts of understanding as well as measuring motivation are introduced. The Volunteer Functions Inventory (VFI) developed by Clary et al. (1998) has been widely used in various countries (Butt et al., 2017). Its purpose is to assess the motivations driving volunteers. The six categories developed by Clary et al. (1998) summarize an array of personal and social motivations. Its widespread use can be explained by the well-founded theoretical basis and well established psychometric properties that have been tested in various settings (Chacón et al., 2017). The six categories by Clary et al. (1998), summarizing personal and social motivations, are shortly described here:

- **Values:** This refers to the possibility of individuals expressing their values in relation to humanitarian and altruistic concerns for others through their volunteering activity.

- **Understanding:** Another function served by volunteer activity is the chance to learn and build skills and abilities.
- **Social:** Volunteers might be motivated by the presence of friends or by the activity being favorably viewed by others important to them. This aspect focuses mainly on relationships with others.
- **Career:** This is linked to benefits related to one's professional development, such as preparing for a future career or maintaining skills.
- **Protective:** Volunteering might take place to reduce negative feelings, such as guilt, for an action or being wealthier than others.
- **Enhancement:** As opposed to the protective function, this focuses on the growth of the ego and is mainly focused on positive strivings, such as feeling useful or improving self-esteem.

Many authors have found the VFI to be too general and have added dimensions (Bierhoff et al., 2007; Esmond and Dunlop, 2004; Hallmann and Harms, 2012). In an attempt to summarize the diverse models developed throughout the years, Butt et al. (2017) link previous approaches and categorize motives for volunteering into four areas – the so-called ABCE model, which is discussed below and visualized in Figure 2.

- **Affiliation (A)**

Affiliation can be split further into social motives (similar to the VFI's Social function), describing that volunteers' motivation may arise from the presence of friends in the organization they volunteer in or by the activity being favorably viewed by those important to them. This aspect focuses mainly on relationships with others, therefore presenting an overlap with the non-collective incentives defined by Unger (1991). Butt et al. (2017) have added the need for individuals to socialize. People are therefore motivated because of friends, family and the desire to socialize, make new friends and belong to a group. Socialization is different from the social motives aspect in that it does not integrate the distinct purpose of socializing (Law et al., 2011). Wu et al. (2009) suggest that making new friends should be integrated when evaluating volunteers' motivations. In this motive the need to belong (Maslow, 1943) is clearly reflected.

- **Beliefs (B)**

This direction partly covers the VFI's Values motive and refers to individuals expressing their values in relation to humanitarian and altruistic concerns for others through their volunteering activity (Butt et al., 2017). However, many researchers have criticized the incompleteness of the Values dimension. The VFI, for example, does not cover the topic of beliefs – be that individual belief, religious belief or belief in an organization (Allison et al., 2002; Esmond and Dunlop, 2004; Garland et al., 2008). The VFI is further criticized for not differentiating altruism from prosocial behavior (Katz and Kahn, 1978). Therefore, Butt et al. (2017) suggest using the category prosocial behavior to describe the “desire to help and benefit others” – thereby integrating both aspects. They further argue that motivation is influenced by the organization's cause, management styles, and culture, and therefore integrate belief in an organization itself. Beliefs are split into the following categories: Prosocial beliefs, belief in the respective organization or volunteering itself, and religious beliefs. This category therefore leaves room for the egoistic-altruistic duality, integrating items from both ends of the spectrum.

As previously mentioned, religious belief is not integrated in the VFI model. In response to this critique, Butt et al. (2017) integrates religious beliefs into the ABCE model. Particularly due to the fact that research was conducted in Pakistan, religion is emphasized to play an important role in the context of volunteering. The statements chosen were, however found to be unsuitable for the Austrian context, considering that the concept of volunteering is deeply embedded in Islam and found to be a god-centered practice actively promoted in the Qur'an and Sunnah (Keskin and Yucel, 2020). Religion and volunteering can have positive causal relationship, the relation between the two, however, is complex, multi-dimensional, ambiguous and contested in literature (von Essen et al., 2015). Therefore, the author has made the choice to neglect the aspect of religion within this research.

- **Career Development (C)**

The career function of volunteering is a motive often present in students. It is furthermore argued that individuals volunteer when they want to learn or understand something that their current employment does not provide. Career Development combines “Career and Understanding”, arguing that both learning and understanding are related to an individual's

career (Butt et al., 2017). Both are present in the VFI. Career is related to the benefits that volunteering brings to one's professional development, such as a future career or maintaining skills, while Understanding refers to the chance to learn and build skills and abilities (Clary et al., 1998). Grant (2012) also combines Career and Understanding into one motive. Looking back at the categories of motives provided by Unger (1991), there is a significant overlap of the Career Development dimension, with the aspect of human capital investment referring to the enhancement of the volunteers' skills or education, ultimately improving their labor market value.

- **Egoistic (E)**

This direction merges the VFI's enhancement and protective motives into a single factor. The protective motive relates to the fact that volunteering might take place to reduce negative feelings such as guilt for an action or being wealthier than others. Opposed to that, the enhancement motive refers to the growth of the ego and is mainly focused on positive strivings, such as feeling useful or improving self-esteem (Clary et al., 1998). Both factors are, in different ways, related to ego. This addresses desires, wishes, actions, and potentially the aim to protect or enhance one's ego through acknowledgment, praise, or recognition (Butt et al., 2017). Brayley et al. (2014), Planalp and Trost (2009) have confirmed the combination of these two factors in their studies.

As the ABCE model is an attempt to summarize and complement previous research, it is relied on throughout the rest of this thesis. The model organized statements into the four dimensions previously listed. The statements for each dimension, as specified by Butt et al. (2017) are visualized in Figure 2. The ABCE model explains Affiliation, Beliefs, Career and Egoistic motivations as major contributors towards a volunteer's motivational drive. The respondents answered the question from the original VFI, where respondents were asked to rate "how important or accurate each of the 30 possible reasons for volunteering were for you in doing volunteer work" (Clary et al., 1998, p. 1519), on a 7-point Likert scale.

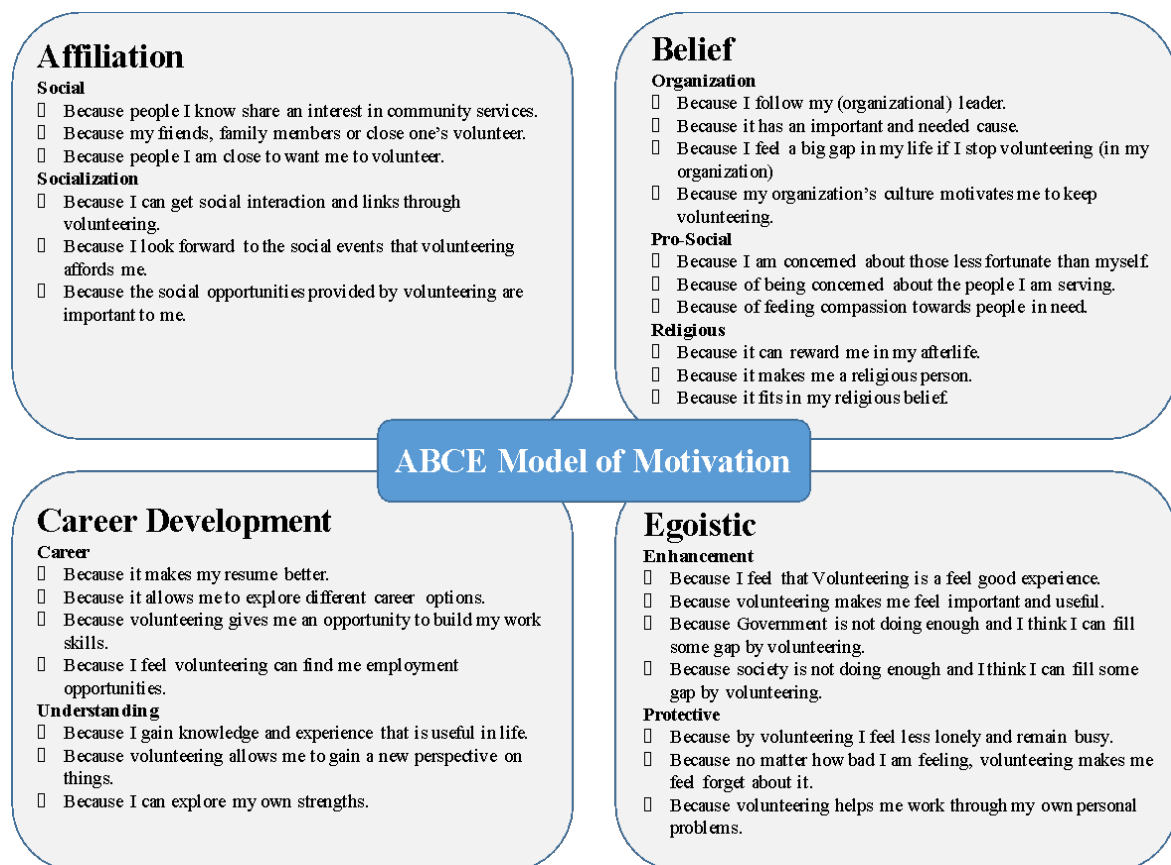


Figure 2: ABCE Model of Motivations (Author's own representation, adapted from Butt et al. 2017)

Last but not least this chapter introduces the expectancy theory by Vroom (1964), explaining what motivates volunteers to perform in an NPO. The framework consists of three key elements: expectancy, instrumentality, and valence. Expectancy refers to the volunteer's belief that their effort will lead to an acceptable performance, while instrumentality describes the assumption that the performance will lead to a valued outcome and in turn rewards. Lastly, valence refers to the value assigned by the individual to the outcome (Vroom, 1964). If volunteers perceive that their efforts are fulfilling their motivational drives, it leads to them continuing their volunteering activity. If the perceived reward, however, is not valuable to the volunteer, there will be a lack of motivation to continue performing. Application of the expectancy theory allows NPOs to better understand what the drivers for motivation are and how to tap into those by developing specific policies and practices, that line up with their volunteers' motivational drivers (Ashfaq et al., 2020). The next chapter focuses on managerial policies that can affect retention.

2.5 Volunteer Management Practices Connected to Retention

Lynch (2000) describes retention management in its most basic form as making volunteers feel good about their assignments and themselves. If this is enabled, the volunteer will likely continue with their activities. Baruah and Das (2013) discuss that there is no single strategy or retention plan suitable for every volunteer. This is due to manifold demands and expectations within the organization – meeting these is one of the toughest tasks in human resource (HR) management.

Locke et al. (2003) find that poor management often causes volunteers to leave organizations. They specifically point out the impact of poor supervision, a lack of relevant training, uninteresting tasks, and feeling like they were not valued or not deployed in a worthwhile manner. A further reason was attributed to changing relationships between the organization and its volunteers due to a lack of communication, which in turn marginalized the volunteers. Terry et al. (2020) suggest that volunteer retention is driven by volunteer satisfaction, which in turn is influenced by the environment that the volunteering organization creates and the perceived benefits a volunteer receives in exchange for their activity. If, however, volunteers sustain their engagement, that usually indicates that they are feeling good about the meaning of their work and that the organization has stable programs in terms of recruitment, selection, training and supervision, from which recipients benefit (Vecina et al., 2013).

Volunteer Management is a topic broadly discussed in research. It has been strongly influenced by classic human resource management. Studer (2016) argues that a growing body of literature emphasizes that volunteers differ from paid staff, and these unique circumstances should be acknowledged and accounted for in volunteer management. This does not mean that for-profit management practices cannot be translated into NPOs – Merrilees et al. (2020) argue that a number of these can help alleviate volunteer retention problems.

Hager and Brudney (2004) have tested nine recommended practices for volunteer management, namely:

“[...] supervision and communication with volunteers, liability coverage for volunteers, screening and matching volunteers to jobs, regular collection of information on volunteer involvement, written policies and job descriptions for volunteers, recognition activities, annual measurement of volunteer impact, training and professional development for volunteers, and training for paid staff in working with volunteers.” (Hagner and Brudney, 2004, p.1)

Of these nine practices, only the first has been largely adapted in a majority of the questioned charities in the US. 60% have adopted the practices to some degree. While organizations are generally aware of these practices, they are not always fully implemented. When linked to retention, the authors found a correlation to the following practices:

- **Recognizing Volunteers**

Recognition potentially has an influence on employees remaining in a for-profit organization. If efforts, capabilities, and performance are being recognized by managers, team members, peers, and customers, it enhances commitment (Mahal, 2012). If their contribution is not recognized, on the other hand, the perceived benefits of volunteering subside, giving those involved a reason to quit due to perceived imbalance (Omoto and Snyder, 1993). Recognition itself can come in many forms – with a card, an invitation for coffee, a certificate, public recognition, etc. A key element of recognition is to acknowledge what tasks the volunteer is doing well specifically, thereby making the feedback individual and relevant to each volunteer (Reamon, 2016).

- **Providing Training and Professional Development**

As found by Mahal (2012) in for-profit organizations, employees who receive regular training have an inherent feeling of belonging to the organization. The usage of this training, and its translation into practice, ultimately builds self-confidence and self-esteem. Newton et al. (2014) argue that by offering learning and development opportunities, volunteers' organizations may deliver value-adding benefits that balance the volunteers' needs and wants with the perceived value of their contribution. They further provide support for learning and development to be positively correlated to retention.

- **Matching Volunteers to Organizational Tasks**

Person-Task Fit is defined as the match between an individual's knowledge, abilities, skills, or needs, and the requirements of the position or task itself. If the fit is appropriate, it may be a source of motivation, as the volunteer experiences a feeling of competence in their duties. The perceived competence, in turn, leads the person to perform the task with greater confidence and joy. The resulting sense of empowerment is linked to greater intention to stay with the organization (Kim et al., 2007). The volunteer must find their niche within the organization. This is when the reality of the commitment sets in, and the volunteer's role becomes clear and specialized (Reamon, 2016). Houle et al., (2005) find that volunteers usually prefer tasks that produce benefits, correlating to their motives for volunteering in the first place. The assignment of tasks correlating to motives has therefore been found to influence the positive perception of volunteering experiences and a longer intention to stay with the organization.

- **Supervision and Communication**

As previously mentioned, Hager and Brudney (2004) find this measure to be most consistently adopted amongst NGOs. However, they also find supervision and communication to be negatively correlated with retention (as opposed to Recognition, Training, and Person-Task Fit, which were positively correlated). While the authors do not recommend abandoning these practices, they encourage NGOs to look into the way they supervise. Reamon (2016) emphasizes that, particularly at the beginning of the volunteer phase, supervision and communication is essential. It reassures the volunteer and gives them the option to assess their experience, while the organization has the opportunity to address problems before they become habitual. Garner and Garner (2011) argue that while the relationship between volunteers and NPOs is mutually beneficial, a volunteer may be less invested in addressing a problem than paid staff, and may be more likely to leave the organization than to solve the issue.

From here on out, "supervision and communication" is referred to as "supervision". Communication is nonetheless integrated in the empirical part.

The aspect of **relationships** has seemingly not been considered in Hager and Brudney's (2004) study. Reamon (2016), however, argues that individuals who feel cared for and experience a sense of belonging are willing to overlook other unmet expectations and are ultimately more committed and loyal. Providing a welcoming culture for volunteers, investing resources to

support the volunteers, as well as employing satisfied volunteers to recruit others can have positive impacts on retention. The aspect of a welcoming culture is summarized under the umbrella term “teambuilding”, which has been implied to be an essential factor throughout several studies (Ashfaq et al., 2020; Stamer et al., 2008).

There is a potential correlation between retention and the following management practices: Recognition, Training, Person-Task Fit, and Supervision (Hager and Brudney, 2004). Integrating the relationship aspect, Teambuilding is added as a further managerial dimension. This brings the total to five management measures which have a potential influence on retention. As organizational commitment is a significant indicator for retention, for the purpose of this research it is assumed that these management practices also have an impact on organizational commitment. This is tested in the empirical analysis.

2.6 Volunteer Behavior in Austria

Before drawing a conclusion on the theoretical inputs gathered throughout this chapter, it is essential to contextualize the inputs within the cultural setting of this research. This chapter aims to find patterns behind volunteer behavior in Austria. Randle and Dolnicar (2009) compared 79 volunteers from different cultural backgrounds and concluded that cultural groups differ significantly with regard to their social norms and attitudes concerning volunteering. It is therefore essential to test theoretical models in different cultural settings.

Aydinli et al., (2013) argue that while spontaneous help towards a stranger is more probable in traditional and lower-income contexts, the opposite is true in the context of volunteering – thus further underlining cultural differences. Grönlund et al. (2011) connect the willingness to volunteer to cultural features of egalitarianism and individualism – concepts developed by Hofstede (2001) and Schwartz (1994). According to Grönlund et al. (2011), students in individualistic cultures volunteer in an effort to build a good resume and improve their career opportunities, while in egalitarian cultures, students are more likely to be motivated by prosocial motives. Austria scores 55 on the Hofstede Individualism dimension (Hofstede Insights, 2020), which is notably lower than the countries named in the study². Sagiv and Schwartz (2007, p.181) confirm that Austria emphasizes egalitarianism and has a comparably

² Belgium: 75; Canada: 80; Netherlands: 80; New Zealand: 79; UK: 89; USA: 91;

low power distance score. Egalitarianism describes individuals seeing each other as moral equals – be that in regard to work, legal systems, gender issues, or wealth (Bell and Zagumny, 2013). This would imply that Austrian volunteers are more strongly motivated by altruistic reasons, rather than furthering their career. This could point towards a tendency towards Belief, rather than Career Development in the ABCE model.

As previously discussed, a total of 3.3 to 3.5 million people in Austria volunteer outside of their home, out of which 2.3 million work unpaid in voluntary organizations, 1.2 million people work in both formal and informal volunteering (IFES, 2016). Kappelides et al. (2020) argue that in recent years there seems to be a decline in volunteering, especially in developed communities. In Austria, however, volunteer numbers have risen by 100.000 to 150.000 in 2016, compared to 2012, half of which can be traced back to population growth (IFES, 2016). While the percentage of men volunteering was slightly higher up until 2012, in 2016, 46% of Austrian men and 46% of Austrian women volunteered in some form. However, the percentage of women is higher in the informal volunteering sector (IFES, 2016).

Age-wise, the group with the highest percentage of formal volunteering in Austria (38%) is 60 to 69 years old. Even above that age, the percentage of people engaging in formal volunteering work is rather high (31%). From age 80 onwards, the percentage decreases considerably, although 15% still engage in volunteer organizations. The percentage of those between 15 and 59 years old varies between 28 and 33% (IFES, 2016). Figure 3 visualizes the age and gender differences in the engagement quota of Austrian volunteers.

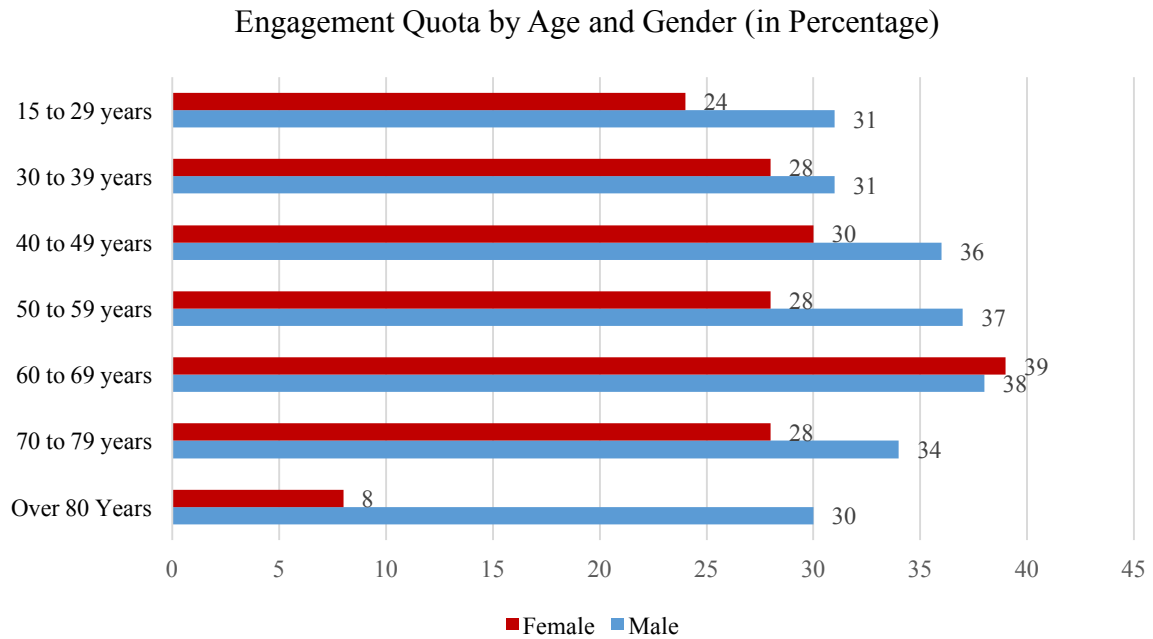


Figure 3: Engagement Quota by Age and Gender (adapted from IFES, 2016)

Further, six out of ten people volunteering pursue an active job in addition to their volunteering activity. Figure 4 shows how the main activity pursued outside of the voluntary organization influences volunteering activity (IFES, 2016). Except for “Active in Own Household” the percentage does not vary significantly in formal volunteering.

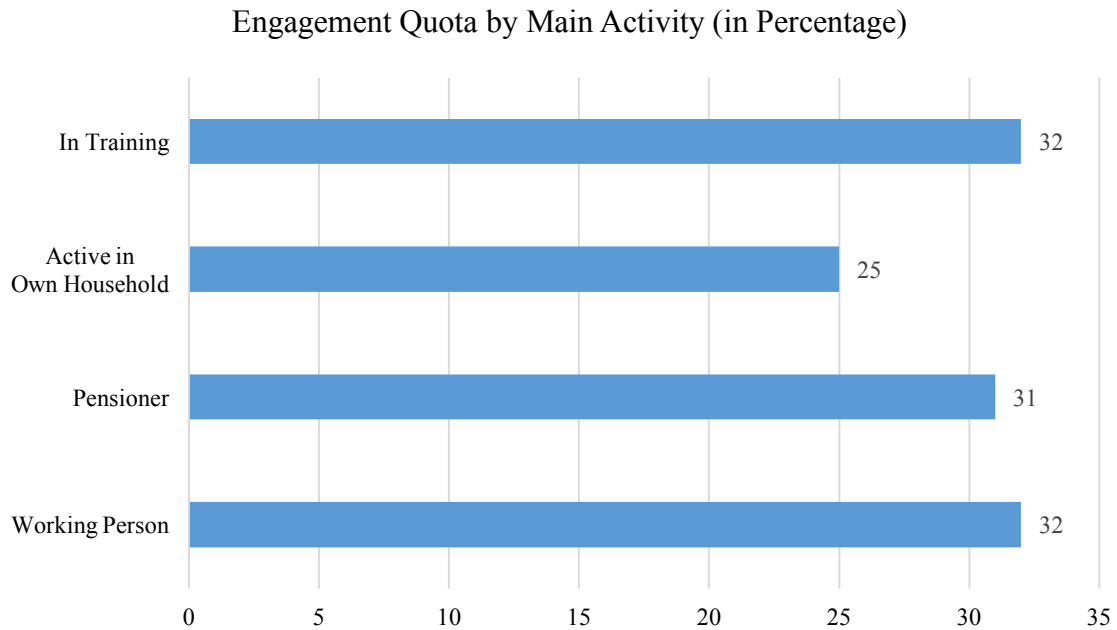


Figure 4: Engagement Quota by Main Activity (adapted from IFES, 2016)

This contextualized information feeds into the questionnaire design and is taken into consideration when choosing control variables etc.

2.7 Theoretical Conclusion

As described in the previous section, volunteering significantly contributes to the economy and supplies a crucial workforce to NPOs. Yet there is still a lack of knowledge of what influences volunteers' commitment to organizations. Predominant retention theories are mainly developed for the for-profit sector. Several authors question the relevance of these for the not-for-profit sector. The initial literature review has shown that there remains a research gap concerning volunteers' motivations and the management measures which should be applied to NPOs. Both aspects have been linked to retention in literature and have therefore been evaluated in the literature review. The formulated research question targets this gap in research, ultimately examining how these defined aspects of motivation and management measures contribute to retention.

In essence, retention is concerned with making volunteers feel good about their tasks and themselves. This aspect is contextual, depending on both the organization and the individual volunteer. Skill retention is essential to NPOs – a high turnover rate can be detrimental to organizations relying on volunteers as their workforce. Since financial motivators are rarely applicable to volunteers, organizations must dive into non-financial motivators. Literature further links retention to the concepts of organizational commitment and intention of staying, both of which are utilized in the empirical analysis to make inferences on retention. The literature analysis has further resulted in the assumed influence of motivation and management measures on retention, and, in turn, on organizational commitment. These aspects are further discussed below.

When discussing volunteers' motivations, the egoistic-altruistic debate is key. As the role of altruism in continued and structured volunteering is debated, the empirical analysis utilizes the construct of empathic concern. Empathic concern is an essential motivator for altruistic behavior and strongly related to continued volunteering in the reviewed sources.

For the purpose of empirical testing of motivations for volunteering, this research settles on the ABCE model of motivation by Butt et al. (2017), which has integrated the critique of prior models and adds a dimension of recentness to this study. The ABCE model leans on four components, namely:

- Affiliation – further split into the aspects of social motives and the need to socialize.
- Belief – describing prosocial values and belief in the organization, its values, and culture. This motive is theoretically closest to empathic concern; the empirical part therefore tests for a potential correlation.
- Career Development – summarizing career aspirations and the need for experiences, learning, and exploring one's strengths, and
- Egoistic – referring to volunteering as a tool to make one feel good (enhancement), or less bad (protective).

It is recognized, that these dimensions may be subject to social desirability bias. Next to Belief, the empirical section shall also include a section on Empathic Concern – as it is linked to continued volunteering.

When examining management measures, a correlation with retention is determined in regard to the following practices: Recognition, Training, Person-Task Fit, and Supervision. Furthermore, the aspect of Teambuilding is added, in order to account for the importance of forming relationships. While this research does not focus on this, the juxtaposition of ABCE motivations and management measures leads to the assumption that there might be a correlation between the dimensions of motivations and a preference for the importance of management measures. A high motivational disposition of Affiliation, for example, which includes social motives, might hint at a possible higher importance of Teambuilding. A potential correlation between these and other factors are tested.

Research further suggests differences in volunteering dependent on the age, gender, main activity of volunteers, and the organizational tenure. These factors are therefore integrated as control variables in the empirical analysis.

In conclusion, the theoretical part of this research describes the main factors which influence volunteer retention in Austrian NPOs. This can be summarized as follows: The main determinants of retention are a volunteer's motivation and the efforts of an organization to put an emphasis on management measures relevant for volunteer retention. It is further suggested that, through the relation between organizational commitment and retention, the assumptions made on retention are equally applicable to organizational commitment, which are used throughout the empirical part of this thesis.

2.8 Research Questions

Based on the secondary research presented in prior chapters, the following research sub-questions were defined in order to provide context and orientation in answering to the main research question.

MRQ:

What are the main factors influencing volunteer retention in Austrian NPOs?

Research Sub-Questions (RSQ):

As deduced from the theoretical research, the research sub-questions predominantly look at the aspects of motivation and a selection of management measures in the context of the Austrian NPO scene and how they are related to organizational commitment. As discussed previously, organizational commitment is used to make assumptions about retention. Therefore, the main research question refers to retention, the research sub-questions on Organizational Commitment and Intention of Staying aim to make a prediction on retention. Consequently, the following research questions target motivation and management measures impacting retention paired with organizational commitment. They are thus connected to the main research questions through their assumed influence on a volunteer retention and a volunteer's willingness to stay within the respective organization. The main research question will be answered by combining the insights provided by the research sub-questions and accumulating those in a regression model that is used to make a prediction on organizational commitment as a sum of these insights. These will then be utilized to infer a prediction of volunteer retention in Austrian NPOs.

Based on the secondary research presented in prior chapters, the following research sub-questions were defined in order to provide context and orientation in answering to the main research question:

RSQ1:

What motivates a volunteer's engagement in Austrian NPOs?

The research question covers both the overall Work Motivation levels of the sampled volunteers, as well as what motivates them to their engagement within the organization. This

is done through analyzing the impact of the ABCE model of volunteering on Organizational Commitment, thereby drawing parallels from motivation to retention.

Based on the findings in the theory the following hypotheses are formulated and tested through the empirically gathered data.

Hypotheses:

- **H1:** There is a strong positive effect of Work Motivation on Organizational Commitment.

This is assumed based on the theoretically established influence of motivation on Organizational Commitment.

- **H2:** There is a significant direct relationship between the ABCE dimensions and Organizational Commitment.

The theoretical conclusion further hinted at motivations for volunteering having an impact on the commitment. It is therefore tested how Affiliation, Belief, Career Development and the Egoistic dimension interact with Organizational commitment.

- **H3:** There is a significant indirect relationship between the ABCE dimensions and Organizational Commitment, mediated by Work Motivation.

H3 determines the relationship between the ABCE dimensions, Work Motivation, and Organizational Commitment, a tension arising from the previous hypotheses. Premise for this hypothesis is a relationship between the ABCE dimensions and Work Motivation, which is controlled for in the course of testing this hypothesis.

- **H4:** There is a significant positive correlation between the Belief dimension of the ABCE Model and Empathic Concern.

This hypothesis is grounded in the Belief dimension being theoretically closest to Empathic Concern, as it integrates beliefs and social aspects.

RSQ2:

How does the satisfaction with management measures influence organizational commitment?

Derived from the literature section, it is assumed that the management practices relevant to retention are relevant to Organizational Commitment as well. Based on that the following hypotheses are derived:

- **H5:** There is a significant direct relationship between the satisfaction with management practices and Organizational Commitment.

As established in the prior theoretical section, the satisfaction with management measures is also a key influence on motivation, not just Organizational Commitment.

- **H6:** There is a significant indirect relationship between the satisfaction with management practices and Organizational Commitment, mediated by Work Motivation.

The potential mediating effect of Work Motivation is hereby accounted for. Premise for this hypothesis is a relationship between the satisfaction with the tested management practices and Work Motivation, which is controlled for in the course of testing this hypothesis.

RSQ3:

How does Organizational Commitment interact with Intention of Staying?

- **H7:** There is a significant positive relationship between Organizational Commitment and a volunteer's Intention of Staying within the organization.

Organizational Commitment is evaluated and regressed on Intention of Staying, putting the two terms into relation. The correlation of both constructs is demonstrated in the theoretical part of this thesis. The empirical testing demonstrates to what extent the two constructs are correlated, and whether it is significant.

Figure 5 demonstrates the research models the research questions are based on. Throughout the course of the empirical testing parts of this Figure are used in order to guide through the empirical testing.

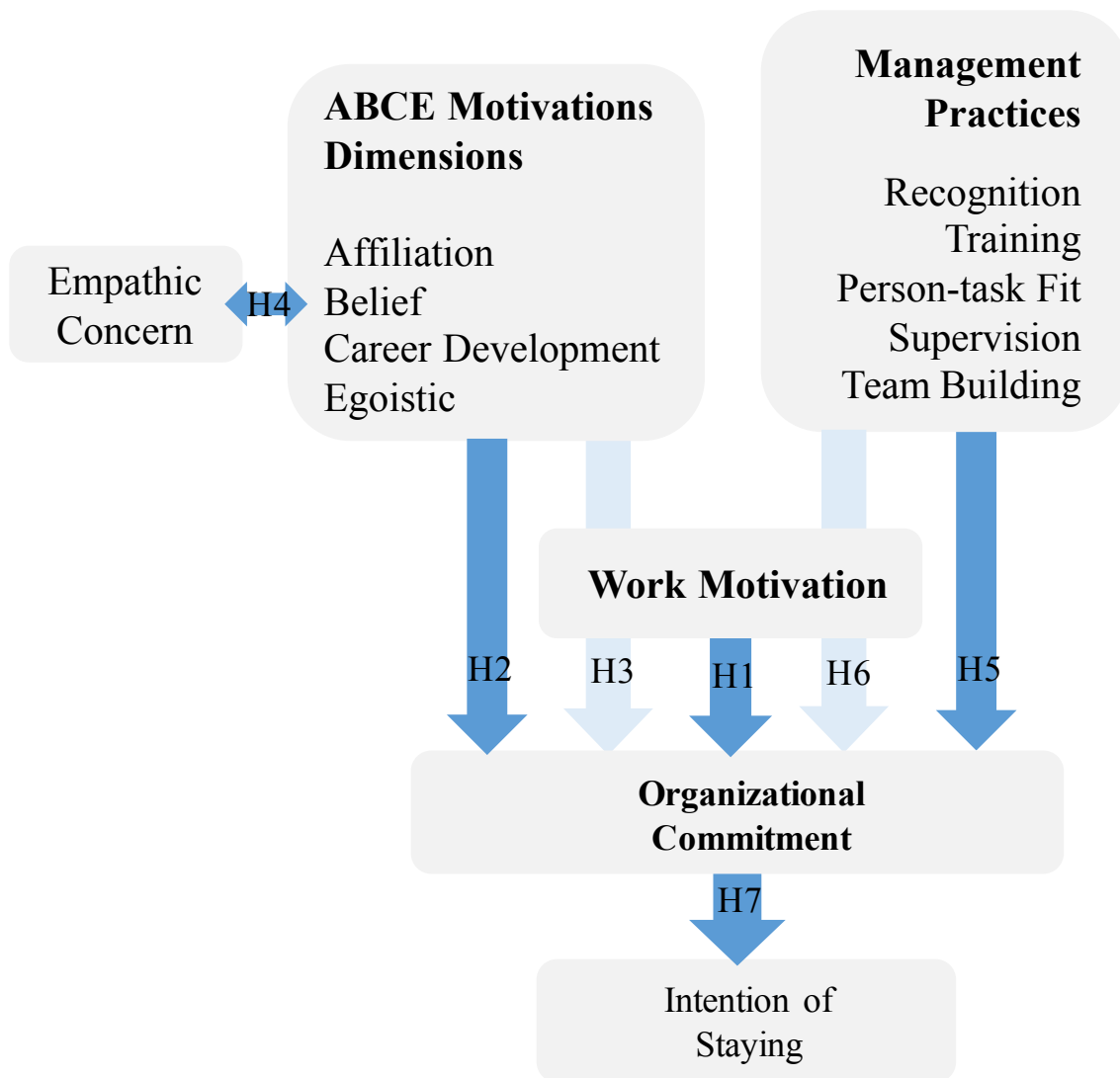


Figure 5: Visualization of Empirical Research Model

3. Research Methodology

The following chapter outlines all relevant aspects of the empirical research process. First, it gives an introduction to the empirical methods used, as well as an introduction to the sampled organizations. Lastly, it introduces the design of the survey used to obtain the empirical data.

3.1 Introduction of Empirical Methods

According to Robson (2002, p. 58) there are four different research purposes: exploratory, descriptive, explanatory and emancipatory. This research pursues an explanatory purpose, thereby connecting ideas to understand cause and effect. As previously discussed, there is a number of studies on volunteers in various countries and organizations. The research therefore, rather than establishing a completely new framework, utilizes and combines existing concepts, which are then applied to the Austrian context.

As a data collection method, a survey was chosen. Surveys have proven to be effective and economical methods for collecting sizeable amounts of data from a broad sample population, which is why this approach is fitting for the research strategy (Saunders et al., 2012, p. 144). The format of an online survey design itself results from the limitations in aspects of finances and human resources and therefore due to reasons of feasibility and convenience. It further offers the possibility to facilitate the data analysis procedure, by offering the option to download the generated data in a suitable format for further analysis with the chosen data analysis software SPSS.

Regarding the data collection, a quantitative, mono method approach was chosen, meaning that a singular data collection and data analysis method were used (Saunders et al., 2012, p. 151). Furthermore, the data collection was conducted in a single phase. The survey itself was created with the help of SoSci Survey (<https://www.soscisurvey.de>), which is freely accessible and usable for university students. Prior to publishing the questionnaire, a pretest, with ten people from the volunteer sector (six of which volunteered in the sampled organization) was conducted in order to guarantee comprehensibility. Amongst those included in the pretest were members of the organizations that were later primarily targeted by this research. The feedback

obtained³ was integrated prior to sending out the final version of the questionnaire.

The questionnaire was sent to the two sample organizations – the Red Cross and Caritas, further introduced in Section 3.2. The questionnaire aimed to reach a minimum of 40-50 participants in these targeted organizations for base representativeness. The questionnaire was disseminated and filled out between July 15th 2019 and October 31st 2019, thereby bridging a low return rate throughout the summer months, that was argued by coordinators in both organizations as a “summer low”. The link to the online survey was disseminated to and by key partners in both organizations, including members and volunteer coordinators, as well as through Social Media. The data collection is therefore done through convenience sampling. This format is suitable when it comes to limited access to the sampled population, as well as when the researcher is confronted with limited resources (Etikan et al., 2016).

As previously mentioned, the data gathered was processed through SPSS, making use of various statistical methods. The results obtained from this questionnaire and the following case study may not be representative for all Austrian NGOs, but will serve as an exemplary evaluation of two organizations that will deliver important insights, which can later be adapted to and researched in other organizations.

3.2 The Sampled Organizations

This chapter aims to give an insight into the sampled organizations. The organizations chosen are the Red Cross and Caritas Austria. Both organizations have a broad basis of services and are two of the biggest organizations in the area of social and health services. Access to this data was facilitated through the author’s personal relations with both a paramedic in the Red Cross Upper Austria and a former volunteer and then manager within Caritas Vienna, thereby the respondents mainly volunteered in Upper Austria and Vienna respectively. Apart from these personal connections the questionnaires were distributed to the target audience through the organizations’ emailing lists by volunteer coordinators.

The *Red Cross Austria*’s mission is “*to improve the lives of vulnerable people by mobilizing the power of humanity*” (The Austrian Red Cross, 2017). It engages a total of 80.000 people,

³ E.g. in the course of the pretest the author found out that the Red Cross pays a minimal of € 0,25/hour to their emergency drivers. This allowed to account for the minor allowance received, that would otherwise have excluded respondents from the data set.

72.000 of which are volunteers (Österreichisches Rotes Kreuz, 2020). The Red Cross has 17 local offices within Upper Austria (Oberösterreichisches Rotes Kreuz, 2020).

Caritas Austria's core mission is "to see hardship and act against it. And to stand up and speak for those people who have no voice" (Caritas, 2020). Caritas does so in 1600 places in Austria – their tasks comprise care of the elderly and people with disabilities, hospice, social counseling centers and action for families in need. Austria-wide they engage around 50.000 volunteers and 16.109 employees. (Caritas, 2020)

3.3 Questionnaire Design

3.3.1 Overall Structure

In general, the survey has one path, for all participants to follow. The survey was conducted in German, as to guarantee understanding of all questions. This section presents the questionnaire in a compressed version in English, the original German version can be found in the Annex (Section 8.11). The focus of this chapter lies on those sections that were adapted (e.g. combined questionnaires) for the purpose of this research. The translations necessary are done by the author to the best of her knowledge and judgment, using professional diligence. In terms of measurement the majority of the questions are answered on a 5-point Likert scale. The consistent usage of this 5-point-scale ensures a level of comparability throughout the posed questions. Moreover, according to research, five is the most natural number for participants to be used on a scale (Krosnick et al., 2005, p. 40). Broadly spoken, the questionnaire is split in four main sections. The first section aims to collect basic information, such as age, gender, organizational affiliation etc. As this section includes a filter question (financial reimbursement), it is placed first. Section two is devoted to motivation, section three evaluates management practices, and section four focuses on organizational commitment and intention of staying. The questionnaire is partly assembled on the basis of parts of existing questionnaires. As for the aspects where no fitting previous questionnaire could be found, questions are adapted and developed to the best of the author's conscience and knowledge.

The detailed version of the questionnaire can be found in the Annex (Section 8.11). The first section collects basic information about the respondents, which is later described in the descriptive statistics (see Section 4.1). The following sections describe the assembly of the questionnaire's remaining sections. Parts of it give exemplary questions, while others give a more detailed explanation of how the questions are assembled.

3.3.2 Empathic Concern

This part of the questionnaire captures the engaged volunteers' Empathic Concern. The statements used are taken from the Davis's Empathy Scale, used in the 2002 General Social Survey, wherein the Cronbach reliability coefficient is $\alpha = 0.75$ (Smith, 2005, p. 46). A total of seven statements are rated on a 5-point Likert scale (1= Does not describe me very well; 5=Describes me very well). The statements ask about thoughts and feelings in various situations (e.g. "I often have tender, concerned feelings for people less fortunate than me.", and "Sometimes I don't feel very sorry for other people when they are having problems.") The full item wordings are given in the Annex (Section 8.5).

3.3.3 Volunteers' Motivations

The questionnaire then resumes to provide a general feeling of the volunteer's overall Work Motivation within the organization that is later averaged into a score. The statements are derived from a number of sources on job motivation.

- (A) Most days that I work for the organization, time seems to drag.
- (B) I am very involved in my activities for the organization. Even if I do not work, I think about my activities often.
- (C) The activity is simply one out of many interests, therefore I am not that deeply involved.
- (D) I often do extra work for the organization, that isn't really required of me.
- (E) I work more/harder than other people, that have the same / a similar task within the organization.

A) and D) are derived and adapted from Patchen (1965) who uses "On most days on your job, how often does time seem to drag for you?", and "How often do you do extra work for your job that isn't really required of you?". Gannon and Demler (1971) add to these questions by "Would you say you work harder, less hard, or about the same as other people doing your type of work in the Agency?", which inspires statement (E) and "Some people are completely involved in their job-they are absorbed in it night and day. For other people, their job is simply one of several interests.", which inspires both B) and C). As shown in Chen (2016) and Javed (2018), amongst others, these sources are still applied nowadays, thereby accounting for reliability. This scale is tested for reliability in the statistical analysis.

Finally, the questionnaire dives into the motivational reasons for volunteering. Volunteers' motivations were previously summarized in the ABCE model by (Butt et al., 2017). With the ABCE model building on the VFI model (Clary et al., 1998), which is well established in academia, and having integrated the criticism the VFI has been confronted with, the ABCE is a valuable concept for understanding volunteer motivation. The ABCE model adds another layer to this research, through its recentness and development and testing in Pakistan and needs testing in different organizations and cultures (Butt et al., 2017). The model is discussed in the theoretical part of this thesis, and visualized in Figure 5.

Affiliation (A) consists of the social motive (three items) and the socialization motive (three items). Belief (B) is split in the organization motive (four items) and pro-social belief (three items). Career Development (C) consists of the career motive (four items) and the understanding motive (three items). Finally, the last dimension, Egoistic (E) is made up of the enhancement motive (four items) and the protective motive (three items). The questions are used in their original version from the ABCE model. The reliability of the constructs in the original study lies between 0.680 and 0.843, and is therefore in an acceptable range. While the questionnaire explicitly asks for the importance of each element, the author recognizes that the answers might be influenced by the opportunities to fulfill these items to the individual's satisfaction in the tested organizations. As previously discussed an individual's expectation of being able to fulfill their motivational drives through their commitment in the organization influences the organization's ability to retain the volunteer (Vroom, 1964). For the purpose of this research it is assumed that participants have equal expectations regarding the extent of satisfaction they can achieve on each of the items. It is therefore assumed that the variance between the dimensions is attributed to varying importance placed in each of these dimensions.

The aspect of religious faith was originally added to the ABCE model. Throughout this research, this aspect will, however, be neglected. The statements taken from the ABCE study, will be evaluated in the survey through a 5-point Likert Scale (reaching from 1=not important at all to 5=extremely important) Within the questionnaire the statements listed below have been mixed up as to diffuse the specific categories for better evidential value.

3.3.4 Evaluation of Management Practices

The theoretical part of this thesis evaluates five management practices that are potentially related to retention. Recognition, Training, Supervision, Person-Task Fit, and Teambuilding are therefore integrated in the empirical part.

This questionnaire section starts off with a general evaluation of the importance of each of those five measures chosen.

- A. How important is it for you that your contribution gets recognized?*
- B. How important is regular training for you?*
- C. How important is it to you that you are assigned to tasks that correlate with your skills and interests?*
- D. How important is regular supervision to you?*
- E. How important are teambuilding events/measures for you?*

It is then followed up with how well these measures are integrated within the respective organizations, and therefore describes the satisfaction with the implementation of these measures within the volunteers' organization. Opposed to the prior questions, which rely on existing models these statements are assembled and adapted from several sources, as outlined below. Therefore, while the previous sections merely give examples, this last part will introduce all questions in detail. The reliability of these will be checked in the statistical analysis.

RECOGNITION (Questions adapted from Cuskelly et al., 2006, p. 155)

- A1. My efforts are sufficiently recognized by members of the organization.⁴
- A2. My efforts are recognized publicly to my liking.⁵
- A3. I feel that outstanding work/efforts are recognized accordingly.⁶

TRAINING (Questions taken from Fallon and Rice, 2015)

- B1. The availability of training at my organization meets my needs.

⁴ A1; Original: "Thank volunteers for their efforts." (Cuskelly et al., 2006, p. 155)

⁵ A2; Original: "Publicly recognise the efforts of volunteers." (Cuskelly et al., 2006, p. 155)

⁶ A3; Original: "Recognise outstanding work or task performances of individual volunteers" (Cuskelly et al., 2006, p. 155)

B2. The format of training at my organization meets my needs.

B3. The quality of training delivery at my organization meets my expectations.

PERSON-TASK FIT (Questions largely adapted from (Cuskelly et al., 2006)

C1. I feel that my skills and experiences match the tasks I am entrusted with.⁷

C2. I feel that my interests match the tasks I am entrusted with. (by author)

C3. I feel capable to fulfill the tasks assigned to me for the large part.⁸

SUPERVISION (Questions adapted from Cuskelly et al., 2006; Martin and Bush, 2006)

D1. I feel like my supervisor has a good sense of my performance.⁹

D2. I regularly receive constructive feedback about my performance.¹⁰

D3. If I face a problem, I feel comfortable talking to my supervisor about it.¹¹

TEAMBUILDING

D4. There is a lot of "team spirit" in the organization. (Martin and Bush, 2006, p. 435)

D5. The amount of teambuilding events/measures held are to my satisfaction. (by author)

D6. The importance of teambuilding in my organization is recognized. (by author)

The section closes with an **open question** in order to give space for suggestions, and control for oversight of important measures.

What could the management team of your organization / your team leader do to make you more comfortable? What would positively contribute to your motivation? What are you missing at the moment?

3.3.5 Organizational Commitment and Intention of Staying

Lastly the questionnaire analyzes the Organizational Commitment, which is directly linked to the intent of remaining within the organization and can be connected to retention, as previously discussed. This part of the questionnaire helped to understand how committed the current

⁷C1; Original: "Match the skills, experience and interests of volunteers to specific roles." (Cuskelly et al., 2006, p. 155)

⁸C3; Original: "Target individuals for volunteer positions based on their skills." (Cuskelly et al., 2006, p. 155)

⁹D1; Original: "Monitor the performance of individual volunteers." (Cuskelly et al., 2006, p. 155)

¹⁰D2; Original: "Provide feedback to individual volunteers about their performance." (Cuskelly et al., 2006, p. 155)

¹¹D3; Original: "I can count on my supervisor to help me when I need it." (Martin and Bush, 2006, p. 435)

volunteers are within the organization and to plan towards a positive retention. The participants rate 9 statements¹², developed by Mowday et al. (1979), which will then be averaged into a general Organizational Commitment score. “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”, and “I talk up this organization to my friends as a great organization to work for” are two examples, for a full list of the statements, check Section 8.1.6 in the Annex.

Finally, the questionnaire controls for overall motivation again, this time rating a singular item (“How would you rate your overall motivation in relation to your tasks?”) on a scale from 1 to 5, 1 being “I feel reluctant approaching my activities, for the most part I am not motivated anymore” and 5 being “For the most part I look very much forward to my activities and start my shifts/tasks fully motivated”. As a control variable it is consciously placed apart from the previous questions on motivation.

The questionnaire then closes by checking for the Intention of Staying in the organization, with drop down options (1 = below one year; 2 = 1 year; 3 = 2-3 years; 4 = 4-6 years; 5 = 7-10 years; 6 = more than 10 years;). This will then be tested for correlation with Organizational Commitment, and depending on the outcome checked for correlation with general motivation and the evaluation of management practices in the sampled organizations.

¹² Mowday et al. (1979) made a 15 item version and a nine-item short form (excluding the negatively worded items). The latter has been used here.

4. Statistical Analysis

The following chapters serve as an introduction for the statistical testing, discussing the data distribution, the sample description, as well as an introduction to the data. The latter includes both reliability testing and descriptive statistics. Some preliminary tests are run to better inform the following statistical testing of the research questions in Section 4.3.

4.1 Sample Description

This section describes the sample group. In order to do so it mainly utilizes the survey section on general information, analyzing the number of respondents, and their age, gender, organizational affiliation etc.

The overall number of respondents who filled out the questionnaire is a total of 161. The sample is reduced to 151, eliminating those who did not complete the questionnaire or stopped after the first page. Subsequently, those who answered the question relating to their financial compensation with “paid by the organization” were excluded from the sample. As stated in Section 2.1, volunteers are experiencing a lack of financial compensation. The deleted participants (a total of seven) are too small of a group to make a reasonable comparison between paid members and unpaid members. The sample is further reduced by those who merely “clicked through” the whole questionnaire, observable in that they gave the same response to every item. This brings the sample size down to 137 respondents. Out of those, 118 (86.1%) finished the questionnaire and 19 (13.9%) did not fill out the survey completely – 6.6% stopped on page three, 5.8% on page four and 1.5% on page five¹³. The number of N = total respondents therefore varies throughout the analysis. Where necessary, the outcome of the statistical tests is compared to 118 participants to control for variations¹⁴.

The questionnaire includes a number of variables, that are used as control variables. These include gender, main activity pursued by the volunteer, organizational affiliation, financial compensation, and duration of activity within the organization.

¹³ Page 1: General information on the questionnaire; Page 2: Information on participant (sociodemographic etc.); Page 3: Altruism and work motivation; Page 4: ABCE dimensions; Page 5: Management measures; Page 6: Organizational commitment and intention of staying;

¹⁴ The comparisons are noted in the footnotes, when there is a statistically significant change to the result by reducing the sample to the 118 respondents that finished the questionnaire.

The first question relates to **gender**, to which all respondents (N = 137) gave an answer. Those who identified as women made up almost two thirds (64.2%) of the sample. In terms of gender, the sample is therefore not balanced. The distribution of age groups is illustrated in Figure 6. Almost half of the sample (49.7%; N=136) is below 30 years of age, meaning that the sample is rather young. Data on the overall age structure in the sampled organizations was not accessible for the purpose of this research. An explanation for the sample being rather young could possibly be derived from the sampling process. Nonetheless, all age groups are represented.

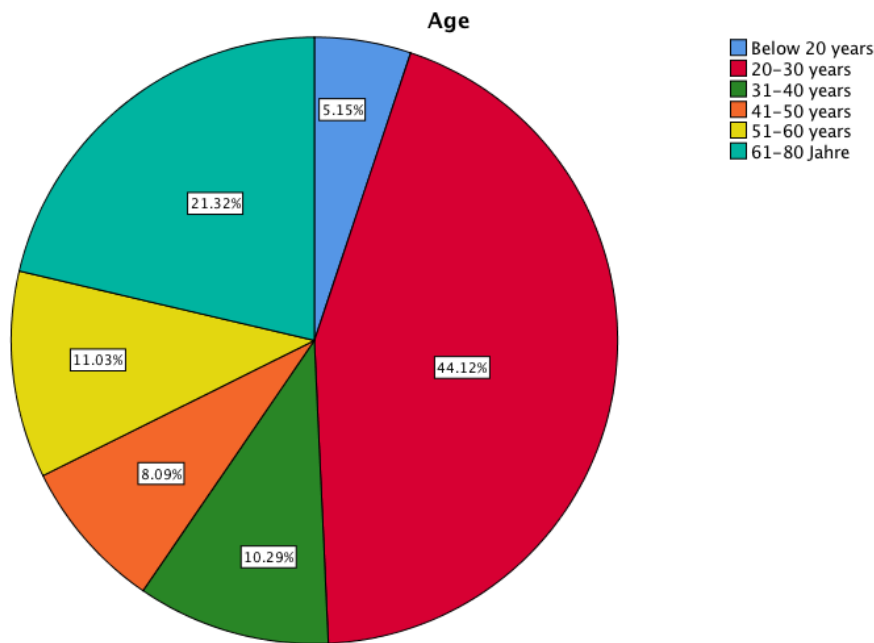


Figure 6: Distribution Across Age Groups

The questionnaire further looks into the **main activities pursued** by the participants, to which 132 respondents gave an answer. The activities, in terms of frequency and percentage of people pursuing an activity, are visualized in the bar chart below (see Figure 7). The largest percentiles consist of employees, university students and pensioners. For ensuing tests these activities are clustered in three groups: 1) Active Employment (employee, worker, self-employed, civil servant); 2) In Training (high school students, university students); 3) No Other Activity (looking for work, pensioner, main activity in the organization). The frequencies are portrayed in Table 1.

		Frequency	Valid Percent	Cumulative Percent
Valid	Active Employment	61	48.0	48.0
	In Education	35	27.6	75.6
	No Other Activity	31	24.4	100.0
	Total	127	100.0	100.0

Table 1: Frequencies Main Activities Grouped

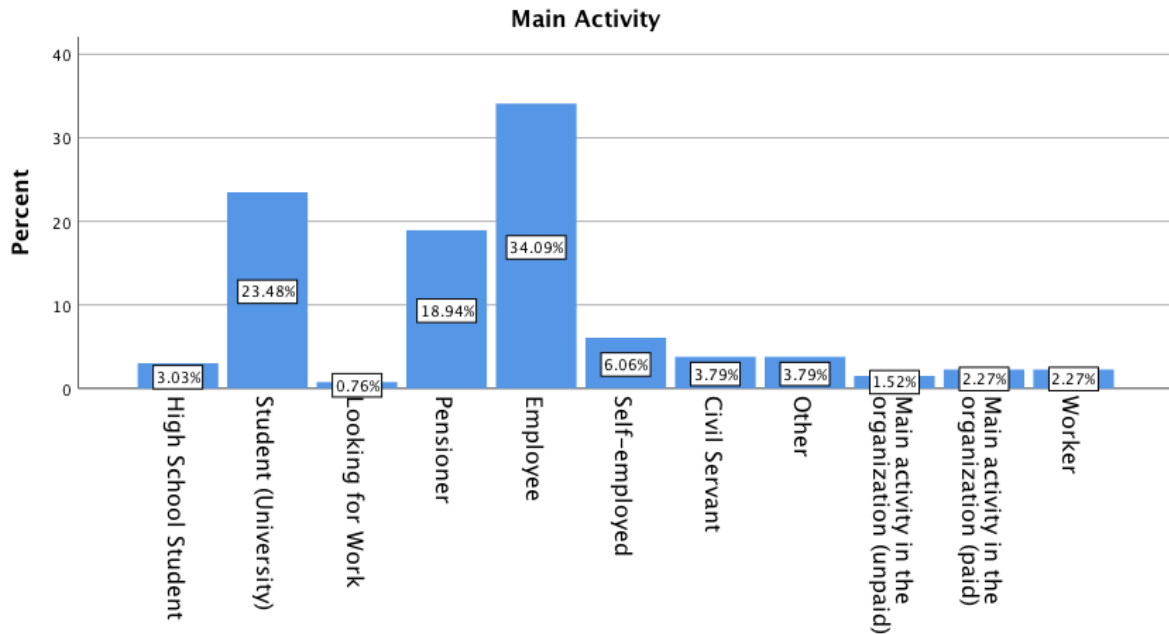


Figure 7: Main Activities of Sample Group

Next, the questionnaire looks at **organizational affiliation**. A total of 92.7% voiced their affiliation with Red Cross Upper Austria or Caritas Vienna, leaving ten respondents with the option “Other”, out of which a few more are affiliated with the two sampled organizations in other states, as seen in Table 2.

Org. Affiliation	Frequency	Percent	Cumulative Percent
Red Cross Upper Austria	63	46.0	46.0
Caritas Vienna	64	46.7	92.7
Other	4	2.9	95.6
Red Cross Other State	2	1.5	97.1
Caritas Other State	4	2.9	100.0
Total	137	100.0	100.0

Table 2: Organizational Affiliation

The author thus includes the “Other” category in the sample, as it equally represents the target audience, but excludes it from any direct comparisons between Caritas and the Red Cross. Further information on organizational affiliation can be found in the Annex (see Section 8.2).

To get a better insight in these organizations the gender and age structure is introduced in Table 3 and Table 4. From these one can tell that the age structure of the sampled volunteers in the respective organizations is rather different. There is no statistically significant association between gender and organizational affiliation, $\chi^2(1)=1.636, p = 0.201$. There is a statistically significant association between age and organizational affiliation $\chi^2(5)=60.043, p < 0.001$.

The largest number of respondents out of all age groups from the Caritas, are the 61-80 year olds, whereas the largest age group for Red Cross respondents are 20-30 years old.

		Red Cross	Caritas	Total
Gender	Male	27	21	46
	Female	38	47	81
Total		65	68	133

Table 3: Cross Tabulation Gender x Organization

		< 20 years	20-30 years	31-40 years	41-50 years	51-60 years	61-80 years
Organization	Red Cross	5	48	7	3	2	0
	Caritas	2	11	7	7	13	28
Total		7	59	14	10	15	28

Table 4: Cross Tabulation Age x Organization

The next question relates to **financial compensation**. A majority of 81 respondents (59,1%) do not receive any financial compensation, 49 (35,8%) receive a minor allowance (less than one euro per hour), and 7 (5,1%) are refunded their costs (e.g. travel expenses). As previously stated, those who responded “paid by the organization” were removed from the sample. Refunding costs as well as getting an allowance below one euro is not considered as financial compensation, but rather as pocket money, which does not exclude these respondents from the definition of volunteers set in Section 2.1.2. Upon running a cross tabulation of organizational affiliation and financial compensation, it turned out that the 49 respondents receiving minor financial compensation are all affiliated with the Red Cross, leaving just 14 Red Cross volunteers without any financial compensation. The tests run with this variable will therefore pertain to no financial compensation whatsoever and receiving a minor allowance, as the remaining group is too small for making a justified comparison.

The final question relates to how long the volunteer has been with the named organization – which from here on out will be called organizational tenure. The answers are presented in

Figure 8. Naturally, the duration of activity is statistically significantly correlated with age ($r_s(137) = 0.315, p < 0.001$).

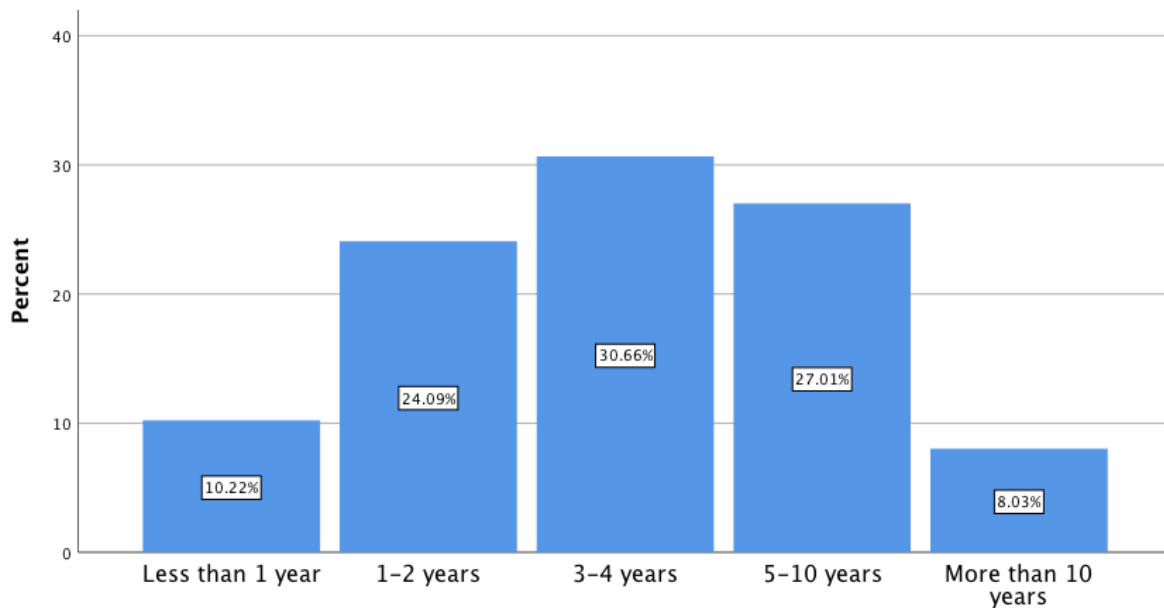


Figure 8: Bar Chart of Organizational Tenure

4.2 Statistical Introduction to the Main Constructs

The constructs are first and foremost tested in terms of reliability through Cronbach alpha values. Each element is further confirmed by a factor analysis, communalities, total explained variance and when in doubt, a scree plot is generated. For the ABCE dimensions a cluster analysis is added and a variance analysis is run for the management measures, comparing the satisfaction with and importance of each management measure.

In order to perform parametric tests one first needs to check whether the collected data is normally distributed. If the sample data is normally distributed, it can be assumed that the sampling distribution will be too (Field, 2009). There are several ways to look at normality. Firstly, boxplots and histograms can be created. Secondly, a Kolmogorov-Smirnov test and Shapiro-Wilk test can be used to assess the normal distribution of a variable. The evaluation of normality can be found in Section 8.1 in the Annex, showing that normality does not apply to all constructs. Field (2009), however, argues that in a sample above 30 the sampling distribution is usually normal. Normality is therefore assumed for all statistical tests.

4.2.1 Motivation

The motivation levels are evaluated in two separate sections, as described above. First, a total of five statements is posed to the respondents in order to determine Work Motivation. A principal component analysis (see Section 8.4) is done, showing that the statement “On most days that I work for the organization, time seems to drag.”¹⁵ should be excluded – the total explained variance then changes from 40.5% to 54.2% and a Cronbach alpha value of 0.715 (from 0.664 previously) is achieved. Additionally, a scree plot is used to confirm that one factor is suitable. A histogram of the remaining components is visualized in Figure 9.

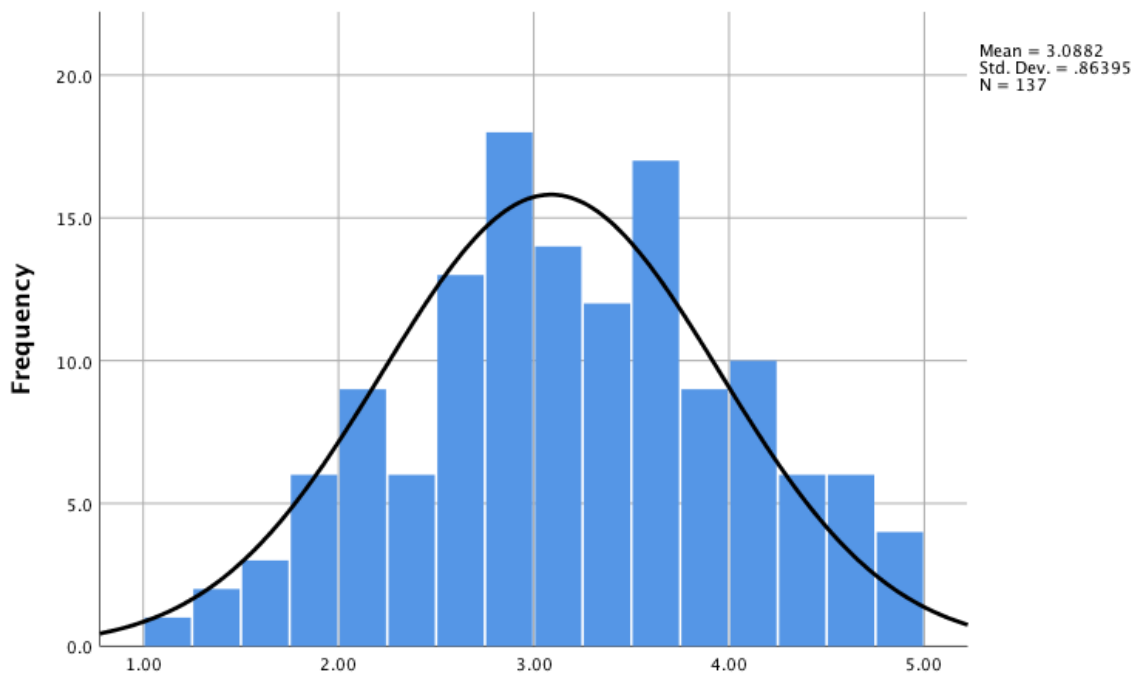


Figure 9: Averaged General Motivation Score

A controlling variable is introduced by a question on overall motivation at the end of the questionnaire (see Figure 10). A single item on motivation (“How would you rate your overall motivation in relation to your tasks?”) is rated on a scale from 1 to 5. The mean of 4.39 (SD = 0.73) here is rather high, with a significant skewness of -1.43. The average score on work motivation presents a mean of 3.09, a standard deviation of 0.86 and a skewness of -0.036. A correlation analysis confirms that the two scores are correlated ($r(118) = 0.283$, $p = 0.02$), as seen in Table 5. Due to the high skewness in the motivation score derived from the singular

¹⁵ Item was inverted before statistical analysis.

element, from here on out the averaged Work Motivation score is used for the ensuing statistical tests.

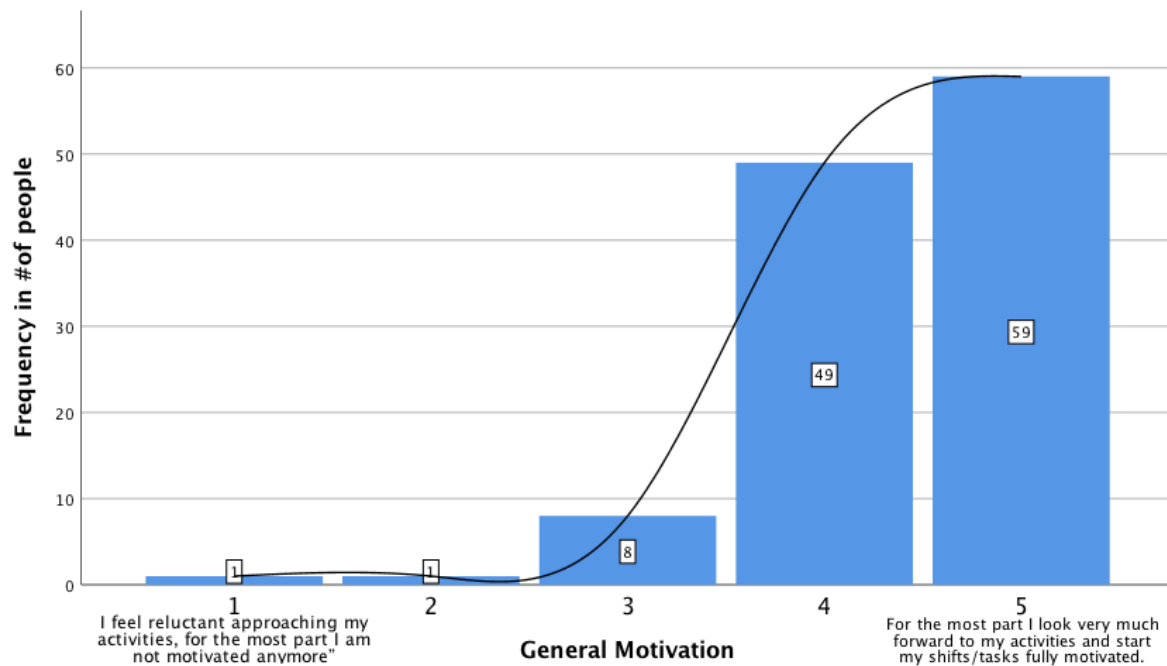


Figure 10: General Motivation derived from a Singular Element

General Motivation (Averaged Score)		
Motivation (Singular Statement)	Pearson Correlation	0.283
	Sig. (2-tailed)	0.002
	N	118

Table 5: Correlation of General Motivation Measured in Two Sections

The questions regarding **Empathic Concern** are answered on a Likert scale from 1 to 5, ranging from “does not describe me very well” to “describes me very well”. Within these questions, three were formulated in negative fashion. In order to achieve a mean score regarding Empathic Concern these are recoded. For Empathic Concern the respective statements are checked by means of a factor analysis which results in a total explained variance of 49.6%. The principal component analysis shows that this result can be optimized by eliminating the statement: “Sometimes I don’t feel very sorry for other people when they are having problems.” This leads to an explained total variance of 56.3% - which is higher than the previous result. Lastly, the decision to delete this statement is confirmed by a Cronbach alpha value of 0.842 (as opposed to 0.809 previously) for a number of six items. The distribution of answers to Empathic Concern is portrayed in the Figure 11. The tendency leans towards high Empathic Concern, with a skewness of -1.250, meaning that the data is skewed.

This section may be subject to high social desirability bias. The Annex (Section 8.3) shows individual graphs for each statement.

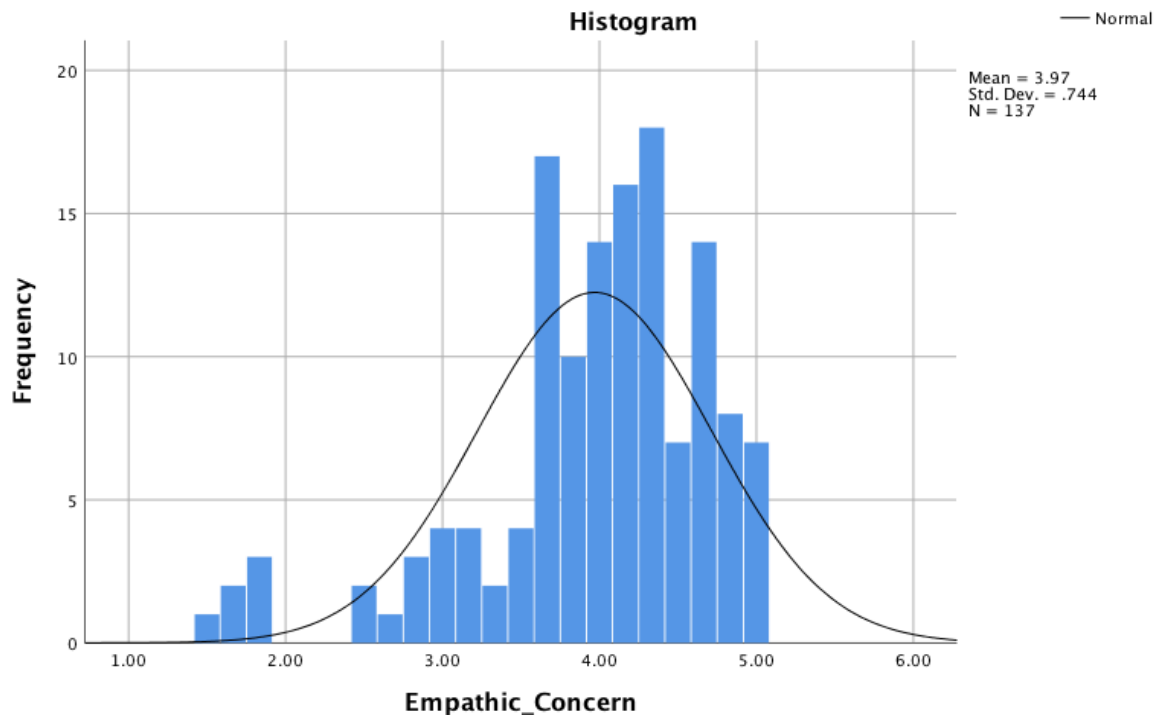


Figure 11: Mean Score of Empathic Concern

Next, a reliability test is done for the categories provided by the **ABCE** model, which is divided in four categories. The scale reaches a Cronbach alpha of 0.829 for Affiliation (6 items), 0.563 for Belief (7 items), 0.847 for Career Development (7 items), and 0.731 for Egoistic (7 items). Belief therefore shows a reliability below 0.7. The component with the lowest communality is therefore excluded, bringing the reliability of the scale to 0.582 (see Table 36 in Annex). To achieve the highest possible reliability, the elimination process through reliability analysis is chosen. The factor Belief is therefore reduced to the four items listed in Table 6. By doing so a reliability of 0.679¹⁶ is achieved. This is later addressed in the limitations of this research.

¹⁶ By reducing the sample to the 118 respondents that finished the questionnaire, the reliability can be improved to a Cronbach Alpha value of 0.689 for the remaining four items.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach Alpha if Item Deleted
Because it has an important and needed cause.	11.25	5.28	0.379	0.662
Because I am concerned about those less fortunate than myself.	11.66	4.51	0.493	0.591
Because I am concerned about the people I am serving.	12.27	4.28	0.475	0.607
Because of feeling compassion towards people in need.	11.37	4.93	0.511	0.586

Table 6: Item Statistics Reliability Belief Factor

Table 7 looks at the motivation dimensions more closely, showing the mean of each of the four dimensions. Figure 12 visualizes the four dimensions in a box plot.

Dimensions N=128	Min	Max	Mean	Std. Dev.	Skewness
Affiliation	1.00	4.83	3.16	0.90	-0.357
Belief	2.00	5.00	3.88	0.66	-0.535
Career Dev.	1.14	5.00	3.10	0.87	0.008
Egoistic	1.57	4.86	3.34	0.72	-0.090

Table 7: Dimensions of Motivation Interpreted

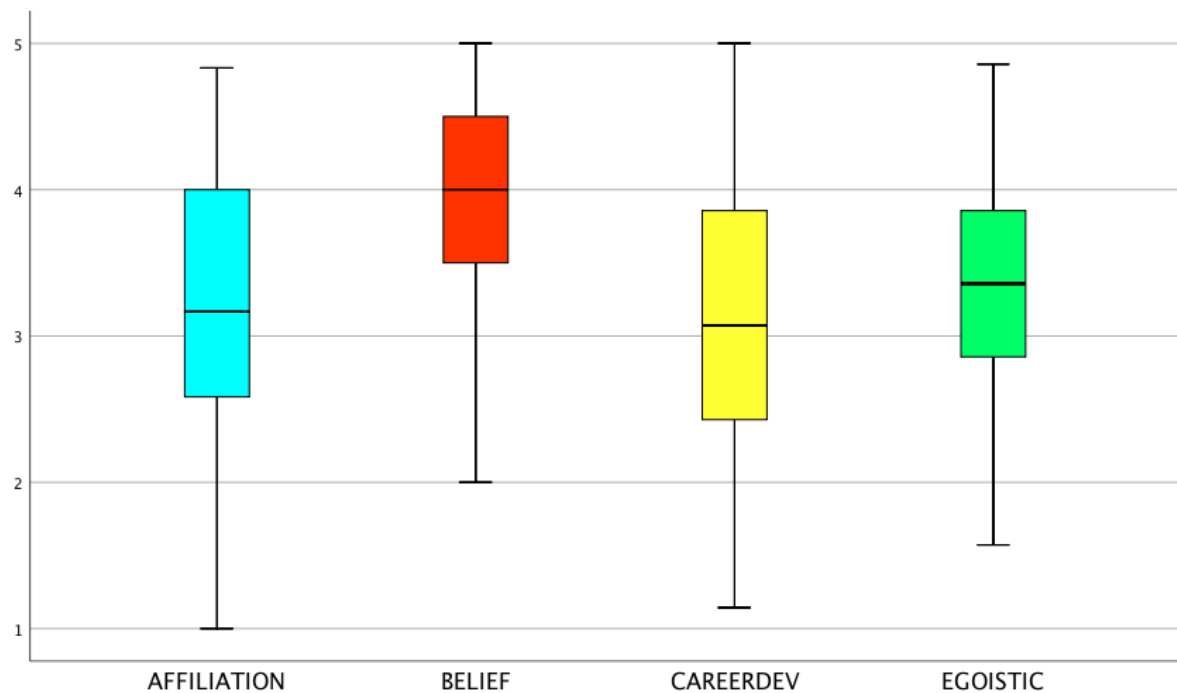


Figure 12: Motivations for Volunteering

To test whether the differences between the four factors of the ABCE model are significant an ANOVA is performed. Mauchly's test is significant, indicating a lack of sphericity. Therefore,

Greenhouse-Geisser is used for reporting the results. There is a significant difference between the four factors $F(1.94; 253.20) = 35.33, p < 0.01$. Bonferroni pairwise comparisons reveal the following: Belief is rated higher than the other three factors, followed by the Egoistic dimension. Affiliation, and Career Development do not differ significantly.

Towards a better overview over the ABCE dimensions, a cluster analysis is run, using Squared Euclidean Distance, and Ward Linkage – the prior is a tool used to measure the distance between individual respondents, while the latter is a tool with which individual people can be grouped. To affirm the number of clusters, a dendrogram is included when running the analysis. The heterogeneity coefficient also supports the three cluster solution. It is therefore derived that it is most sensible to form three clusters (based on $N=128$). Table 8 shows the frequency distribution of the three clusters.

		Frequency	Percent	Valid Percentage	Cumulative Percent
Valid	1	77	56.2	60.2	60.2
	2	11	8.0	8.6	68.8
	3	40	29.2	31.3	100.0
	Total	128	93.4	100.0	

Table 8: Average Linkage Between Groups

From Figure 13 it can be derived that Cluster 1 rates all four dimensions rather high, while in Cluster 2 Affiliation and Career Development are rated higher than Belief and Egoistic, and Cluster 3 draws their main motivation from Belief. There is no significant difference in altruism throughout the clusters $F(2,124) = 2.66, p = 0.074$. The clusters are now further interpreted by using the control variables, to see tendencies in each cluster.

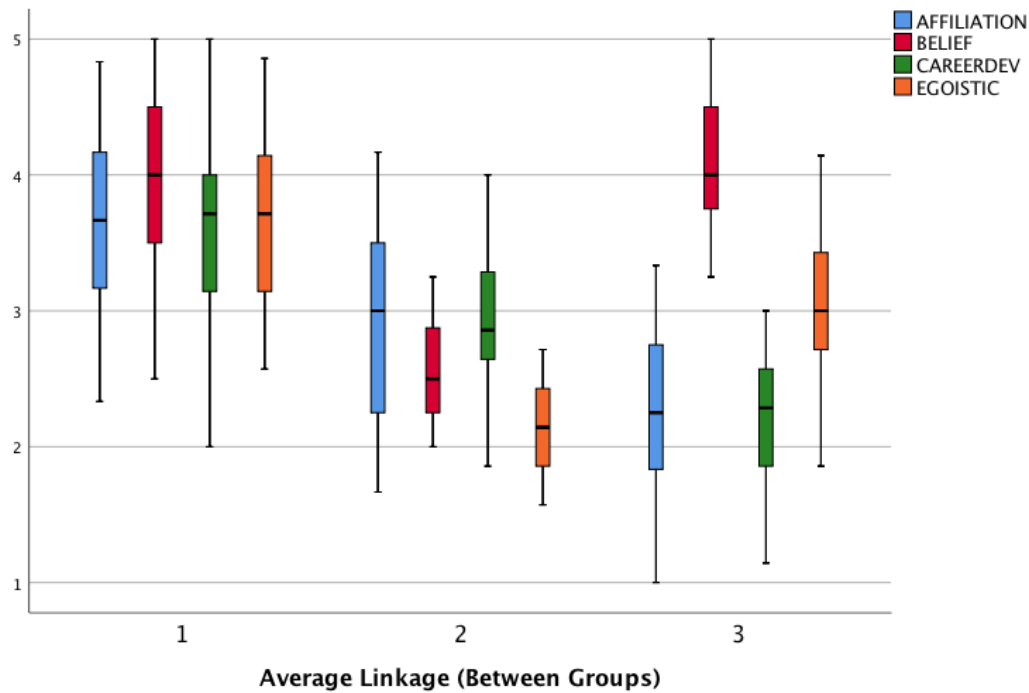


Figure 13: Boxplot of Average Linkage Between Groups

Concerning age, a Fisher's Exact Test shows that there is a significant difference in age in the clusters ($p < 0.001$)¹⁷. This is visualized in Figure 14. In both cluster 1 and 2 the majority of respondents is between 20-30 years while in cluster 3 the largest share of respondents is between 61-80 years of age. Going back to the motivations in cluster 3, respondents are most motivated by Belief (in value similar to cluster 1), but least motivated by Affiliation and Career Development. There is no statistically significant association between main activity of the respondents and the distribution across clusters ($\chi^2(4, N = 119) = 7.02, p = 0.135$), neither is there a significant association with gender ($\chi^2(2, N = 128) = 4.30, p = 0.116$).

¹⁷ Fisher's Exact Test is used for this test and the following due to the size of the sample.

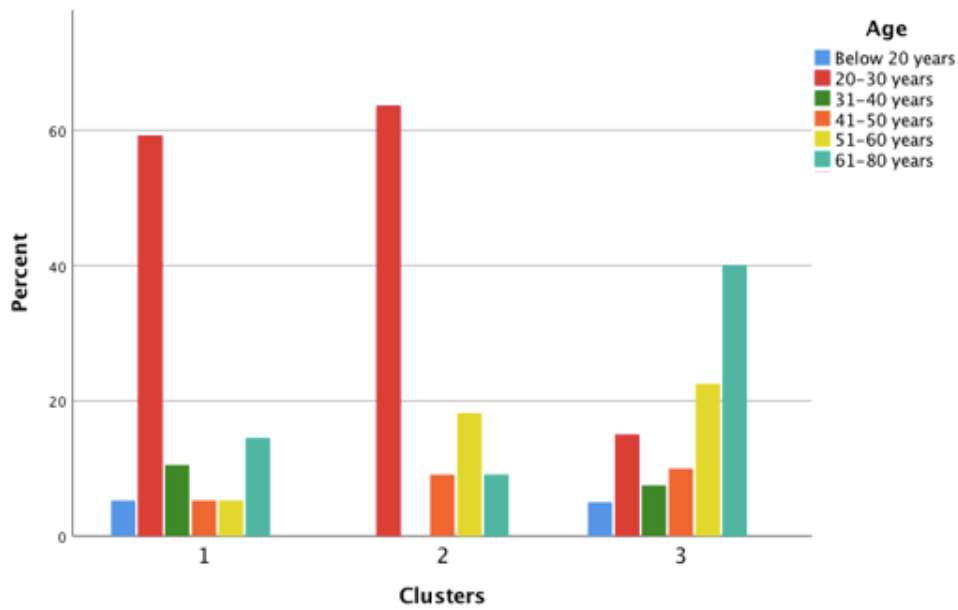


Figure 14: Age Across Clusters

4.2.2 Management Measures

As discussed before, the survey looks at a total of five management practices: Recognition, Training, Person-Task Fit, Supervision, and Teambuilding. The survey aims to evaluate how well activities related to these management measures are translated into practice in the respective organizations. This is done through posing three questions related to each topic, that were then combined into a mean score for each element – describing the satisfaction with the implementation of each management measure. The statistics of these are summarized in Table 9.

	N	Mean	Std. Dev.	Min	Max
Satisfaction Recognition	120	3.95	0.77	2.00	5.00
Satisfaction Training	120	3.57	0.85	1.00	5.00
Satisfaction Person-Task Fit	120	4.44	0.52	3.33	5.00
Satisfaction Supervision	120	3.79	0.88	1.67	5.00
Satisfaction Teambuilding	120	3.73	0.90	1.33	5.00

Table 9: Statistics Evaluation Management Measures

All scales have been shown to be reliable as seen in Table 10 below. Table 11 shows the statistically significant differences in satisfaction with management measures.

	Cumulated total Variance	Cronbach Alpha	Items Confirmed	N
Satisfaction Recognition	57.7%	0.627	3	120
Satisfaction Training	64.7%	0.727	3	120
Satisfaction Person-Task-Fit	60.3%	0.669	3	120
Satisfaction Supervision	64.0%	0.702	3	120
Satisfaction Teambuilding	68.1%	0.764	3	120

Table 10: Summary of Statistical Tests for Each Management Measures

Pairings Satisfaction	Training	Person Task Fit	Supervision	Teambuilding
Recognition	$t(119) = 5.43,$ $p < 0.001$	$t(119) = -7.48,$ $p < 0.001$	$t(119) = 2.70,$ $p = 0.008$	$t(119) = 3.29,$ $p < 0.001$
Training		$t(119) = -11.06,$ $p < 0.001$	$t(119) = -2.53,$ $p = 0.013$	$t(119) = -1.97,$ $p = 0.051$
Person Task Fit			$t(119) = 9.19,$ $p < 0.001$	$t(119) = 8.80,$ $p < 0.001$
Supervision				$t(119) = 0.75,$ $p = 0.457$

Table 11: Paired Samples T-Test Satisfaction Management Measures

Furthermore, these management measures were evaluated in terms of their importance by asking the participants to evaluate their importance on a 5-point Likert scale. The respective statistics are presented in Table 12. Person-Task Fit has the highest mean importance, followed by Training, Teambuilding, Recognition, and Supervision. Table 13 shows the significance in difference in importance values.

	N	Mean	Std. Dev.	Range	Min	Max
Importance Recognition	120	3.23	1.17	4	1	5
Importance Training	120	3.65	1.11	4	1	5
Importance Person-Task Fit	120	3.88	0.98	4	1	5
Importance Supervision	120	3.06	1.23	4	1	5
Importance Teambuilding	120	3.38	1.22	4	1	5

Table 12: Statistics Importance Management Measures

Pairings Importance	Training	Person Task Fit	Supervision	Teambuilding
Recognition	t(119) = -3.52, p < 0.001	t(119) = -5.48, p < 0.001	t(119) = 1.37, p = 0.174	t(119) = -1.18, p = 0.239
Training		t(119) = -1.90, p < 0.060	t(119) = 5.12, p < 0.001	t(119) = 2.39, p = 0.019
Person Task Fit			t(119) = 7.92, p < 0.001	t(119) = 4.36, p < 0.001
Supervision				t(119) = -2.90, p = 0.004

Table 13

Pairings Importance	Training	Person Task Fit	Supervision	Teambuilding
Recognition	t(119) = -3.52, p < 0.001	t(119) = -5.48, p < 0.001	t(119) = 1.37, p = 0.174	t(119) = -1.18, p = 0.239
Training		t(119) = -1.90, p < 0.060	t(119) = 5.12, p < 0.001	t(119) = 2.39, p = 0.019
Person Task Fit			t(119) = 7.92, p < 0.001	t(119) = 4.36, p < 0.001
Supervision				t(119) = -2.90, p = 0.004

Table 13: Paired Samples T-Test Importance Management Measures

Overall, the mean practical implementation of measures is rated higher than its mean importance for most measures. The satisfaction with training is the exception. The differences are visualized in Figure 15.

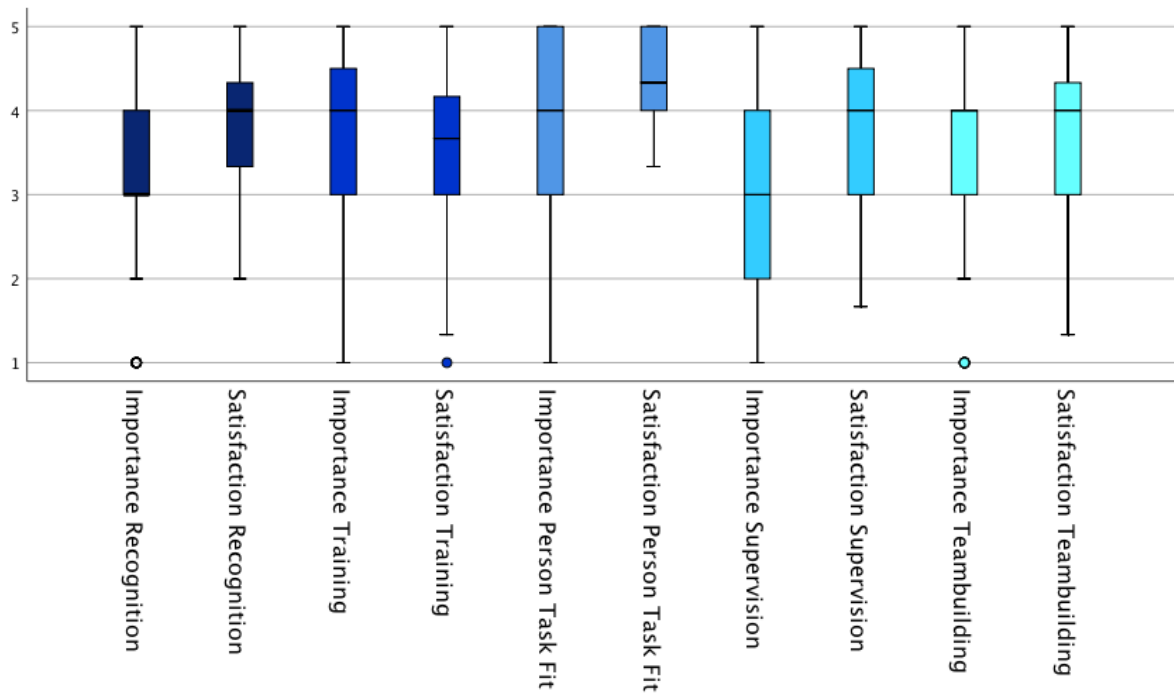


Figure 15: Visualization of Differences in Importance of Management Measure versus Mean Evaluation of Implementation in Organization

4.2.3 Organizational Commitment and Intention of Staying

Last but not least, a factor analysis for Organizational Commitment is done. The explained total variance, as found through a factor analysis, is 49.3%. The component with the lowest communality (“I find that my values and the organization’s values are very similar”) is excluded, thereby reaching a total explained variance of 52.6%. One statement with a rather low communality remains. (“I talk up this organization to my friends as a great organization to work for.”) By removing yet another component, a cumulated variance of 55.8% is achieved. Testing for reliability, a Cronbach alpha of 0.864 is achieved with seven items, stated in Table 14.

Items	Mean	Std.-Dev.	N
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	3.61	1.02	118
I would accept almost any type of job assignment in order to keep working for this organization.	2.31	1.30	118
I am proud to tell others that I am part of this organization.	4.13	1.07	118
This organization really inspires the very best in me in the way of job performance.	3.37	1.12	118
I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	3.71	1.29	118
I really care about the fate of this organization.	4.20	0.96	118
For me this is the best of all possible organizations for which to work.	3.34	1.21	118

Table 14: Item Statistics of Organizational Commitment

Figure 16 shows how the responses on Organizational Commitment (averaged into a common score) are distributed in a bar chart.



Figure 16: Bar Chart Mean Organizational Commitment

Figure 17 presents a simple bar chart of how long volunteers plan to stay within the organization.

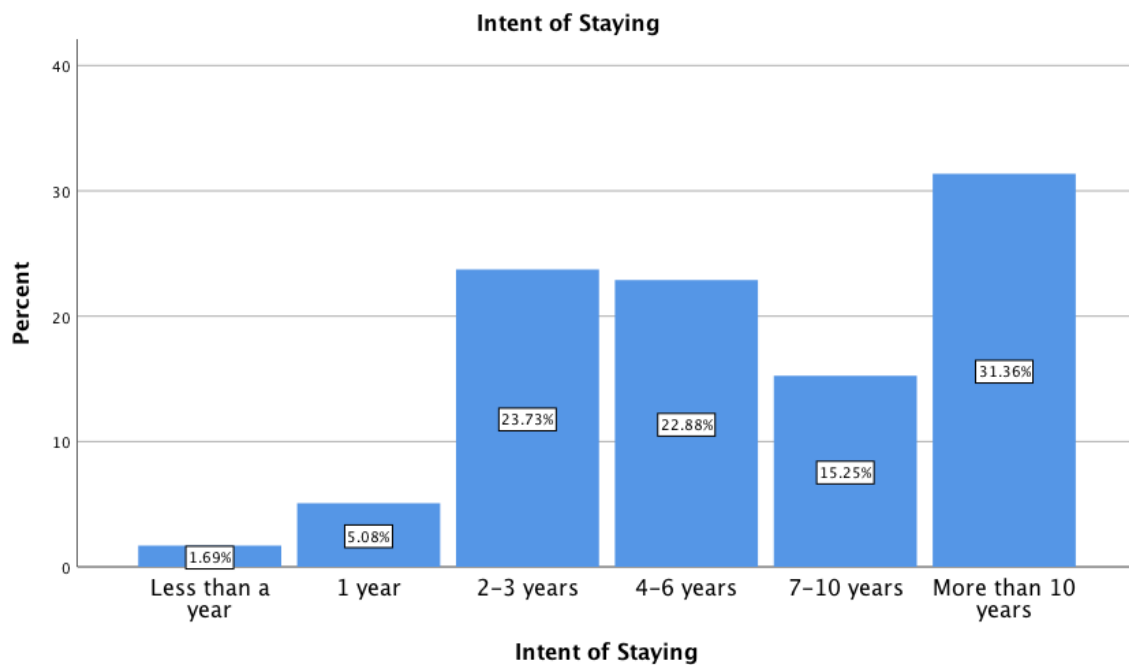


Figure 17: Bar Chart Intention of Staying

4.2.4 Significance of Control Variables

Now that the main constructs are introduced, they are paired with the control variables, as mentioned in the introduction to the sample. These are: gender, age, main activity, financial compensation, organizational tenure, and organizational affiliation. Each of the main constructs were paired with all controls. To generate a better understanding of what variables impact motivation, this section will dissect the main concepts used throughout this thesis by integrating the control variables. Where necessary, these insights will be utilized throughout the thesis. The results are summarized in Table 15. The detailed analyses can be found in the Annex (Section 8.5).

Construct / Control Variable	Gender	Age	Main Activity	Financial Compensation	Organizational Tenure	Organizational Affiliation
Value Labels	1 = Male 2 = Female	1 < 20 2 = 20 - 30 3 = 31 - 40 4 = 41-50 5 = 51 - 60 6 = 61 - 80	1 = Active Employment 2 = In education 3 = No Other Activity	4 = no compensation whatsoever 5 = minor allowance	1 < 1 year 2 = 1-2 years 3 = 31 - 3-4 years 4 = 5-10 years 5 = over 10 years	1 = Red Cross 2 = Caritas
Empathic Concern	U=1426; p<0.001	$r_s(136)=0.24$, p=0.005	F(2,124)=1.71, p=0.185	t(128)=2.36, p=0.172	$r_s(137) = 0.06$, p=0.494	t(131)=-2.19, p=0.030
Work Motivation	t(135)=2.32, p=0.022	$r_s(136)=0.06$, p=0.518	F(2,124)=0.42, p=0.659	t(128) = -2.34, p=0.021	$r_s(137) = 0.13$, p=0.132	t(131)=3.79, p<0.001
Affiliation	t(126)=0.34, p=0.734	$r_s(127)=0.36$, p<0.001	F(2,116)=1.47, p=0.234	t(120)=-5.58, p<0.001	$r_s(128) = -0.08$, p=0.377	t(122)=6.38, p<0.001
Belief	t(126)=-2.86, p=0.005	$r_s(127)=0.34$, p<0.001	F(2,116)=5.02, p=0.008	t(120)=3.72, p<0.001	$r_s(128) = 0.03$, p=0.769	t(122)=-4.30, p<0.001
Career Development	t(126)=0.33, p=0.740	$r_s(127)=-0.60$, p<0.001	F(2,116)=12.42, p<0.001	t(120)=-5.38, p<0.001	$r_s(128) = -0.23$, p=0.011	t(122)=6.84, p<0.001
Egoistic	t(126)=-1.74, p=0.085	$r_s(127)=-0.02$, p=0.787	F(2,116)=0.74, p=0.482	t(120)=1.37, p=0.172	$r_s(128) = 0.17$, p=0.052	t(122)=-0.28, p=0.778
Satisfaction Recognition	t(118)=-2.95, p=0.004	$r_s(119)=0.10$, p=0.265	F(2,108)=1.67, p=0.193	t(113)=2.31, p<0.001	$r_s(120) = -0.15$, p=0.107	t(114)=-3.81, p<0.001
Satisfaction Training	t(118)=-2.33, p=0.021	$r_s(119)=0.03$, p=0.778	F(2,108)=0.59, p=0.556	t(113)=2.18, p=0.031	$r_s(120) = -0.13$, p=0.156	t(114)=-1.18, p=0.240
Satisfaction Person-Task Fit	t(118)=-1.81, p=0.073	$r_s(119)=0.18$, p=0.053	F(2,108)=1.08, p=0.334	t(113)=2.46, p=0.015	$r_s(120) = 0.16$, p=0.860	t(114)=-2.83, p=0.006
Satisfaction Supervision	t(118)=-2.43, p=0.016	$r_s(119)=0.18$, p=0.056	F(2,108)=1.47, p=0.235	t(113)=5.10, p<0.001	$r_s(120) = -0.08$, p=0.398	t(105.17)=-3.94, p<0.001
Satisfaction Teambuilding	t(118)=-0.82, p=0.414	$r_s(119)=0.11$, p=0.244	F(2,108)=0.52, p=0.599	t(113)=2.50, p=0.014	$r_s(120) = -0.02$, p=0.791	t(114)=-2.45, p=0.016
Importance Recognition	t(118)=-0.12, p=0.907	$r_s(119)=-0.25$, p=0.006	F(2,108)=0.26, p=0.775	t(113)=-2.49, p=0.014	$r_s(120) = -0.09$, p=0.348	t(114)=2.90, p=0.005
Importance Training	t(118)=1.37, p=0.173	$r_s(119)=-0.30$, p=0.001	F(2,108)=1.35, p=0.264	t(112.3)=-5.54, p<0.001	$r_s(120) = 0.10$, p=0.275	t(114)=7.47, p<0.001
Importance Person-Task Fit	t(118)=-0.23, p=0.813	$r_s(119)=0.19$, p=0.837	F(2,108)=0.90, p=0.410	t(113)=0.27, p=0.789	$r_s(120) = 0.05$, p=0.573	t(114)=0.14, p=0.888
Importance Supervision	t(118)=0.50, p=0.615	$r_s(119)=0.01$, p=0.946	F(2,108)=0.95, p=0.391	t(113)=0.47, p=0.642	$r_s(120) = 0.05$, p=0.565	t(114)=0.99, p=0.326
Importance Teambuilding	t(118)=0.73, p=0.466	$r_s(119)=-0.03$, p=0.765	F(2,108)=1.35, p=0.264	t(113)=-1.31, p=0.192	$r_s(120) = 0.09$, p=0.311	t(114)=2.11, p=0.037
Organizational Commitment	t(116)=1.06, p=0.293	$r_s(117)=-0.18$, p=0.057	F(2,106)=2.68, p=0.074	t(111)=-1.10, p=0.272	$r_s(118) = -0.05$, p=0.575	t(112)=2.72, p = 0.007
Intention of Staying	t(116)=2.85, p=0.005	$r_s(117)=-0.22$, p=0.017	F(2,106)=2.19, p=0.117	t(111)=-5.46, p<0.001	$r_s(118) = -0.34$, p<0.001	t(112)=6.84, p<0.001

Table 15: Main Constructs tested with Control Variables¹⁸

The main purpose of the tests run in Table 15 is to give an indication regarding which variables should be included in the statistical tests in Section 4.3. Further interpretation in this section gives a basic understanding of the variables' influence on the main constructs.

¹⁸ Due to the high skewness of Empathic Concern a Mann-Whitney U-test is performed when controlling for gender due to the theoretical relevance of this combination. The t-test shows comparable results. All cells with a grey background show significant results.

Gender makes a statistically significant difference for the following constructs in this section: Work Motivation, Empathic Concern, and Belief. Female respondents scored significantly higher in all these constructs. It is therefore derived that female Austrian volunteers within the sample have a higher Work Motivation ($M = 3.31$ vs. the male score $M = 2.96$), and a higher Empathic Concern ($M = 4.07$ vs. male score $M = 3.79$). Literature points at this being a result of socially constructed behavior. Einolf (2011) suggests that social norms encourage women to take on helping roles, be that within families, or in society in general. Belief was previously correlated to Empathic Concern; it is therefore not surprising to see that female respondents scored higher as well ($M = 4.01$ vs. male score $M = 3.65$). Gender further has a significant impact on the **satisfaction** with **recognition**, training, and supervision, as well as **Intention of Staying**. While, the former are consistently rated higher by women, the Intention of Staying is lower among female participants.

Age makes a statistically significant difference in **Empathic Concern**, **Affiliation**, **Belief**, and **Career Development**. The effect of age on each of the constructs is visualized in Figure 18. Affiliation and Career Development become less important as the age of the respondents raises. In comparison, Empathic Concern and Belief are rated rather high in respondents above 51 years of age. The significance of age has further been determined in the cluster analysis (see Section 4.2.1), with age being a significant factor for distribution across the clusters. **Age** further had a significant negative relationship with the importance of Recognition and Training, as well as the Intention of Staying. As the duration of activity is statistically significantly correlated with age, the interpretation of this variable, again, is uncertain.

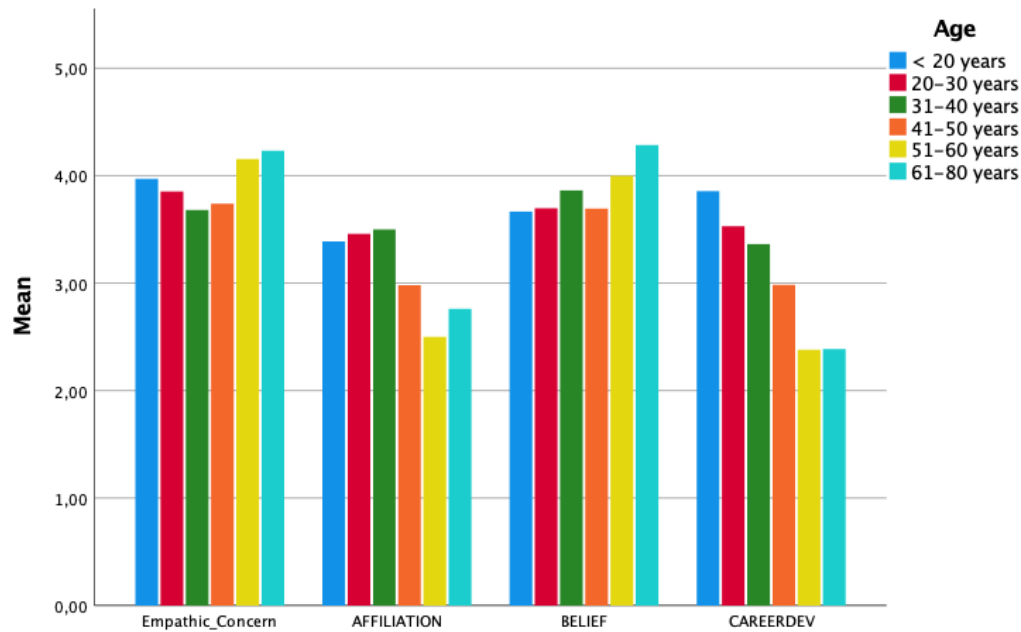


Figure 18: Bar Chart of Effect of Age on Empathic Concern, Affiliation, Belief, Career Development

Main Activity solely influences Belief and Career Development, which is visualized in Figure 19. Interesting at first glance is that the category “No Other Activity” presents the lowest mean score in Career Development and a rather high score in Belief in comparison. Upon analyzing the category, the largest share is comprised of pensioners, explaining the low interest in Career Development, possibly correlating with the low interest in Career Development in the higher age groups as well. The same conclusion can be drawn for Belief, that is highest in the “no other activity” category.

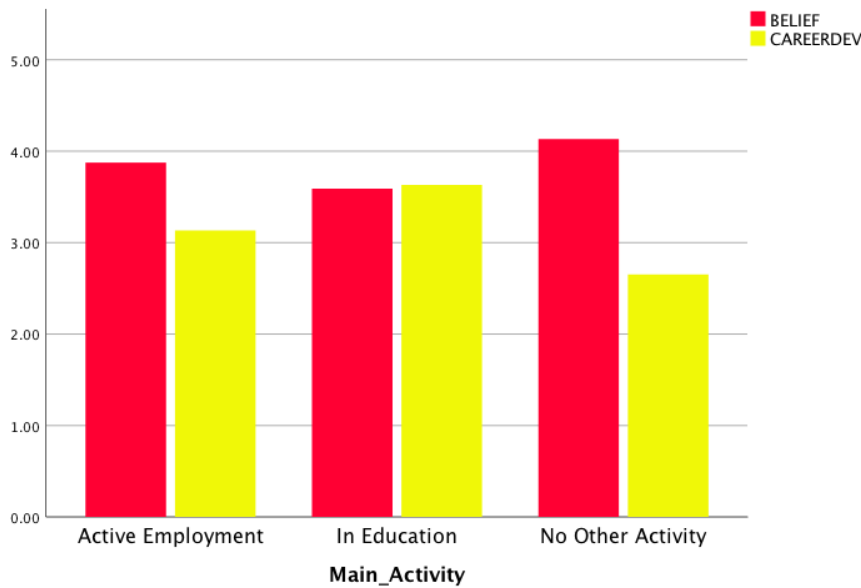


Figure 19: Influence of Main Activity on Belief and Career Development

Different **forms of compensation** are tested to determine how they influence General Motivation. Respondents receiving a minor allowance (compared to those receiving no compensation whatsoever) have a statistically significantly higher Work Motivation. Belief is rated statistically significantly higher in respondents with no compensation ($M = 4.09$, $SD = 0.58$ vs. $M = 3.61$, $SD = 0.75$). As discussed in the literature, financial compensation can undermine intrinsic motivation – this would explain the higher Belief score in respondents with no financial compensation. Contradicting that theory, however, is the non-significant relationship between Empathic Concern and forms of compensation. Affiliation and Career Development on the other hand are rated higher in respondents that receive a minor allowance (Affiliation: $M = 3.70$, $SD = 0.68$ vs. $M = 2.86$, $SD = 0.87$; Career Development: $M = 3.58$, $SD = 0.72$ vs. $M = 2.79$, $SD = 0.83$). When running a cross tabulation between organization and financial compensation, it is determined that none of the Caritas volunteers obtain a financial compensation, while 49 out of 63 Red Cross volunteers received a minor compensation. It is therefore in question which factor induces the higher motivation scores.

Financial Compensation seemingly impacts the satisfaction with and importance of management measures as well. The satisfaction with all management measures was influenced by financial compensation, so was the importance of recognition and training. Interestingly enough, the satisfaction with all management measures, except for training, is higher in those respondents with no financial compensation whatsoever, while the importance of recognition

and training is rated higher in those respondents receiving a minor allowance. The intention of staying is significantly higher among those receiving a minor allowance. Again, there is a struggle of differentiation with organizational affiliation and financial compensation. The one construct that financial compensation impacts, while organizational affiliation (discussed in the following) does not is the satisfaction with training – as previously mentioned, higher in respondents with a minor financial compensation. Due to significant correlation with organizational affiliation, financial compensation cannot be accounted for.

When we look at **organizational differences**, as it was previously determined that organizational affiliation had a significant impact on the answers given. The motivations in the respective organizations varies significantly. Firstly, the **Work Motivation** vary respective to the organization, the Red Cross respondents present a higher overall motivation than the Caritas volunteers. Further, the Red Cross participants rate **Affiliation** slightly higher than **Belief** – contradictory to the assumptions derived from the theory. The differences between the organizations is statistically significant in the following three dimensions: Affiliation, Belief, and Career Development. There is no significant statistical difference in the Egoistic dimension. When looking at **management measures** both their importance and the satisfaction with each practice are evaluated. The two sampled organizations are compared. The differences in importance are relevant for the following measures: Recognition, Training, and Teambuilding. The difference in satisfaction with implementation is significant for all measures, except for Training. Looking at **Organizational Commitment**, it is found that also here the Red Cross respondents present a significantly higher Organizational Commitment. This result is further confirmed by the Red Cross respondents having a significantly higher Intention of Staying. See Table 16 for results.

	Organization	N	Mean	Std. Deviation	Std. Error Mean
Empathic Concern	Red Cross	63	3.80	0.82	0.10
	Caritas	64	4.08	0.67	0.08
Work Motivation	Red Cross	63	3.41	0.85	0.11
	Caritas	64	2.86	0.80	0.10
Affiliation	Red Cross	60	3.66	0.70	0.09
	Caritas	60	2.71	0.88	0.11
Belief	Red Cross	60	3.63	0.72	0.09
	Caritas	60	4.10	0.59	0.08
Career Development	Red Cross	60	3.59	0.71	0.09
	Caritas	60	2.63	0.77	0.10
Importance Recognition	Red Cross	55	3.56	1.12	0.15
	Caritas	57	2.91	1.20	0.16
Importance Training	Red Cross	55	4.33	0.64	0.09
	Caritas	57	3.05	1.11	0.15
Importance Teambuilding	Red Cross	55	3.62	1.18	0.16
	Caritas	57	3.09	1.23	0.16
Satisfaction Recognition	Red Cross	55	3.70	0.77	0.10
	Caritas	57	4.19	0.72	0.09
Satisfaction Person-Task Fit	Red Cross	55	4.30	0.55	0.07
	Caritas	57	4.58	0.47	0.06
Satisfaction Supervision	Red Cross	55	3.46	0.94	0.13
	Caritas	57	4.06	0.75	0.10
Satisfaction Teambuilding	Red Cross	55	3.56	0.97	0.13
	Caritas	57	3.93	0.81	0.11
Organizational Commitment	Red Cross	54	3.75	0.78	0.11
	Caritas	56	3.33	0.89	0.12
Intention of Staying	Red Cross	54	5.17	1.10	0.15
	Caritas	56	3.66	1.23	0.16

Table 16: Impact of Organizational Affiliation on Main Constructs

As a conclusion it can be said that organizational affiliation, as a variable, impacts most constructs. The organization a volunteer belongs to can therefore widely influence the answers given.

4.3 Statistical Testing of the Research Questions

4.3.1 Statistical Testing of Research Sub-Question 1

RSQ1 focuses on the how motivation influences a volunteer's commitment to the organization, testing the influence of Work Motivation, and the ABCE dimensions on Organizational Commitment, as well as how Empathic Concern interacts with the ABCE dimensions.

As a first step a regression is done with Work Motivation as a predictor and Organizational Commitment as a dependent, as visualized in Figure 20. Work Motivation predicts Organizational Commitment with $F(1,116) = 10.83, p < 0.001, R^2 = 0.085$.

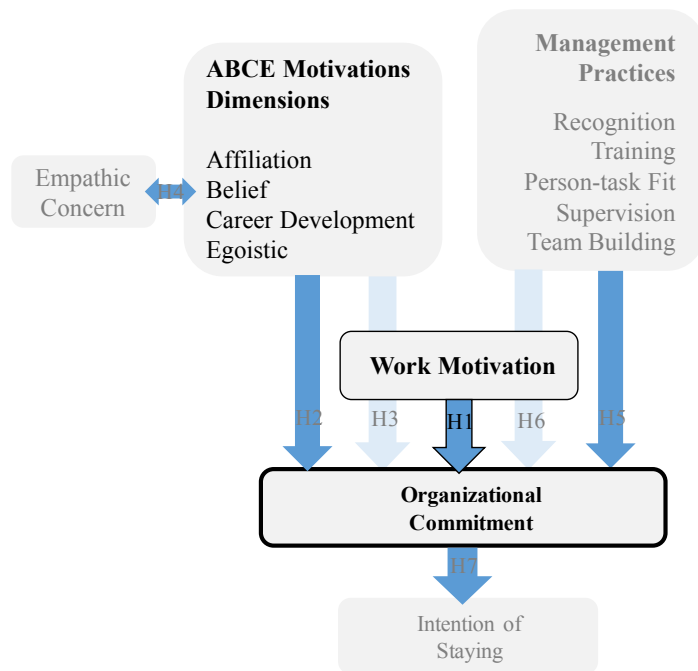


Figure 20: Visualization H1

Next, Organizational Commitment is regressed on the four dimensions of the ABCE model, Affiliation, Belief, Career Development, and Egoistic (as visualized in Figure 21).

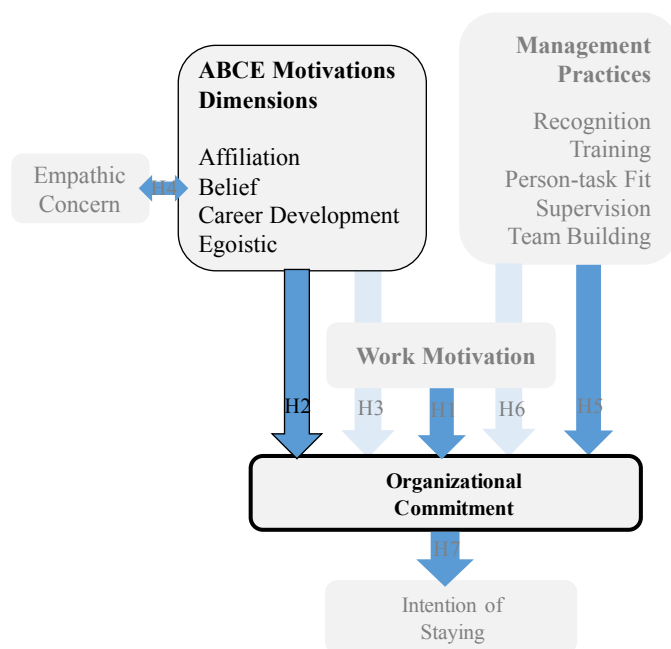


Figure 21: Visualization H2

The ABCE dimensions statistically significantly predict Organizational Commitment ($F(4, 113) = 13.20, p < 0.001, R^2 = 0.318$). There is a significant effect of Affiliation on Organizational Commitment ($b=0.383, p<0.001$). The results are presented in detail in Table 17.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.564	0.318	0.294	0.71

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.82	4	6.71	13.20	<0.001
	Residual	57.42	113	0.51		
	Total	84.25	117			

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	1.19	0.48		2.45	0.016		
	Affiliation	0.38	0.10	0.40	3.71	<0.001	0.51	1.96
	Belief	0.07	0.11	0.06	0.64	0.525	0.71	1.40
	Career Dev	0.11	0.11	0.11	0.93	0.352	0.46	2.17
	Egoistic	0.16	0.12	0.14	1.36	0.178	0.57	1.74

Table 17: Regression of Organizational Commitment on General Motivation

To test for a mediation effect of Work Motivation on the relationship between the ABCE dimensions and Organizational Commitment (see Figure 22), in a first step, Organizational Commitment is regressed on the four dimensions of motivation, as shown in the previous step. Then, a second regression is run, the potential mediator work motivation is regressed on ABCE. The combined ABCE dimensions statistically significantly predict work motivation ($F(4, 123) = 4.57, p = 0.002, R^2 = 0.129$). None of the individual dimensions predict work motivation individually, however. There is a tendency for a relationship between affiliation and work motivation ($b=0.213, p=0.068$), that is however non-significant¹⁹. There are no other significant relationships between work motivation and ABCE.

¹⁹ Using stepwise backward regression, BCE were excluded, leaving Affiliation in the model, which had a significant impact on motivation ($b=0.321, p<0.001$).

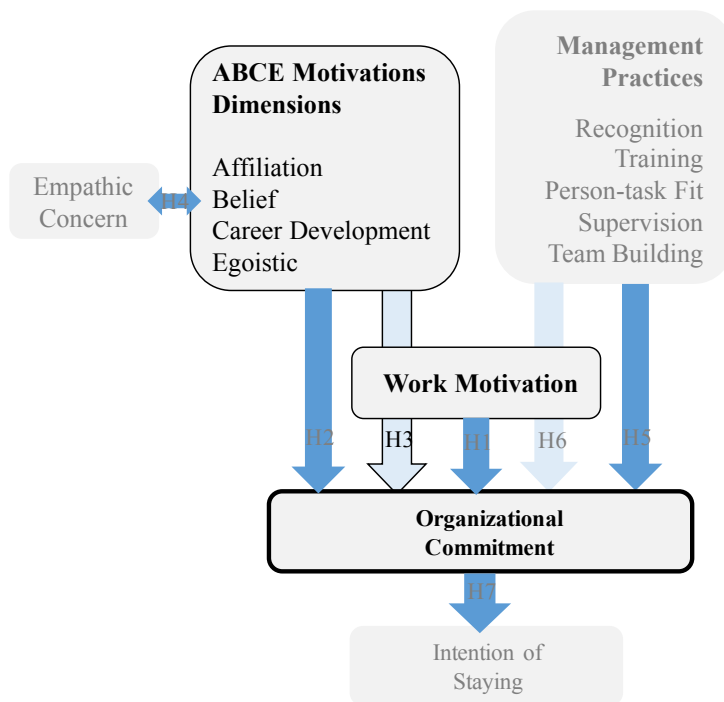


Figure 22: Visualization H3

The potential mediating variable work motivation is then inserted in the Step 1 model. There are no changes to the size of the coefficient, nor to the significance, regarding the influence of Affiliation on Commitment, when considering the potential mediator ($b = 0.355$, $p=0.001$). SPSS Process Plugin by Andrew Hayes further confirms that there is no partial mediation. The 95 per cent confidence interval for the mediation effect ranges from -0.004 to 0.096. Organizational Affiliation is tested for as a control variable, however it does not influence the outcome and is thus removed. Therefore, no mediation effect of work motivation can be detected, resulting in the rejection of H3. For a more detailed presentation of statistical analysis of the mediation effect see Section 8.7.1 in the Annex.

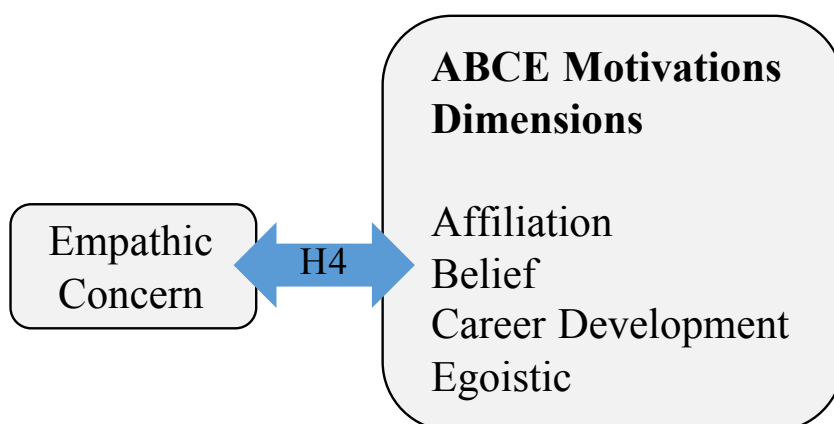


Figure 23: Visualization of H4

Subsequently, the research aims to find out whether there is a correlation between the components of motivation, especially whether the Belief component, and Empathic Concern (see Figure 23) are correlated. Therefore, a correlation test is run and summarized in Table 18. The correlation between **Empathic Concern** and **Belief** is $r(128) = 0.424$, $p < 0.001$, and therefore statistically relevant.

Bivariate Correlation Analysis		Empathic Concern
Affiliation	Pearson Correlation	0.012
	Sig. (2-tailed)	0.897
	N	128
Belief	Pearson Correlation	0.424
	Sig. (2-tailed)	<0.001
	N	128
Career Development	Pearson Correlation	-0.106
	Sig. (2-tailed)	0.234
	N	128
Egoistic	Pearson Correlation	0.126
	Sig. (2-tailed)	0.157
	N	128

Table 18: Bivariate Correlations of Motivational Dimensions and Empathic Concern

Due to the results of the correlation analysis and the close similarity in theoretical conceptualization of both constructs the author decided to avoid using both Empathic Concern and Belief in the same regression for the remaining statistical analysis. Due to the previously argued measurement problems in the Belief dimensions, Empathic Concern is chosen over Belief. Therefore, the previous regression, with Organizational Commitment as a dependent, is rerun, Belief is replaced by Empathic Concern, improving the results slightly ($F(4, 113) = 13.52$, $p < 0.001$, $R^2 = 0.324$), as shown in Table 19. Furthermore, the impact of organizational tenure is tested for but does not have a significant impact on the model. This is discussed in more detail in Section 5.1.1.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.569	0.324	0.300	0.71

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.27	4	6.82	13.52	<0.001
	Residual	56.98	113	0.50		
	Total	84.25	117			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.02	0.48		2.11	0.037		
	Affiliation	0.38	0.10	0.40	3.65	<0.001	0.51	1.96
	Empathic Concern	0.11	0.09	0.09	1.14	0.257	0.93	1.08
	Career Dev	0.11	0.11	0.11	0.10	0.320	0.49	2.17
	Egoistic	0.17	0.11	0.15	1.66	0.100	0.73	1.36

Table 19: Multiple Regression Model Organizational Commitment on Affiliation, Empathic Concern, Career Development and Egoistic

4.3.2 Statistical Testing of Research Sub-Question 2

The focus of RSQ 2 is how Organizational Commitment interacts with management measures. The excerpts of the empirical model will lead through this chapter visually, starting with the visualization of Hypothesis 5 in Figure 24. A regression is run with the evaluation of the implemented management measures and Organizational Commitment.

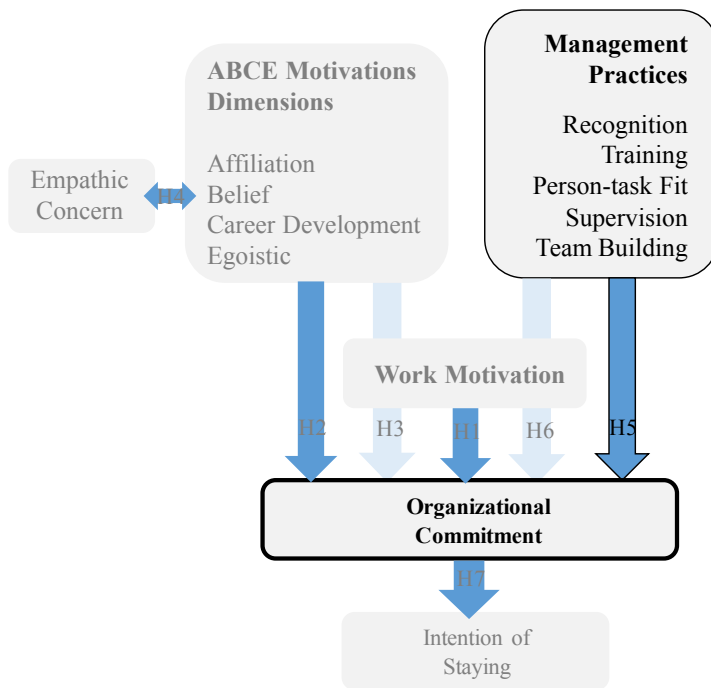


Figure 24: Visualization of H5

The satisfaction with the evaluated management measures statistically significantly predicts Organizational Commitment, $F(5, 108) = 4.47, p < 0.001, R^2 = 0.172$, explaining 17.2 % of the variance of the dependent variable. Only Team Building is a statistically significant predictor for Organizational Commitment. The control variables are accounted for, but only

organizational affiliation adds statistically significantly to the prediction of Organizational Commitment. This leads to a prediction of Organizational Commitment with an explained variance of $F(6, 107) = 8.79, p < 0.001, R^2 = 0.330$ (see Table 20).

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	F Change, sig. F Change
1	0.414	0.172	0.133	0.80	4.47, $p < 0.001$
2	0.575	0.330	0.293	0.72	25.35, $p < 0.001$

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.26	5	2.85	4.47	<0.001
	Residual	68.84	108	0.64		
	Total	83.09	113			
2	Regression	27.44	6	4.57	8.79	<0.001
	Residual	55.65	107	0.52		
	Total	83.09	113			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.63	0.66		3.98	0		
	Recognition	0.09	0.15	0.08	0.57	0.569	0.40	2.49
	Training	-0.04	0.11	-0.04	-0.35	0.726	0.66	1.53
	Person_Task_Fit	-0.21	0.16	-0.13	-1.30	0.196	0.75	1.33
	Supervision	0.17	0.12	0.18	1.35	0.178	0.46	2.19
	Team_Building	0.27	0.11	0.28	2.37	0.020	0.53	1.87
2	(Constant)	2.87	0.60		4.78	<0.001		
	Recognition	0.2	0.14	0.18	1.45	0.151	0.39	2.56
	Training	-0.10	0.10	-0.10	-1.04	0.303	0.65	1.55
	Person_Task_Fit	-0.13	0.15	-0.08	-0.87	0.387	0.75	1.34
	Supervision	0.25	0.11	0.26	2.16	0.033	0.45	2.23
	Team_Building	0.27	0.10	0.29	2.67	0.009	0.53	1.87
	Organizational Affiliation	-0.75	0.15	-0.44	-5.04	<0.001	0.84	1.20

Table 20: Stepwise Regression Organizational Commitment on Satisfaction with Management Measures, Organizational Affiliation

The theoretical research further suggests that the satisfaction with management measures has a positive impact on general motivation. This hints at a potential mediating effect of Work

Motivation on the relationship between the satisfaction with management measures and Organizational Commitment, as visualized in Figure 25.

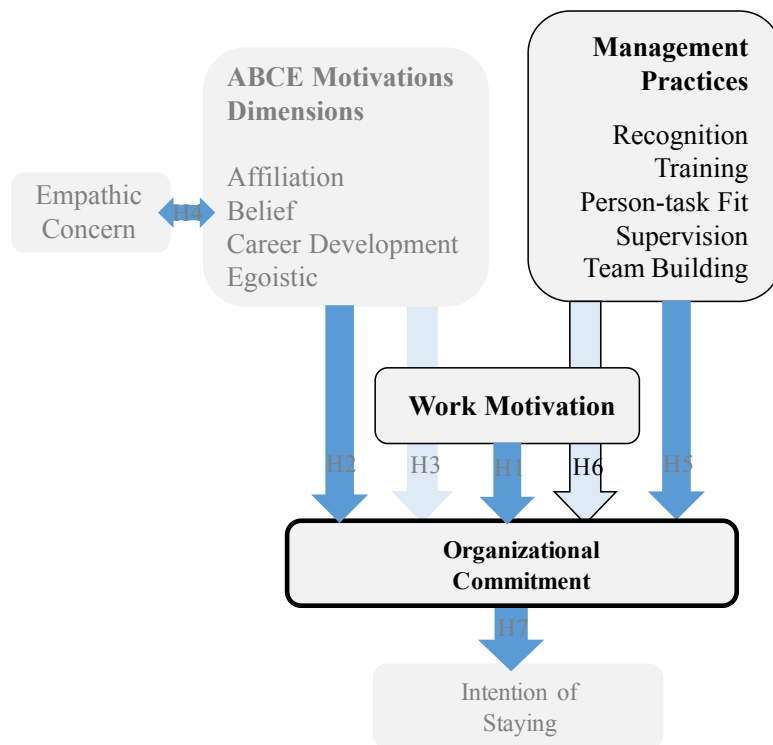


Figure 25: Visualization of H6

To test for a mediation effect of work motivation between satisfaction with management measures and Organizational Commitment, the latter is regressed on the satisfaction with management measures, combined with organizational affiliation, as done in the last step. There is a significant effect of Supervision ($b = 0.25$, $p = 0.033$), Teambuilding ($b = 0.27$, $p = 0.009$), and organizational affiliation ($b = -0.75$, $p < 0.001$) on Organizational Commitment. There are no other significant effects on Organizational Commitment. The satisfaction with management measures statistically significantly predict Work Motivation ($F(6,109) = 6.26$, $p < 0.001$, $R^2 = 0.256$). There is a significant relationship between Training and Work Motivation ($b = -0.260$, $p = 0.013$), Supervision and Work Motivation ($b = -0.277$, $p = 0.019$), and organizational affiliation and Work Motivation ($b = -0.705$, $p < 0.001$). As the third step, the potential mediating variable Work Motivation is inserted in the regression of Organizational Commitment on the satisfaction with management measures. There are no changes to the size of the coefficient, nor to the significance, regarding the influence of Teambuilding, Supervision, or organizational affiliation on commitment, when considering the potential mediator. The relationship with the satisfaction with other management measures remains non-significant (Baron and Kenny, 1986). SPSS Process Plugin by Andrew Hayes confirms that

there is no partial mediation. A mediating effect of work motivation is thereby not the case. For a more detailed presentation of statistical analysis of the mediation effect see Section 8.7.2 in the Annex.

In an attempt to improve these results **interaction terms** are created between the importance and the satisfaction with each management measure.

$$\begin{aligned}
 Y (\text{Org. Comm}) = & B_0 + B_1 * \text{Importance_Recognition} + B_2 * \text{Importance_Training} + B_3 * \\
 & \text{Importance_Person-Task-Fit} + B_4 * \text{Importance_Supervision} + B_5 * \\
 & \text{Importance_Teambuilding} + B_6 * \text{Mean_Satisf_Recognition} + B_7 * \text{Mean_Satisf_Training} \\
 & + B_8 * \text{Mean_Satisf_Person-Task} + B_9 * \text{Mean_Satisf_Supervision} + B_{10} * \text{Mean_Satisf_} \\
 & \text{Teambuilding} + B_{11} * \text{Importance_Recognition} * \text{Mean_Satisf_Recognition} + B_{12} * \\
 & \text{Importance_Training} * \text{Mean_Satisf_Training} + B_{13} * \text{Importance_Person-Task-Fit} * \\
 & \text{Mean_Satisf_Person-Task-Fit} + B_{14} * \text{Importance_Supervision} * \text{Mean_Satisf_} \\
 & \text{Supervision} + B_{15} * \text{Importance_Teambuilding} * \text{Mean_Satisf_Teambuilding} + e
 \end{aligned}$$

Equation 1: Regression Model Management Measures with Interaction Terms

Table 21 presents the statistics for three variations of this. Model 1 presents the statistics of just the satisfaction with management measures, Model 2 adds the importance of the management measures, as well as the interaction terms between satisfaction and importance (Equation 1).

By adding these variables there is a significant change to the model ($p < 0.001$), while by adding organizational affiliation (Model 3) there is no significant change. Therefore, only the coefficients of Model 2 are presented in detail. This result is contrary to the effect organizational affiliation previously had on solely the satisfaction with management measures. The defined variables (see Equation 1) statistically significantly predict Organizational Commitment, $F(15,98) = 5.80$, $p < 0.001$, $R^2 = 0.470$. Team Building, the importance of Training, as well as the interaction terms of Training and Person Task Fit add statistically significantly to the prediction of Organizational Commitment. The explained variance is significantly raised by this step.

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	F Change, Sig. F Change
1 ²⁰	0.414	0.172	0.133	0.80	4.47, <0.001
2	0.686	0.470	0.389	0.67	5.52, <0.001
3 ²¹	0.697	0.485	0.401	0.66	2.86, 0.094

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.26	5	2.85	4.47	<0.001
	Residual	68.84	108	0.64		
	Total	83.09	113			
2	Regression	39.07	15	2.61	5.80	<0.001
	Residual	44.02	98	0.45		
	Total	83.09	113			
3	Regression	40.34	16	2.52	5.72	<0.001
	Residual	42.75	97	0.44		
	Total	83.09	113			

²⁰ **Model 1:** $Y (\text{Org. Comm}) = B_0 + B_1 * \text{Mean_Satisf_Recognition} + B_2 * \text{Mean_Satisf_Training} + B_3 * \text{Mean_Satisf_Person-Task} + B_4 * \text{Mean_Satisf_Supervision} + B_5 * \text{Mean_Satisf_Teambuilding} + e$

²¹ **Model 3:** $Y (\text{Org. Comm}) = B_0 + B_1 * \text{Importance_Recognition} + B_2 * \text{Importance_Training} + B_3 * \text{Importance_Person-Task-Fit} + B_4 * \text{Importance_Supervision} + B_5 * \text{Importance_Teambuilding} + B_6 * \text{Mean_Satisf_Recognition} + B_7 * \text{Mean_Satisf_Training} + B_8 * \text{Mean_Satisf_Person-Task} + B_9 * \text{Mean_Satisf_Supervision} + B_{10} * \text{Mean_Satisf_Teambuilding} + B_{11} * \text{Importance_Recognition} * \text{Mean_Satisf_Recognition} + B_{12} * \text{Importance_Training} * \text{Mean_Satisf_Training} + B_{13} * \text{Importance_Person-Task-Fit} * \text{Mean_Satisf_Person-Task-Fit} + B_{14} * \text{Importance_Supervision} * \text{Mean_Satisf_Supervision} + B_{15} * \text{Importance_Teambuilding} * \text{Mean_Satisf_Teambuilding} + B_{16} * \text{Organizational Affiliation} + e$

Model		Unstandardized Coefficients		Std. Coeff.	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
2	(Constant)	3.548	0.07		52.23	0.000		
	z-Factor value (Satisfaction_Recognition)	0.045	0.10	0.05	0.44	0.662	0.36	2.80
	z-Factor value (Satisfaction_Training)	-0.162	0.09	-0.19	-1.88	0.063	0.54	1.86
	z-Factor value (Satisfaction_PersonTaskFit)	-0.039	0.08	-0.05	-0.50	0.619	0.63	1.58
	z-Factor value (Satisfaction_Supervision)	0.189	0.10	0.23	1.87	0.064	0.37	2.67
	z-Factor value (Satisfaction_Team_Building)	0.227	0.09	0.27	2.48	0.015	0.47	2.14
	z-Factor value (Importance_Recognition)	0.113	0.07	0.13	1.52	0.132	0.71	1.42
	z-Factor value (Importance_Training)	0.304	0.08	0.35	3.64	<0.001	0.58	1.72
	z-Factor value (Importance_PersonTaskFit)	0.006	0.08	0.01	0.07	0.942	0.58	1.73
	z-Factor value (Importance_Supervision)	0.068	0.09	0.08	0.75	0.453	0.47	2.13
	z-Factor value (Importance_Team_Building)	0.078	0.09	0.09	0.90	0.372	0.52	1.94
	Recognition_Interaction	-0.049	0.07	-0.06	-0.71	0.481	0.71	1.40
	Training_Interaction	0.176	0.07	0.22	2.47	0.015	0.67	1.49
	PersonTaskFit_Interaction	0.149	0.06	0.20	2.40	0.018	0.79	1.26
	Supervision_Interaction	-0.041	0.07	-0.05	-0.55	0.587	0.72	1.40
	TeamBuilding_Interaction	-0.164	0.08	-0.19	-1.94	0.056	0.58	1.73

Table 21: Regression Models Interaction Satisfaction and Importance of Management Measures

The positive relationship between the satisfaction with Training and Organizational Commitment is stronger when the importance is rated high (in comparison for when it was rated lower), as demonstrated in Figure 26.

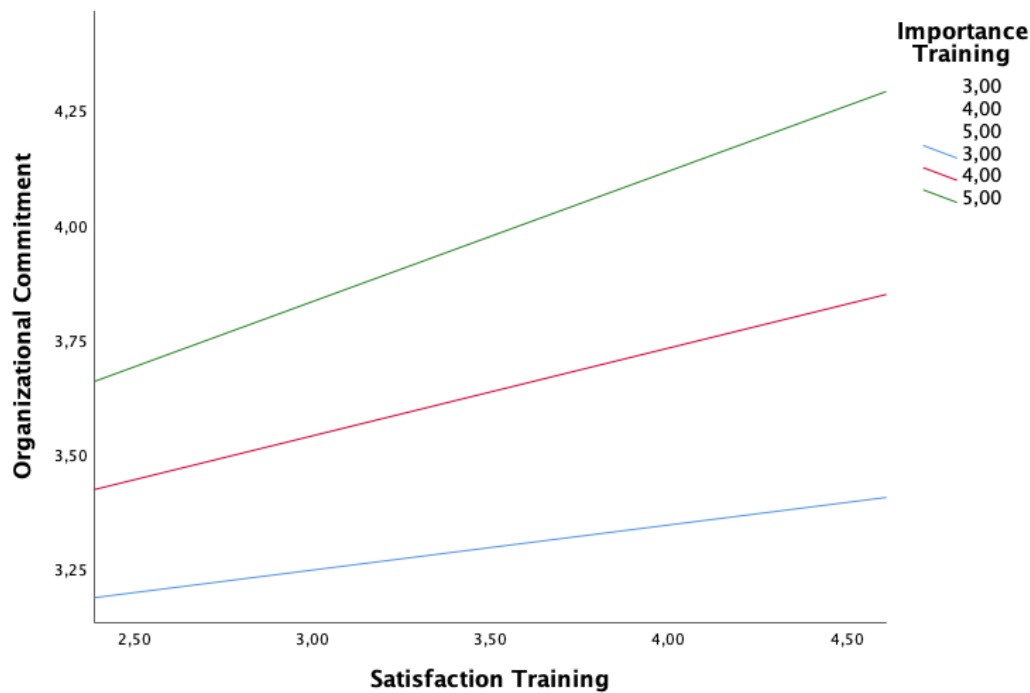


Figure 26: Interaction Terms Training

There is further a statistically significant interaction between Person-Task Fit and its importance ($p = 0.018$). There is a positive association between Person-Task Fit and Organizational Commitment, only when the importance is rated as high. There is no association when the importance is rated as neutral and a negative association when the Person-Task Fit is rated as unimportant, as visualized in Figure 27.

Multicollinearity is examined with the variance inflation factor (VIF) for each parameter in the model. The VIF does not reveal severe problems with multicollinearity. All values are between 1.25 and 2.81. For that reason, there are no issues with multicollinearity, even though some of the predictors are correlated.

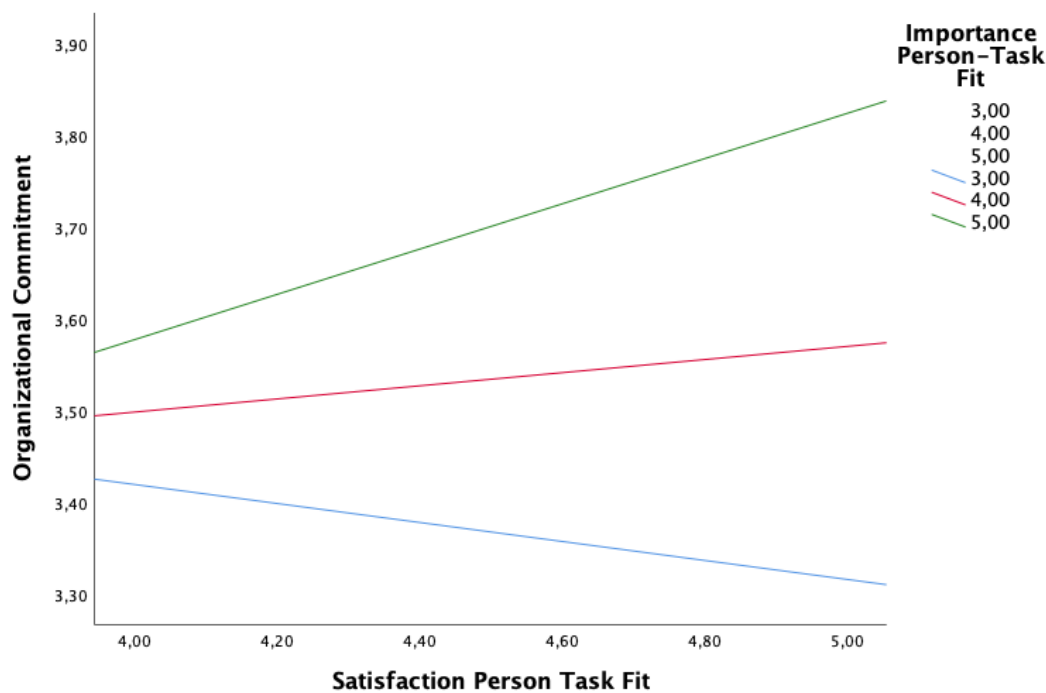


Figure 27: Interaction Terms Person Task Fit

4.3.3 Statistical Testing of Research Sub-Question 3

Last but not least, the relationship between Intention of Staying and Organizational Commitment is tested (see visualization in Figure 28). Due to the inherent characteristics of Intention of Staying (measured in time spans, see Section 4.2.3) instead of a linear regression, a logistic regression is performed. Intention of Staying is dichotomized splitting the data around the median – resulting in six years and more than six years of staying as the two categories. Logistic regression revealed a significant effect of Organizational Commitment on the Intention of Staying, $b=0.58$, Wald²² 6.11, $p=0.013$. The odds ratio is 1.79. The chance of having Intention of Staying of more than 6 years (compared to staying less than 6 years) increases by 79% by each increment of Organizational Commitment (see Table 22).

²² The Wald test is used to determine statistical significance for each of the independent variables.

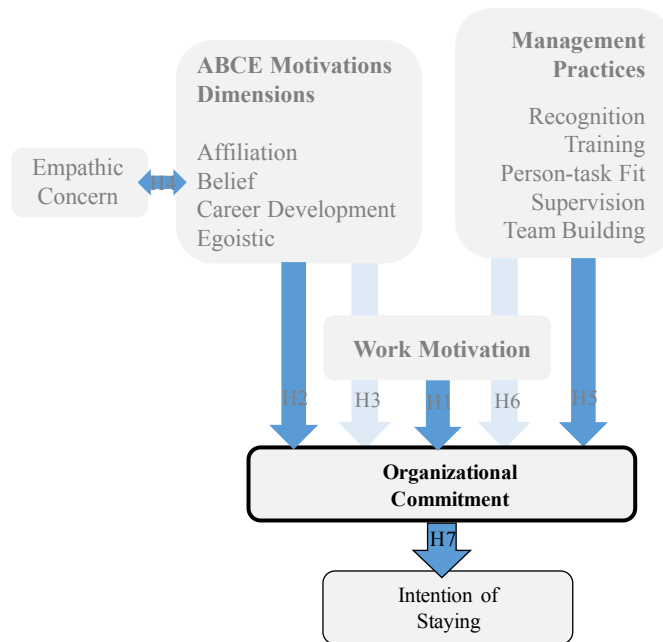


Figure 28: Visualization of H7

Observed		Predicted			
		Intention of Staying			
		Up to 6 years	More than 6 years	% Correct	
Step 1	Intention of Staying	Up to 6 years	48	15	76.2
		More than 6 years	26	29	52.7
	Overall %				65.3

		B	Std. Error	Wald	df	Sig.	Exp(B)
Step 1	Organizational Commitment	0.58	0.24	6.11	1	0.013	1.793
	Constant	-2.20	0.86	6.54	1	0.011	0.110

Table 22: Logistical Regression Intention of Staying²³

4.3.4 Statistical Testing of the Main Research Question

This last model aims to combine the insights gathered in the previous chapters. The control variables are included in order to test for whether they would improve the model statistically significantly. Equation 2 presents the final model:

²³ The cut value is 0.500.

$$Y (\text{Org. Comm}) = B_0 + B_1 * \text{Affiliation} + B_2 * \text{Empathic Concern} + B_3 * \text{Career Development} + B_4 * \text{Egoistic} + B_5 * \text{Work Motivation} + B_8 * \text{Importance_Training} + B_9 * \text{Importance_Person-Task-Fit} + B_{12} * \text{Mean_Satisf_Recognition} + B_{13} * \text{Mean_Satisf_Training} + B_{14} * \text{Mean_Satisf_Person-Task} + B_{15} * \text{Mean_Satisf_Supervision} + B_{16} * \text{Mean_Satisf_Teambuilding} + B_{18} * \text{Importance_Training} * \text{Mean_Satisf_Training} + B_{19} * \text{Importance_Person-Task-Fit} * \text{Mean_Satisf_Person-Task-Fit} + e$$

Equation 2: Regression Model Organizational Commitment

These variables statistically significantly predict Organizational Commitment, $F(14,103) = 6.227$, $p < 0.001$, $R^2 = 0.458$. The satisfaction with Teambuilding and the importance of Training add statistically significantly to the model. In an attempt to avoid the oversaturation of the model, for the management measures, only the significant interactions of Person-Task Fit and Training are added. Adding all interactions does not improve the model significantly. The model is further tested without the effect of interactions for the importance of and satisfaction with Person-Task Fit and Training ($F(10,107) = 7.546$, $p < 0.001$, $R^2 = 0.359$), resulting in a lower R^2 value. The author makes the decision to keep the interaction terms in the final model, based on the influence of the interactions effects, determined in Section 4.3.2.

Adding control variables, does not improve the model statistically significantly, with the exception of the main activity in three categories (active employment, in education, no other activity). As adding it eliminates the effect of satisfaction with Teambuilding and importance of Training the author makes the decision to neglect the effect of main activity²⁴. The statistics of the final model are presented in Table 23.

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.68	0.458	0.38	0.67

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.62	14	2.76	6.227	<0.001
	Residual	45.63	103	0.44		
	Total	84.25	117			

²⁴ Further considering that main activity does not have a significant impact in the previous regressions run and a lack of effect on the main constructs as determined in Table 15.

Model		Unstandardized Coefficients		Std. Coeff.	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tol.	VIF
1	(Constant)	1.80	0.54		3.33	0.001		
	Empathic Concern	0.08	0.09	0.07	0.91	0.366	0.85	1.17
	Affiliation	0.17	0.11	0.18	1.53	0.130	0.38	2.66
	Career Development	0.14	0.12	0.14	1.21	0.227	0.38	2.62
	Egoistic	0.02	0.12	0.02	0.17	0.866	0.52	1.92
	Work_Motivation	0.12	0.09	0.11	1.33	0.187	0.71	1.42
	z-value(Training)	-0.07	0.08	-0.08	-0.83	0.406	0.59	1.69
	z-value(Person_Task_Fit)	-0.06	0.08	-0.07	-0.81	0.417	0.62	1.60
	z-value(Recognition)	0.08	0.10	0.09	0.77	0.442	0.35	2.84
	z-value(Supervision)	0.12	0.10	0.14	1.23	0.220	0.41	2.45
	z-value(Team_Building)	0.18	0.09	0.21	2.02	0.046	0.48	2.08
	z-value: Importance Training	0.18	0.08	0.21	2.15	0.034	0.53	1.89
	z-value: Importance Person Task Fit	0.07	0.07	0.08	0.95	0.346	0.78	1.27
	Training_Interaction	0.08	0.06	0.11	1.41	0.162	0.90	1.12
	PersonTaskFit_Interaction	0.05	0.06	0.07	0.90	0.368	0.87	1.15

Table 23: Model Summary Regression of Final Model

4.3.5 Categorizing Responses to Open Question

The questionnaire then asks what would make volunteers more comfortable and what would positively contribute to their motivation, as well as what they are missing in the organization at the moment in an open question. The answers given by a total of 31 respondents are summarized in nine categories as demonstrated in Table 24.

In order to form these categories, a Thematic Analysis is used – a method to identify, analyze, organize, describe, and report themes that are found within a data set. The approach is flexible and well suited for generating unanticipated insights. As suggested in the process, firstly the data is evaluated, initial codes and then themes are formed, the themes are then reviewed and named (Nowell et al., 2017). For an overview of the exact answers (original and translated into English by the author) please see Table 48 in the Annex.

Table 24 shows a reiteration of some of the management measures that have been included in the questionnaire, such as training, recognition, and communication. The highest numbers of

responses, in fact, are an expression of satisfaction with the overall situation. The remainder of the answers shows more managerial topics – such as the physical environment, and resource management e.g. A more thorough interpretation of this table follows in Section 5 and Section 6.

Category	Red Cross	Caritas	Other	Total
Expression of Satisfaction	1	8	1	10
Physical Atmosphere / Infrastructure	2	1	0	3
Team Atmosphere / Team Building	4	0	0	4
Transparency	0	1	1	2
Recognition	1	1 ²⁵	0	1.5
Training	4		0	4.5
Communication	1	1	0	2
Resource Management	1	1	0	2
Efficiency	0	2	0	2

Table 24: Open Answers in Overarching Categories

²⁵ In this case recognition and training were combined in the answer. For lack of better options, it has been associated to each with 0.5.

5. Discussion

The discussion combines a summary and interpretation of the empirical results by supporting or rejecting the hypotheses and answering each of the research questions in detail. Section 5.2 then discusses the limitations encountered throughout this thesis.

5.1 Empirical Results

Based on the previous research, this chapter aims to answer the research questions defined in Section 2.8. This is done by analyzing the empirical results on the basis of the posed hypotheses, as well as by integrating the insights gathered from the control variables and the additional tests run.

5.1.1 Empirical Results of Research Sub-Question 1

In an attempt to answer RSQ1 – “What motivates a volunteer’s engagement in Austrian NPOs?” the relationship between the ABCE dimensions of motivation, work motivation and Organizational Commitment were analyzed. The following hypotheses (H1 – H4) are posed towards answering the research questions. Further, insights beyond those hypotheses will be discussed.

H1	There is a strong positive effect of Work Motivation on Organizational Commitment.	supported
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Work Motivation is measured by averaging a score of 4 statements ($M(137) = 3.09$, $SD = 0.86$). This is significantly correlated with the control question on motivation that is put at the end of the questionnaire ($r(118) = 0.283$, $p = 0.02$). For further tests the prior variable – Work Motivation is used, as the single item control question presents a high skewness. Work Motivation predicts Organizational Commitment with $F(1,116) = 10.83$, $p < 0.001$, $R^2 = 0.085$. None of the control variables add statistically significantly to the prediction.

H2	There is a significant direct relationship between the ABCE dimensions of motivation and Organizational Commitment.	partially supported
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The ABCE dimensions of motivation statistically significantly predict Organizational Commitment. There is a significant effect of Affiliation ($b = 0.383$, $p < 0.001$) on Commitment. The hypothesis is therefore partially supported.

H3	There is a significant indirect relationship between the ABCE dimensions of motivation and Organizational Commitment, mediated by Work Motivation.	rejected
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As shown for H2, there is a significant impact of the ABCE dimensions on Commitment. To test for mediation, the next step is a regression of Work Motivation on ABCE. While this prediction is significant ($F(4, 123) = 4.57$, $p = 0.002$, $R^2 = 0.129$), none of the individual dimensions predict Work Motivation. Inserting Work Motivation in the model run for H2 (Regression of Commitment on ABCE) shows that Work Motivation does not have a mediating effect on the relationship between Commitment and the ABCE dimensions. A partial mediation effect is ruled out by means of Andrew Hayes' SPSS Process Plugin tool. H3 is therefore rejected.

H4	There is a significant positive correlation between the Belief dimension of the ABCE Model and Empathic Concern.	supported
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There is a statistically significant correlation between Belief and Empathic Concern ($r(128) = 0.424$, $p < 0.001$). There is no significant correlation with the other dimensions of the ABCE model. As detailed in Section 4.2.1, the respondents' answers show a trend towards high Empathic Concern. The issue of social desirability bias is addressed in the limitations (see Section 5.2).

Concluding Remarks RSQ1:

Due to the high correlation, as well as the conceptual problems with the Belief dimension, Empathic Concern the author made the decision to replace the Belief dimension by Empathic Concern for the following statistical tests. Running a regression of Organizational Commitment on Affiliation, Career Development and Egoistic (A, C, and E of the ABCE model), as well as

Empathic Concern, results in an improved outcome for the regression: $F(4, 113) = 13.52, p < 0.001, R^2 = 0.324$.

Further, organizational tenure does not influence the relationship between Organizational Commitment and ACE and Empathic Concern. Career Development is statistically significantly influenced by tenure ($r_s(128) = -0.23, p = 0.011$) and the Egoistic dimension is close to the relevance limit ($r_s(128) = -0.17, p = 0.052$)²⁶, partly supporting the theoretical assumption made, that motivations for volunteering may change over time. Indeed, when tested independently, the interaction of Egoistic and tenure predicts Organizational Commitment statistically significantly. Adding the interactions to the overall model, however, does not contribute statistically significantly to the prediction of Commitment. Furthermore, none of the other control variables add statistically significantly to the model.

The theoretical conclusion predicts a potential correlation between the ABCE dimensions, and the importance placed in management measures. Again, the assumption is that the volunteers rated the ABCE dimensions in terms of which dimensions are important to them. For the purpose of this thesis it is assumed that the volunteers have the opportunity of fulfilling these motives within their respective organization. Operating under this assumption, it is tested whether the strength of impact of one of the ABCE dimensions could correlate to the importance placed in a certain management measure. The significant correlations are portrayed below, in Figure 29²⁷. The statistical results can be found in Section 8.8. The correlations allow an assumption on how the ABCE dimensions of motivation predict the importance a volunteer places in certain management measures.

²⁶Statistically significantly confirmed for the reduced sample (participants that have finished the questionnaire) with $r_s(118) = -0.21, p = 0.025$.

²⁷ The strength of correlation is judged according to Evans (1996): 0.00-0.19 “very weak”, 0.20-0.39 “weak”, 0.40-0.59 “moderate”, 0.60-0.79 “strong”, 0.80-1.0 “very strong”

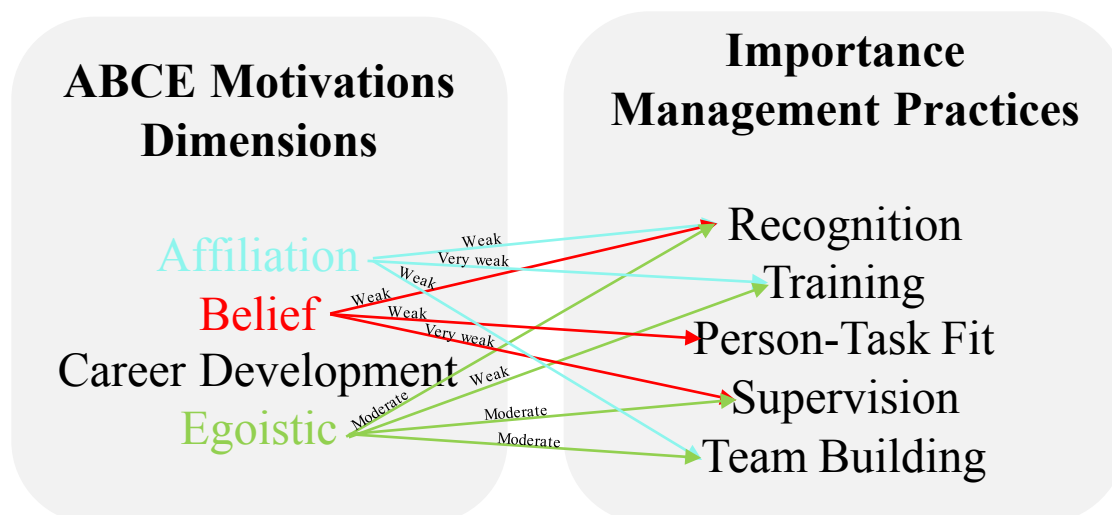


Figure 29: Correlations ABCE Dimensions and Importance of Management Measures

When analyzed individually, Belief is the highest rated dimension, out of all ABCE dimensions and therefore a significant reason for volunteering.

Based on the literature research, it is determined that motivations for volunteering may vary significantly across the stages of the volunteer life cycle, which suggest the necessity of a periodic review of volunteers' motivations. The literature refers to it in a general manner, rather than attributing it to a direction of relationship (Bennett and Barkensjo, 2005; Clary et al., 1998; Starnes and Wymer, 2001).

Therefore, it is tested whether with growing organizational tenure the strength of impact of the ABCE dimensions of motivation change. As seen in Table 15 the Career Development ($r_s(128) = -0.23, p = 0.011$) dimension is statistically significantly influenced by organizational tenure and the Egoistic ($r_s(128) = 0.17, p = 0.052$) dimension is at the relevance limit²⁸. This supports the theoretical assumption that the motivations for volunteering may vary over time. Therefore, a regression for each of the scores is run individually, testing the interaction with organizational tenure. The interaction between Egoistic and organizational tenure statistically significantly influences the prediction of Organizational Commitment ($b = -0.15, p = 0.033$). Adding the

²⁸The correlation becomes statistically significant, when run for $N = 118$, for the reduced participants that finished the questionnaire: ($r_s(118) = -0.21, p = 0.025$).

interactions to the model in Table 19, however, does not improve the model statistically significantly. As organizational tenure is correlated with age, the reason for the regression in importance of the Egoistic and Career Development dimension is likely connected to progressing age.

The constructs of Belief and Empathic Concern are correlated, as predicted in the theoretical part of this thesis. Female respondents have a significantly higher score in Work Motivation, Empathic Concern and the Belief dimensions. Future research may want to look at to what extent this is socially constructed. With progressing age, respondents score higher in regard to Empathic Concern, and put more emphasis on the Belief dimensions (see Figure 18).

The role of financial rewards in volunteer motivation was previously discussed in the theoretical part of this thesis. Due to the heavily debated nature of this topic, it is integrated as a control variable. Within the sample the motivation is significantly higher for respondents with a minor financial compensation. However, there is a significant correlation between organizational affiliation and financial compensation ($\chi^2(1, N=126) = 80.18, p < 0.01$) – it is therefore in question what factor induces the higher Work Motivation. Overall, organizational affiliation has a significant impact on the motivational constructs. While out of all dimensions the Belief dimensions is rated highest, the Red Cross respondents, in fact, weigh Affiliation higher than Belief (see Table 25). Naturally, there is a significant difference in rating Belief and Affiliation, but also Career Development portray a significant difference. This is interesting, considering that the Red Cross overall scored higher in Work Motivation²⁹. Correlating with the high Belief score, the Empathic Concern scores are higher in Caritas respondents. The overall ranking corresponds to the ranking of the Caritas respondents.

Ranking	Overall		Red Cross		Caritas	
1	Belief	M = 3.88	Affiliation	M = 3.66	Belief	M = 4.10
2	Egoistic	M = 3.34	Belief	M = 3.63	Egoistic	M = 3.34
3	Affiliation	M = 3.16	Career Dev.	M = 3.59	Affiliation	M = 2.71
4	Career Dev.	M = 3.10	Egoistic	M = 3.32	Career Dev.	M = 2.63

Table 25: Mean Score of ABCE Dimensions by Organization

²⁹ Red Cross: M = 3.41 versus Caritas M = 2.86

The theoretical conclusion further predicts a potential correlation between the ABCE dimensions of motivation and the importance placed in the observed management measures. There are a number of significant correlations between Affiliation, Belief and Egoistic and the five management measures. The correlations are visualized in Figure 29. This can help to predict the management measures a NPO should invest in, if they know what their volunteers are motivated by.

5.1.2 Empirical Results of Research Sub-Question 2

Towards answering RSQ2 – “How does the satisfaction with management measures influence Organizational Commitment?” – the tested hypotheses are discussed. These target the relationship between management measures and Organizational Commitment. In addition, the control variables are introduced and evaluated. Finally, there will be a summary of the learnings from RSQ2, which will then be utilized to answer the main research question.

H5	There is a significant direct relationship between the satisfaction with management practices and Organizational Commitment.	partially supported
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The satisfaction with management measures is tested separately and as interaction terms with the correlating importance of each management measure, where the importance of each measure is multiplied by the evaluation of its implementation. When regressed independently, the variables statistically significantly predict Organizational Commitment $F(5, 108) = 4.47$, $p < 0.001$, $R^2 = 0.172$. Only the satisfaction with Teambuilding adds statistically significantly to the prediction of Organizational Commitment. The hypothesis is therefore partially confirmed. By adding organizational affiliation, the explained variance rises to $F(6, 107) = 8.79$, $p < 0.001$, $R^2 = 0.330$.

While the statistics of the differences between organizations are discussed in detail in the Annex, an overview of differences shall be presented here, to show to what extent organizational affiliation impacted the answers given. Table 26 visualizes the ranking of importance and satisfaction with implementation in each organization (1 = highest mean; 5 = lowest mean evaluation). The differences in importance are relevant for the following measures: Recognition, Training, and Teambuilding. The difference in satisfaction with implementation is significant for all measures, except for Training. Overall, the satisfaction with the significantly different management measures was higher in Caritas respondents, while

the importance is rated higher in the Red Cross respondents. This may account for the significant raise of the explained variance of Organizational Commitment by adding the importance of management measures.

R a n k	Overall		Red Cross		Caritas	
	Importance of Measure	Satisfaction with Measure	Importance of Measure	Satisfaction with Measure	Importance of Measure	Satisfaction with Measure
1	Person-Task Fit	Person-Task Fit	Training	Person-Task Fit	Person-Task Fit	Person-Task Fit
2	Training	Recognition	Person-Task Fit	Recognition	Team-building	Recognition
3	Team-building	Supervision	Team-building	Team-building	Training	Supervision
4	Recognition	Team-building	Recognition	Training	Supervision	Team-building
5	Supervision	Training	Supervision	Supervision	Recognition	Training

Table 26: Rating of Importance and Satisfaction with Management Measures in Organizations

It is clear from this data that Training has a high importance for Red Cross volunteers, this is also emphasized in the responses to the open question (see Section 8.10). As an example, one respondent is quoted: “Getting a spot for offered training opportunities, and not having to wait years to voluntarily!! further educate oneself”. The lower rating of the implementation may be linked to the importance and expectations for training being rather high. The quoted respondent implicates that the waiting times may be rather long – this cannot be generalized, however. The perceived risk when not being trained may be perceived higher than at Caritas, due to inherent activities, namely having to save lives, as most respondents are emergency responders. Lastly, the open questions show that more people at Caritas express their satisfaction with the management measures realized within their organization, confirming the statistical results.

In a second step interaction terms are introduced to the model – meaning that model not only accounts for the satisfaction, but also the importance of each management measure – the explained variance rose significantly to $F(15,98) = 5.80, p < 0.001, R^2 = 0.686$. The satisfaction with Team Building and the importance of Training add statistically significantly to the prediction of Organizational Commitment. Further, the interaction terms of Training and Person-Task Fit add to the prediction. For Training, the influence is stronger when importance is rated high, while for Person-Task Fit there is only a positive association when the importance is rated high, while there is no association when the importance is rated as neutral, and a

negative association when Person-Task Fit is rated as unimportant. Contrary to when only testing the satisfaction with management measures, however, adding organizational affiliation does not improve the model. In conclusion, H5 is supported by the empirical data.

H6	There is a significant indirect relationship between the satisfaction with management practices and Organizational Commitment, moderated by Work Motivation.	rejected
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While the satisfaction with management measures statistically significantly predicts Work Motivation ($F(5,114) = 2.58, p < 0.030, R^2 = 0.101$), no mediating effect of Work Motivation on the interaction between the satisfaction with management measures and Organizational Commitment could be determined. This results in the rejection of H6.

5.1.3 Empirical Results of Research Sub-Question 3

The final hypothesis, as part of RSQ3 – How does Organizational Commitment interact with Intention of Staying” – determines the relationship between Organizational Commitment and Intention of Staying:

H7	There is a significant positive relationship between Organizational Commitment and a volunteer’s Intention of Staying within the organization.	supported
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A logistic regression is done, dichotomizing the Intent of Staying into two categories (up to six years; more than six years). The regression reveals a significant effect of Organizational Commitment on Intention of Staying ($b=0.58, \text{Wald}^{30} 6.11, p=0.013$, with an odds ratio of 1.79). The results reveal that the chances of staying more than six years, increase by 79% by each increment of Organizational Commitment. The hypothesis is therefore confirmed.

Further, the theoretical part predicts higher Organizational Commitment with rising levels of **organizational tenure**. This is tested through Spearman Correlation and cannot be confirmed within the present sample ($r_s(118) = -0.052, p = 0.575$). Figure 30 shows the slight downwards

³⁰ The Wald test is used to determine statistical significance for each of the independent variables.

trend of Organizational Commitment over the years of sustained commitment. Organizational affiliation makes a significant impact on both constructs – Red Cross respondents present a significantly higher Organizational Commitment and a higher Intention of Staying.

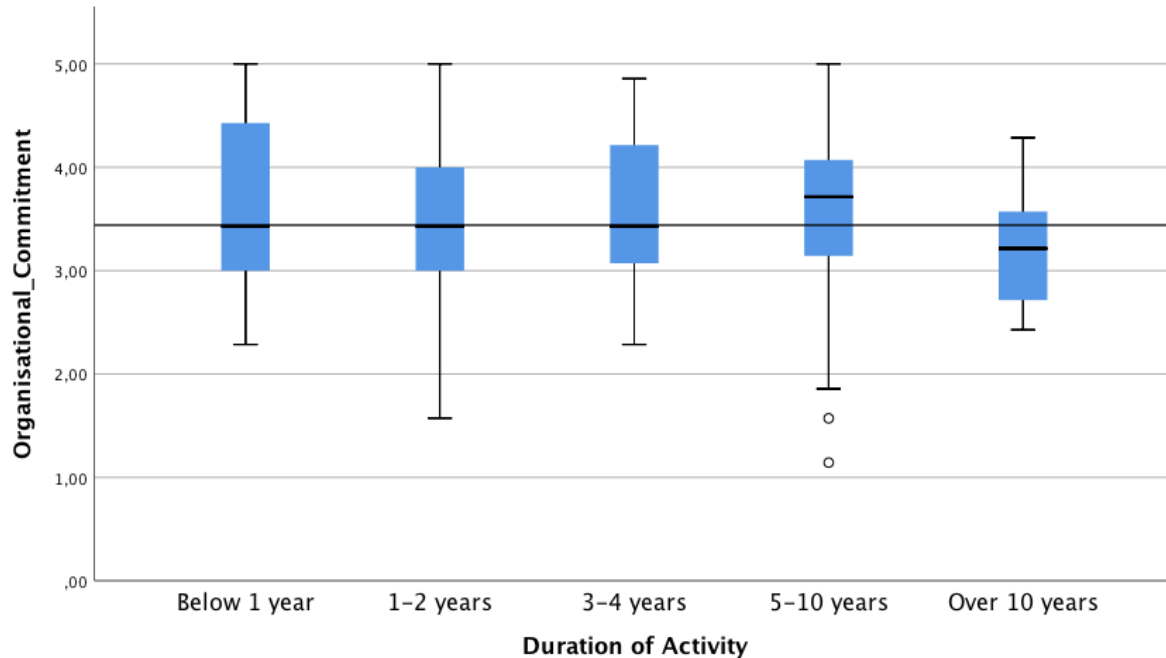


Figure 30: Correlation of Organizational Commitment and Organizational Tenure

5.1.4 Empirical Results of Main Research Question

In order to conclude the results of the posed main research question – “What are the main factors influencing volunteer retention in Austrian NPOs” – Figure 31 shows the results of the tested hypotheses for the posed research sub-questions. These findings are then synthesized into one singular model, predicting Organizational Commitment. Next to the main constructs, the control variables are accounted for.

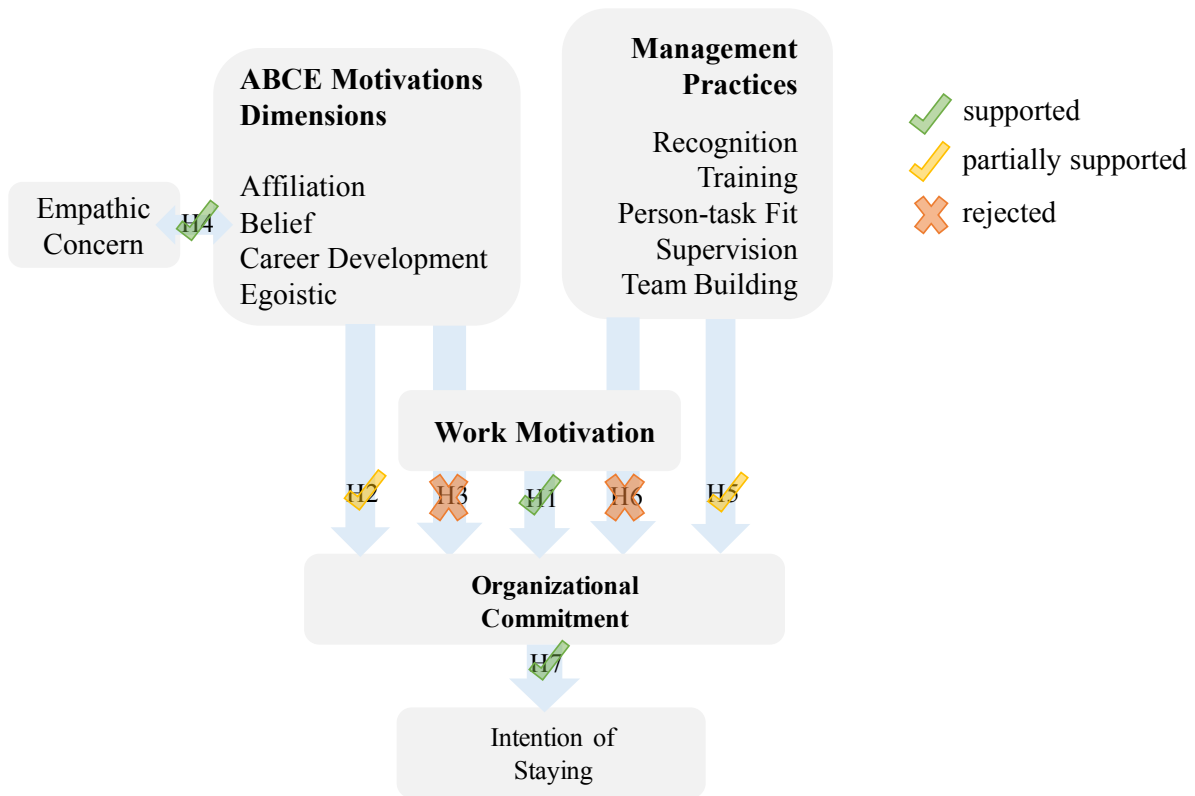


Figure 31: Visualization of Tested Hypotheses

As previously determined, retention is measured through Organizational Commitment. In order to achieve a maximum explained variance a multiple regression analysis is run. The final model is achieved by including the variables portrayed in the Equation 3: $F(14,103) = 6.227, p < 0.001, R^2 = 0.458$. The satisfaction with Teambuilding and the importance of Training add statistically significantly to the model.

$$Y (\text{Org. Comm}) = B_0 + B_1 * \text{Affiliation} + B_2 * \text{Empathic Concern} + B_3 * \text{Career Development} + B_4 * \text{Empathic Concern} + B_5 * \text{Work Motivation} + B_8 * \text{Importance_Training} + B_9 * \text{Importance_Person-Task-Fit} + B_{12} * \text{Mean_Satisf_Recognition} + B_{13} * \text{Mean_Satisf_Training} + B_{14} * \text{Mean_Satisf_Person-Task} + B_{15} * \text{Mean_Satisf_Supervision} + B_{16} * \text{Mean_Satisf_Teambuilding} + B_{18} * \text{Importance_Training} * \text{Mean_Satisf_Training} + B_{19} * \text{Importance_Person-Task-Fit} * \text{Mean_Satisf_Person-Task-Fit} + e$$

Equation 3: Combined Regression Model Organizational Commitment

In an attempt to avoid the oversaturation of the model, for management measures, only the significant interactions of Person-Task Fit and Training are added. Adding all interactions does not improve the model significantly. Neither does adding the control variables.

That said, the main research question – *What are the main factors influencing volunteer retention in Austrian NPOs?* – statistically came to similar conclusions as the theoretical part. Retention is predicted by the motivation to work and what a volunteer is motivated by. The only significant influence on Organizational Commitment when only testing the four motivational dimensions is Affiliation, which is also rated as the dimension with the highest importance among Red Cross volunteers. Belief, however, is the highest rated dimension among all respondents and should not be neglected when talking about motivation, despite its measurement problems within this study. For the Egoistic and Career Development dimension it can be noted that their importance is regressing with age.

Further influencing retention is, whether organizations manage to fulfill the volunteers' expectations regarding management. In terms of importance, overall Person-Task Fit – and thereby how well the individual's skills correlate with the volunteering task – is rated as most important. This correlates with the ranking amongst Caritas volunteers, the Red Cross volunteers find Training most important, however, which is also reflected by the final retention model (see Section 4.3.4). Therein the importance of Training presents a significant influence on Organizational Commitment. There is a high chance that this is correlated with the inherent tasks – as the Red Cross sample is mostly made up of paramedics, a lack of training can have much more severe consequences than in the Caritas volunteers. Here it also has to be noted, that the satisfaction with Training has the lowest mean satisfaction out of all managerial practices evaluated. The statistical testing further determines a significant impact of the volunteers' satisfaction with Teambuilding, which is rated second lowest (after Training) overall.

These insights show the relevance that organizational affiliation has on the tested constructs. Retention strategies are not one size fits all, but have to be adapted to the organizational differences and the preferences of its volunteers. Within this sample, this shows most strongly with Training. Ultimately, organizational affiliation does not make a difference in the final model, however. Moreover, the effect of Affiliation (significant when testing only the impact of the ABCE dimensions on Organizational Commitment) and Teambuilding show, that interactions with the people at the organization have a significant impact, that should not be neglected.

5.2 Limitations

This study is subject to a number of limitations, which are hereby addressed.

The used sampling method, inherently having a non-random selection of participants, can be seen as a limitation. The researcher brings subjectivity and bias into choosing the subjects of the study and ultimately impedes the ability to draw inferences about a population (Etikan et al., 2016). Further, the organizations represent two different areas of Austria. While the Red Cross participants stem mostly from Upper Austria, the majority of Caritas participants is from Vienna. Organizational differences therefore may also stem from being part of a rural or urban area. Future research may want to account for this by using a variety of organizations, both rural and urban. However, as organizational differences made such a significant impact on the outcome of the data, it should be accounted for in further research.

Further, the answers to the questionnaire may be subject to social desirability bias, which refers to the tendency to give responses that are socially desirable or acceptable, rather than a representation of what the respondent thinks or feels (Grimm, 2010). The overall motivation in respondents is rather high. A risk that needs to be factored in is therefore that those who participated did so due to their high Work Motivation, and thus, might not be representative of an organization as a whole.

Due to the nature of self-administered online surveys, possible environmental distractions encountered by the participants while filling the survey cannot be accounted for. These could potentially have altered the outcomes of the study and should ideally be equal for all participants (Wong et al., 2008). Furthermore, the survey is rather long and detailed, therefore strenuous for the participants to fill. Lastly, the gender representation is not balanced, with almost two thirds of the sample being female.

As for the statistical analysis it has to be noted that the reliability on the Belief dimension was rather low to begin with (as discussed in Section 4.2.1), which led to the elimination of three out of seven items, to achieve a Cronbach alpha of 0.679. As discussed in the previous chapter, before and after reducing the items, Belief had the highest mean out of all ABCE dimensions. Out of the seven items, “Because I follow my (organizational) leader”, was rated lowest ($M = 2.19$). This research found especially Belief and the extent to which personality cult was accounted for difficult to deal with in the Austrian context. While only a small hint, this could point at cultural differences when it comes to personality cult in Non-Profit Organizations, as

the respective item was rated considerably higher in the original study. Future research may want to address this dimension of the ABCE model and adapt the statements to the respective cultural setting. Further, religious beliefs are susceptible to cultural differences that should be adapted according to the demographics of tested samples.

What has to be added furthermore, is that the ABCE section of the questionnaire – asking for the importance of the individual dimensions – operated under the assumption that the volunteers have equal expectations in being able to fulfill these motives within their respective organizations. For the purpose of this research the variance between these dimensions are therefore attributed to differences in importance.

The following chapter puts the results in relation to the theoretical results, further discussing what implications these have for NPO managers and future research.

5.3 Managerial and Academic Implications

This study allowed an insight into what motivates volunteers in Austrian NPOs and what influences them to sustain their commitment, allowing conclusions on volunteer retention. This can give organizations an important insight into retaining their volunteers. Managerial practices without being aligned with volunteers' motivation cannot serve organizational commitment, nor can motivation be sustained when managerial practices do not reflect the motivational drives. This can strongly impact an organization's ability to deliver high-quality services, the short-term productivity, and its overall performance, as determined in the theoretical part of this research.

The replication of the ABCE model in the Austrian NPO environment proved that it can be a valid tool to evaluate Austrian volunteers' motivations that can be helpful to volunteer managers – throughout this research it contributed to the understanding of why volunteers engaged in their tasks in the first place and could be projected onto the importance they placed in management measures. Both prosocial and egoistic motives are amongst the highest rated motives for volunteering, managers shall therefore attempt to recognize and fulfill the underlying needs.

From the differences between the organizations the following can be concluded: NPO managers should take an active approach in evaluating what motivates the volunteers in their organization and systematically ascertain which management measures are important to their volunteers and see how they can fulfill these expectations. While the management measures

evaluated throughout this thesis, serve as a basis, the responses to the open-ended questions hinted at potential further management measures being relevant to retention. Understanding both motivations and the respective volunteers' expectations towards management can ultimately contribute towards retaining volunteers. Especially in resource-low organizations a targeted development of wanted and needed management measures can create a win-win scenario for the organization and its volunteers, by determining what management measures the organization must invest in. This allows for targeted and resource-efficient retention policies, raising volunteer commitment in a sustainable manner, especially when considering motivational drives while making these policies.

One of the study's main limitations is the fact that a comparably small convenience sample was used. Therefore, future research could explore whether the use of a bigger probability sample would lead to a different outcome. This may include more organizations and a broader comparison of levels of motivations across several organizations. It might be interesting to compare organizations that serve people in the same area, thereby explaining to what extent rural and urban differences may account for variations in motivation and ultimately retention. Future research may also want to use a sampling process that allows for a bigger and thus more representative sample – or to take a step further – look further into reasons why volunteers stopped volunteering to fill in remaining parts of this complex puzzle of volunteer motivations.

The difference in motivation in the two sampled organizations was connected to a number of aspects. The impact of financial compensation is unclear – future research may want to compare feasible groups of volunteers that have different forms of compensation within and across organizations. Within this sample, this was not possible due to the high overlap with another control variable.

Next to the management measures evaluated within this research, the open questions revealed that it may be worth to look at further management aspects, such as transparency in communication, the physical atmosphere of the volunteer location, as well as resource management and efficiency.

Further discussion about volunteer retention will be fruitful to NPO managers and the research field, that are still confronted with many unknown variables, that are waiting to be examined in more detail.

6. Conclusion

Volunteers supply critical workforce to NPOs, yet there is still a significant lack of knowledge concerning influences on volunteers' commitment to an organization. This directly impacts an organization's capability of retaining volunteers, which are a crucial part of their workforce. A high turnover rate can be detrimental to the organizations' success, the way they deliver services as well as productivity and costs. Retention theory is predominantly developed for the for-profit sector, leaving much to be discovered about their applicability to the NPO sector. Derived from the theoretical part of this research, it was discovered that both motivation and the satisfaction with management may impact retention. In order to validate these assumptions, the theoretical research has identified models to be applied to or adapted for the purpose of the empirical research. This unique combination of insights was applied to the Austrian volunteer landscape, sampling two large Austrian NPO organizations, in order to gather deeper insights in volunteer retention.

The literature part concluded that there are four main components to volunteer motivation: 1) the need to socialize (Affiliation), 2) the prosocial value of volunteering itself (Belief), 3) to learn and develop one's career (Career Development), and 4) the enhancement of one's ego or protection from negative feelings (Egoistic). Within the sample these four dimension predict the motivation to work statistically significantly– overall Belief is rated highest, followed by Egoistic, Affiliation and Career Development. When splitting the sample by organization, however, the differences in these dimensions are significant. While the Caritas results are in line with the general results, Red Cross Volunteers are most motivated by social opportunities volunteering affords them.

When it comes to motivation for volunteering, one cannot get around the egoistic-altruistic debate. Throughout this research there is a consistently high rating of prosocial components – indicating a tendency towards, altruistic motives, rather than egoistic motives. However, this research has accepted from the beginning, that the answers given to these dimensions may be subject to social desirability bias. To what extent that might be the case, is a topic for further research, potentially integrating a more experimental approach. Further playing into this, is the role of gender. Female respondents tend to present higher scores, especially, in those components that measured prosocial motives. Next to a social desirability basis, it might be necessary to control for what is socially constructed in terms of gender as well. This confirms

the argument made by Einolf (2011) arguing that social norms may encourage women to take on helping roles, be that within families, or in society in general. A trend towards higher prosocial motivation was further noticed corresponding to age of the respondent. The older the participant, the less importance was given to non-prosocial motivators.

The theoretical research concludes that a total of five management practices may impact the retention of volunteers. These are 1) to what extent their efforts and performance is recognized (Recognition), 2) to what extent learning and development is enabled (Training), 3) how well an individual's skills and needs correlate with the tasks they are appointed to (Person-Task Fit), 4) how well communication with and supervision by superiors is done (Supervision), and 5) a sense of belonging and feeling cared for (Teambuilding). The empirical research integrates both the importance and the satisfaction with said management measures, which statistically significantly predict Organizational Commitment, thereby confirming the theoretical results. The integrated open ended question signals that further aspects to be taken into account could be transparency in communication, the physical atmosphere of the volunteer location, as well as resource management and efficiency. Again, the organization a volunteer affiliates with, significantly impacts the answers given. Overall, the importance of management measures is rated higher in Red Cross respondents, possibly hinting at higher expectations in management and possibly explaining the lower ratings in satisfaction – as it is harder to fulfill these high expectations.

The theoretical part assumes a strong influence of motivation and the efforts of an organization to apply relevant management measures to a volunteers' satisfaction on retention. This is confirmed in the empirical part of the thesis. More detailed, the empirical part looks at what motivates volunteers to work in NPOs, which dimensions of motivation contribute to a high Work Motivation and Organizational Commitment. It further analyzed which management measures are highly valued and to what level volunteers are satisfied with these. Despite significant differences between the two sampled organizations, the theoretical prediction made, is fulfilled within the sample. The chance of having Intention of Staying of more than 6 years increases significantly by each increment of Organizational Commitment – showing the significant correlation between Organizational Commitment and Intention of Staying. Through the regression model run for Organizational Commitment, predictions for retention are made.

This research serves to give an insight into the Austrian volunteering landscape by comparing two large Austrian NPOs. The research delivered a broad insight into what motivates Austrian NPO volunteers, which management measures they value and how they perceive their implementation in the respective organizations. Both the insights into motivation and evaluation of management measures contribute significantly to the retention of said volunteers. Since there seems to be a decline in volunteering, especially in developed communities, the information gathered throughout this research may help to give an insight into volunteer patterns, which can be utilized to counter said trend.

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8. ANNEX

8.1 Normal Distribution of Main Constructs

8.1.1 Empathic Concern

	N	Mean	Median	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
Empathic_Concern_Mean	137	3.97	4.17	0.74	1.50	5.00	No, $p < 0.05$

Table 27: Normal Distribution Empathic Concern

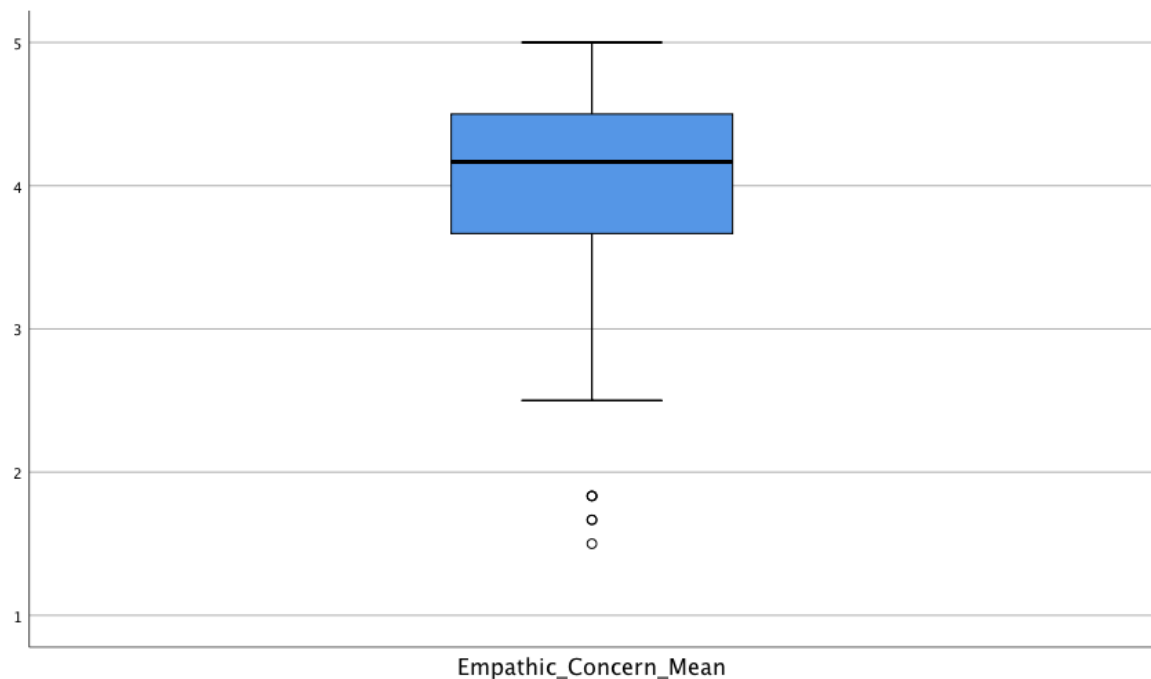


Figure 32: Normal Distribution Empathic Concern

8.1.2 Work Motivation

	N	Mean	Median	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
General Motivation (singular statement)	118	3.92	4.00	0.95	1	5	No, $p < 0.05$
Work_Motivation_Mean (MA2, MA3, MA4, MA5) ³¹	137	3.74	4.00	1.00	1	5	Yes, $p=0.322$

Table 28: Normal Distribution Work Motivation

³¹ MA1: On most days that I work for the organization, time seems to drag. MA2: I am very involved in my activities for the organization. Even if I do not work, I think about my activities often. MA3: The activity is simply one out of many interests, therefore I am not that deeply involved. MA4: I often do extra work for the organization, that isn't really required of me. MA5: I work more/harder than other people, that have the same / a similar task within the organization.

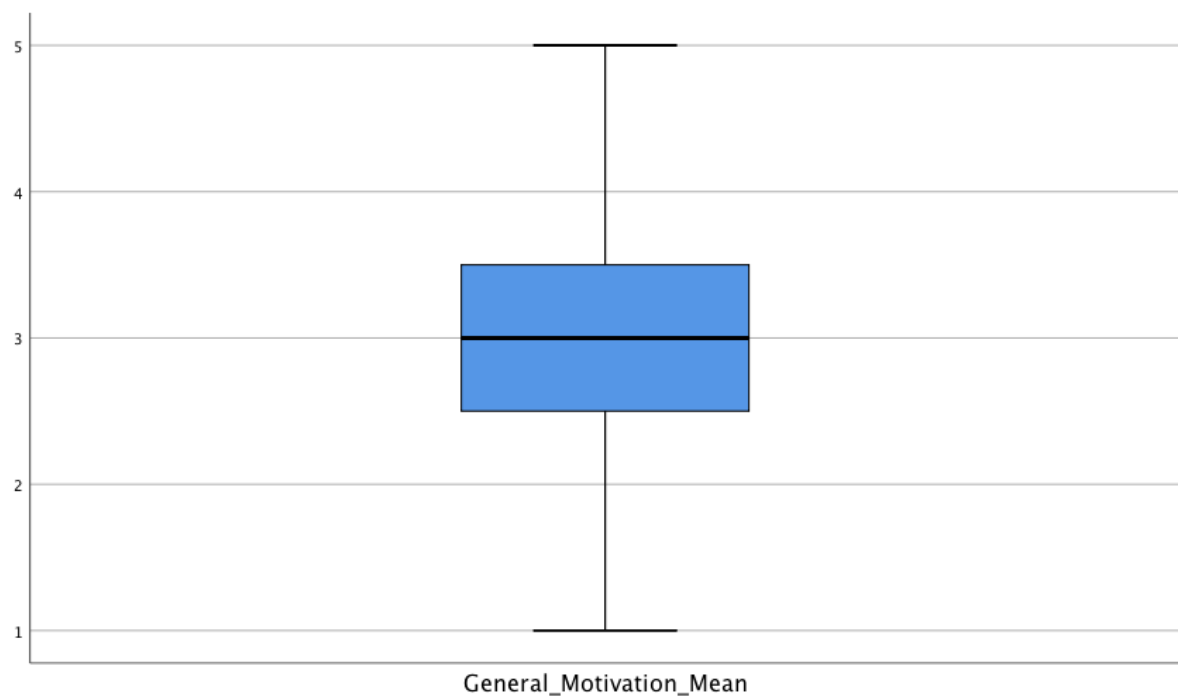
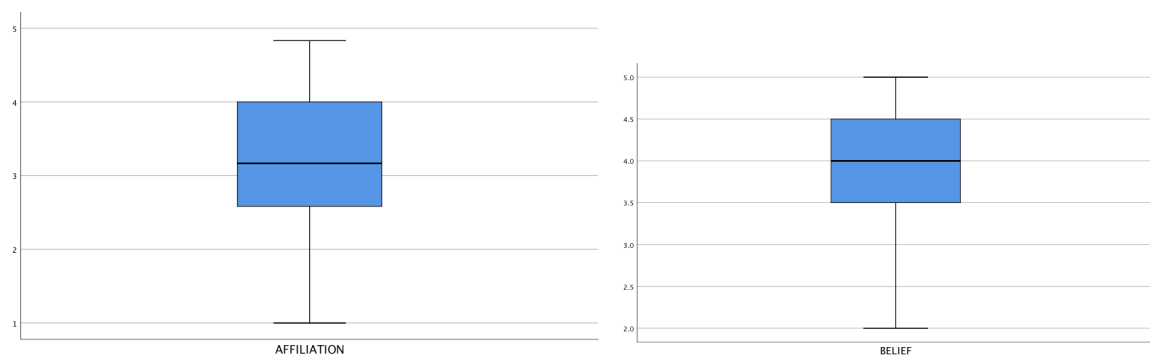


Figure 33: Normal Distribution Work Motivation

8.1.3 Dimensions of Motivation

	N	Mean	Media n	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
Affiliation	128	3.16	3.17	0.90	1.00	4.83	No, $p < 0.05$
Belief	128	3.88	4.00	0.69	2.00	5.00	No, $p < 0.05$
Career Development	128	3.10	3.07	0.87	1.14	5.00	Yes, $p = 0.140$
Egoistic	128	3.34	3.36	0.72	1.57	4.86	Yes, $p = 0.224$

Table 29: Normal Distribution ABCE Dimensions



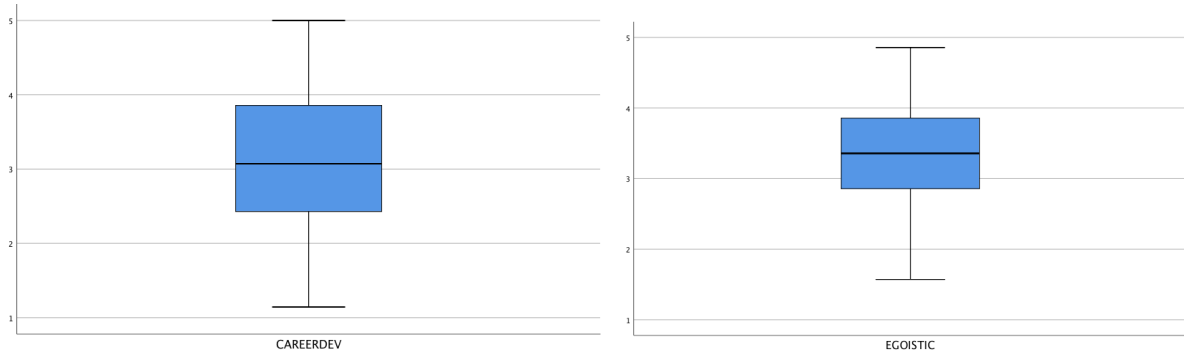


Figure 34: Normal Distribution ABCE Dimensions

8.1.4 Importance Management Measures

	N	Mean	Media n	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
How important is it for you that your contribution gets recognized?	120	3.23	3.00	1.17	1	5	No, $p < 0.05$
How important is regular training for you?	120	3.65	4.00	1.11	1	5	No, $p < 0.05$
How important is it to you that you are assigned to tasks that correlate with your skills and interests?	120	3.88	4.00	0.98	1	5	No, $p < 0.05$
How important is regular supervision to you?	120	3.06	3.00	1.23	1	5	No, $p < 0.05$
How important are teambuilding events/measures for you?	120	3.38	4.00	1.22	1	5	No, $p < 0.05$

Table 30: Normal Distribution Importance Mgmt Measures



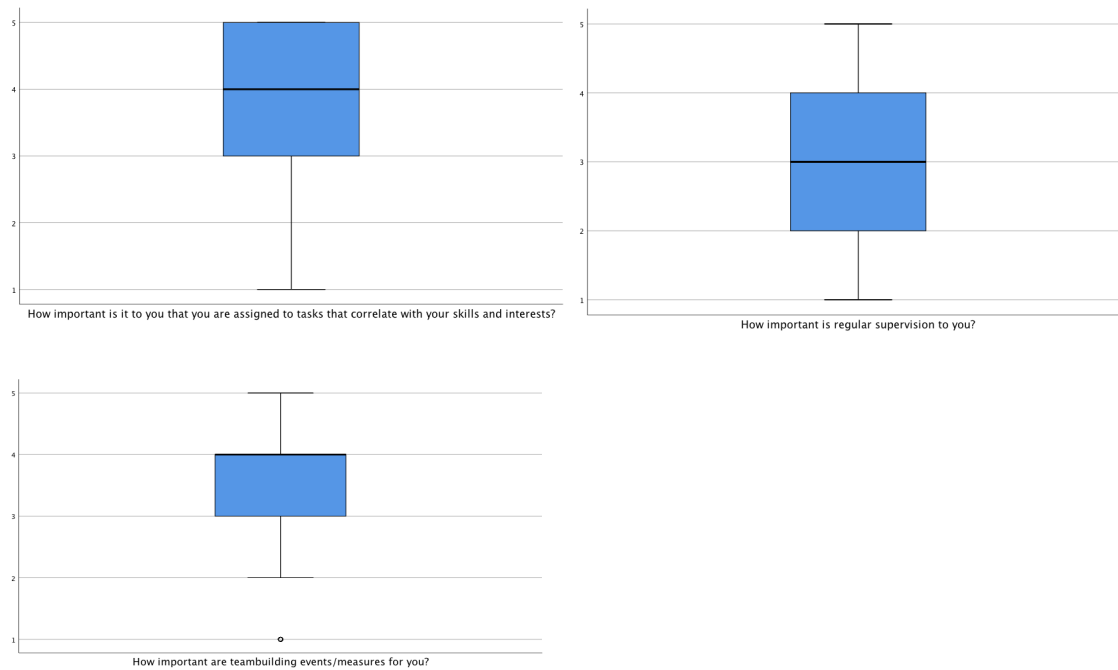


Figure 35: Normal Distribution Importance Mgmt Measures

8.1.5 Satisfaction with Management Measures

	N	Mean	Median	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
Recognition_Mean	120	3.95	4.00	0.77	2.00	5.00	No, $p < 0,05$
Training_Mean	120	3.57	3.67	0.85	1.00	5.00	No, $p < 0,05$
Person_Task_Fit_Mean	120	4.44	4.33	0.52	3.33	5.00	No, $p < 0,05$
Supervision_Mean	120	3.79	4.00	0.88	1.67	5.00	No, $p < 0,05$
Team_Building_Mean	120	3.73	4.00	0.90	1.33	5.00	No, $p < 0,05$

Table 31: Normal Distribution Satisfaction Mgmt Measures

8.1.6 Organizational Commitment

	N	Mean	Median	Std. Dev.	Min	Max	Shapiro Wilk Test: Normality given?
Organizational_Commitment_Mean (OC1, OC3, OC5, OC6, OC7, OC8, OC9) ³²	118	3.52	3.50	0.85	1.14	5.00	Yes, $p = 0.110$

Table 32: Normal Distribution Organizational Commitment

³² OC1: I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. OC2: I talk up this organization to my friends as a great organization to work for. OC3: I would accept almost any type of job assignment in order to keep working for this organization. OC4: I find that my values and the organization's values are very similar. OC5: I am proud to tell others that I am part of this organization. OC6: This organization really inspires the very best in me in the way of job performance. OC7: I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined. OC8: I really care about the fate of this organization. OC9: For me this is the best of all possible organizations for which to work.

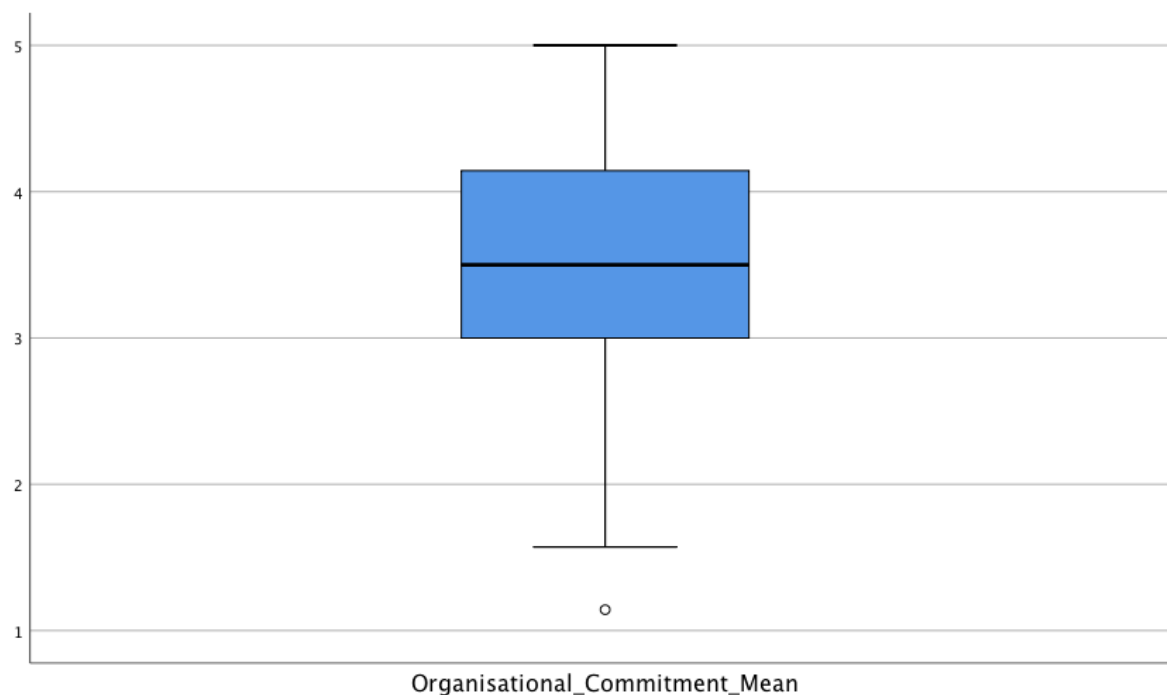


Figure 36: Normal Distribution Organizational Commitment

8.2 Additional Information on Organizational Affiliation

	Given Answers	Frequency	Percent
Red Cross Other State	Red Cross Graz	1	0.7
	Red Cross Styria	1	0.7
Caritas Other State	Caritas Klagenfurt	1	0.7
	Caritas Lower Austria	1	0.7
	Caritas Wiener Neustadt	1	0.7
	Lerncafe Wiener Neustadt	1	0.7
Other	Servas Austria ³³	1	0.7
	Telefonseelsorge ³⁴	1	0.7
	Lerncafe Vienna	1	0.7
	Fire Department Marchtrenk	1	0.7

Table 33: Breakdown of the Category "Other"

³³ <http://www.servas-austria.org/wp/english-welcome-to-servas-austrian/>

³⁴ Caritas has a project with the same name, however it cannot be guaranteed that it is actually a project within Caritas.

City	Frequeny	Percent (N=136)	Cumulative Percent
Vienna	50	36.8	0.7
Linz	12	8.8	45.6
Tragwein	5	3.6	49.3
Other ³⁵	69	50.4	100.0

Table 34: Primary Location of Volunteer Activity

Project/Task Specification	Given Answers	Frequeny	Percentage (out of 137)
Red Cross	Paramedic	59	43.1
	Emergency Driver	1	0.7
	Paramedic and Emergency Driver	1	0.7
	Paramedic in Training	1	0.7
	Reading Mentor	1	0.7
	Total	63	46.0
Caritas Other State	Study Projects (Lerncafe, Lernbuddy, Lernhilfe)	43	31.4
	Mobile Hospice and Study Projects	2	0.7
	Music Buddy	1	0.7
	Culture Buddy	1	0.7
	“Leo”	1	0.7
	“Josefbus”	2	1,5
	“Grätzeleltern”	3	2.2
	“Electrician”	1	0.7
	“Canisibus”	9	6.6
	Kältetelefon	1	0.7
	Total	64	46.7

Table 35: Detailed Projects/activities in Organizations

³⁵ Out of those answering “other” 59 have specified their main location: Andorf (3), Bad Hall (1) Bad Leonfelden (7), Bezirk Schärading (2), Enns (1), Graz (1), Klagenfurt (1), Kopfing (1), Korneuburg (1), Lambach (2), Marchtrenk (6), Lower Austria (1), Upper Austria (1), Rohrbach (1), Sattledt (1), Steiermark (1), Unterweißenbach (2), Walding (3), Wels (7), Wels-Land (1), Wels-Marchtrenk (1), Wiener Neustadt (7), Wiener Neustadt, Eisenstadt (1), Wolkersdorf, Lower Austria (6).

8.3 Empathic Concern Graphs, each detailed

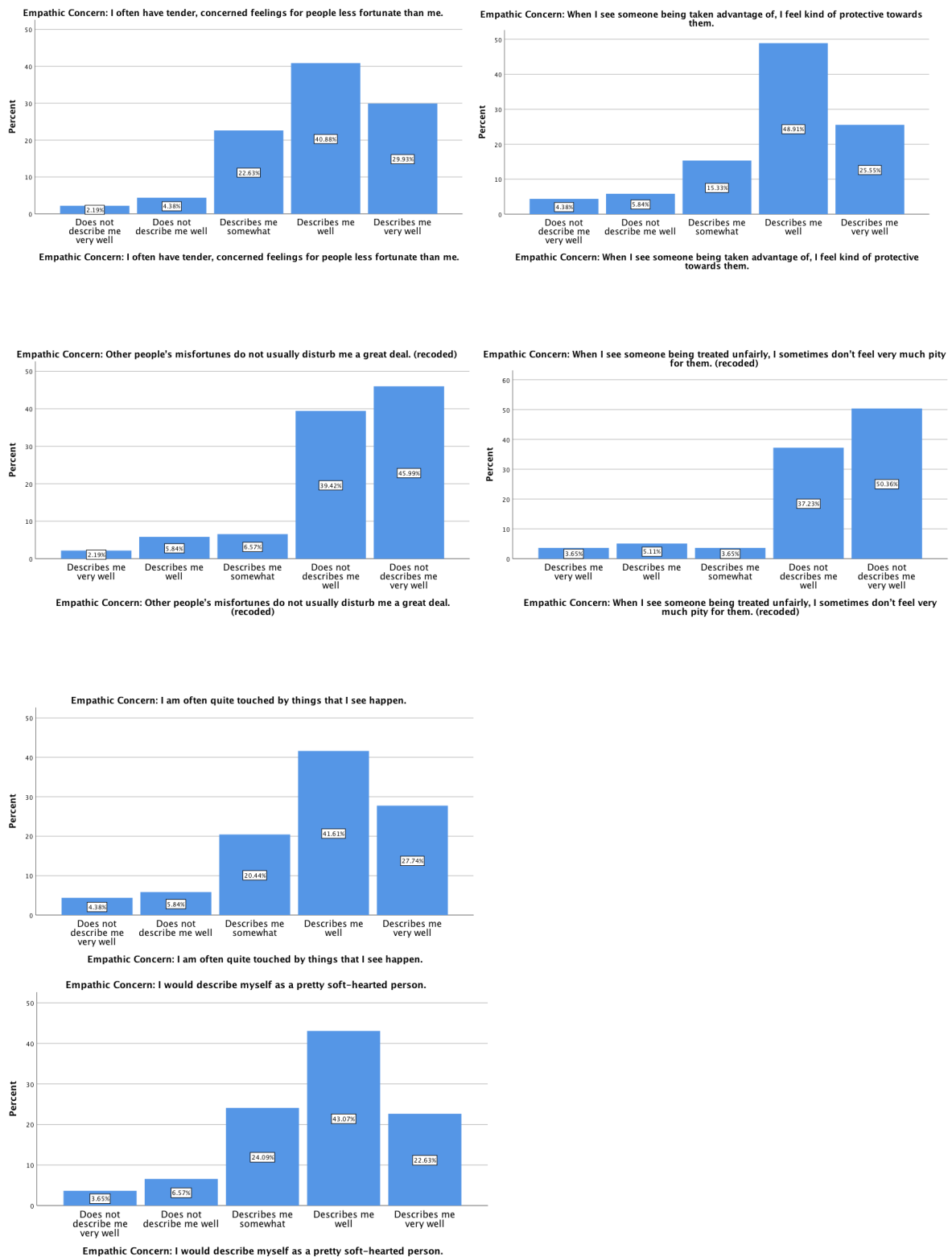


Figure 37: Empathic Concern Statements Detailed

8.4 ABCE dimensions

	Initial	Extraction
Because I follow my (organizational) leader.	1.00	0.480
Because I feel a big gap in my life if I stop volunteering (in my organization).	1.00	0.317
Because it has an important and needed cause.	1.00	0.463
Because my organization's culture motivates me to keep volunteering.	1.00	0.608
Because I am concerned about those less fortunate than myself.	1.00	0.637
Because I am concerned about the people I am serving.	1.00	0.530
Because of feeling compassion towards people in need.	1.00	0.574

Table 36: Item Statistics Reliability Belief Factor

8.5 Insights Gathered from the Control Variables

This chapter is devoted to portraying the group statistics, as discussed in Section 4.2.4 of the testing of control variables, where relevant. For concern of space, only the statistically significant differences are portrayed:

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Empathic Concern	Male	49	3.79	0.60	0.09
	Female	88	4.07	0.80	0.08
Work Motivation	Male	49	3.31	0.82	0.12
	Female	88	2.96	0.87	0.09
Belief	Male	46	3.65	0.75	0.11
	Female	82	4.01	0.62	0.07
Satisfaction Recognition	Male	46	3.70	0.83	0.12
	Female	74	4.11	0.69	0.08
Satisfaction Training	Male	46	3.35	0.85	0.13
	Female	74	3.71	0.82	0.09
Satisfaction Supervision	Male	46	3.54	0.93	0.14
	Female	74	3.94	0.81	0.09
Intention of Staying	Male	46	4.83	1.22	0.18
	Female	72	4.11	1.39	0.16

Table 37: Group Variables Control Variable Gender

Main Activity		Sum of Squares	df	Mean Square	F	Sig.
Belief	Between Groups	4.643	2	2.322	5.016	0.008
	Within Groups	53.694	116	0.463		
	Total	58.337	118			
Career Development	Between Groups	15.113	2	7.557	12.417	< 0.001
	Within Groups	70.595	116	0.609		
	Total	85.708	118			
	Total	202.239	108			

Table 38: Group Variables Control Variable Main Activity

	Financial Compensation	N	Mean	Std. Deviation	Std. Error Mean
Work Motivation	No compensation whatsoever	81	2.96	0.83	0.09
	Minor allowance	49	3.32	0.88	0.13
Affiliation	No compensation whatsoever	75	2.86	0.87	0.10
	Minor allowance	47	3.70	0.68	0.10
Belief	No compensation whatsoever	75	4.09	0.58	0.07
	Minor allowance	47	3.61	0.75	0.11
Career Development	No compensation whatsoever	75	2.79	0.83	0.10
	Minor allowance	47	3.58	0.72	0.10
Satisfaction Recognition	No compensation whatsoever	72	4.11	0.72	0.08
	Minor allowance	43	3.65	0.72	0.11
Satisfaction Training	No compensation whatsoever	72	3.70	0.85	0.10
	Minor allowance	43	3.36	0.75	0.11
Satisfaction Person - Task Fit	No compensation whatsoever	72	4.53	0.50	0.06
	Minor allowance	43	4.29	0.54	0.08
Satisfaction Supervision	No compensation whatsoever	72	4.09	0.73	0.09
	Minor allowance	43	3.30	0.90	0.14
Satisfaction Teambuilding	No compensation whatsoever	72	3.91	0.81	0.10
	Minor allowance	43	3.50	0.96	0.15
Importance Recognition	No compensation whatsoever	72	3.06	1.16	0.14
	Minor allowance	43	3.60	1.12	0.17
Importance Training	No compensation whatsoever	72	3.29	1.20	0.14
	Minor allowance	43	4.26	0.66	0.10
Intention of Staying	No compensation whatsoever	71	3.93	1.31	0.16
	Minor allowance	42	5.24	1.08	0.17

Table 39: Group Variables Control Variable Financial Compensation

	Organization	N	Mean	Std. Deviation	Std. Error Mean
Empathic Concern	Red Cross	63	3.80	0.82	0.10
	Caritas	64	4.08	0.67	0.08
Work Motivation	Red Cross	63	3.41	0.85	0.11
	Caritas	64	2.86	0.80	0.10
Affiliation	Red Cross	60	3.66	0.70	0.09
	Caritas	60	2.71	0.88	0.11
Belief	Red Cross	60	3.63	0.72	0.09
	Caritas	60	4.10	0.59	0.08
Career Development	Red Cross	60	3.59	0.71	0.09
	Caritas	60	2.63	0.77	0.10
Satisfaction Recognition	Red Cross	55	3.70	0.77	0.10
	Caritas	57	4.19	0.72	0.09
Satisfaction Person-Task Fit	Red Cross	55	4.30	0.55	0.07
	Caritas	57	4.58	0.47	0.06
Satisfaction Supervision	Red Cross	55	3.46	0.94	0.13
	Caritas	57	4.06	0.75	0.10
Satisfaction Teambuilding	Red Cross	55	3.56	0.97	0.13
	Caritas	57	3.93	0.81	0.11
Importance Recognition	Red Cross	55	3.56	1.12	0.15
	Caritas	57	2.91	1.20	0.16
Importance Training	Red Cross	55	4.33	0.64	0.09
	Caritas	57	3.05	1.11	0.15
Importance Teambuilding	Red Cross	55	3.62	1.18	0.16
	Caritas	57	3.09	1.23	0.16
Organizational Commitment	Red Cross	54	3.75	0.78	0.11
	Caritas	56	3.33	0.89	0.12
Intention of Staying	Red Cross	54	5.17	1.10	0.15
	Caritas	56	3.66	1.23	0.16

Table 40: Group Variables Control Variable Organizational Affiliation

8.6 Regressions Interactions ABCE with Organizational Tenure

Run in four steps, summarized by tables to reduce space.

	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Affiliation_OT_Interaction	0.54	0.289	0.27	0.72
2	Belief_OT_Interaction	0.15	0.022	-0.00	0.85
3	CareerDev_OT_Interaction	0.44	0.195	0.17	0.77
4	Egoistic_OT_Interaction	0.42	0.180	0.16	0.78
5	EmpathicConcern_OT_Interaction	0.15	0.021	-0.01	0.85

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.36	3	8.12	15.46	<0.001
	Residual	59.89	114	0.53		
	Total	84.25	117			
2	Regression	1.84	3	0.61	0.85	0.470
	Residual	82.41	114	0.72		
	Total	84.25	117			
3	Regression	16.45	3	5.48	9.22	<0.001
	Residual	67.798	114	0.59		
	Total	84.25	117			
4	Regression	15.13	3	5.04	8.32	<0.001
	Residual	69.11	114	0.61		
	Total	84.25	117			
5	Regression	1.77	3	0.59	0.814	0.488
	Residual	82.48	114	0.72		
	Total	84.25	117			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.54	0.07		52.85	<0.001
	Zscore: OT	-0.04	0.07	-0.05	-0.65	0.520
	Zscore(AFFILIATION)	0.46	0.07	0.53	6.72	<0.001
	Affiliation_OT_Interaction	0.04	0.07	0.05	0.59	0.556
2	(Constant)	3.53	0.08		44.97	<0.001
	Zscore: OT	-0.08	0.08	-0.09	-0.97	0.336
	Zscore(BELIEF)	0.07	0.08	0.08	0.88	0.378
	Belief_OT_Interaction	-0.09	0.09	-0.10	-1.10	0.274
3	(Constant)	3.52	0.07		48.19	<0.001
	Zscore: OT	0.00	0.07	0.00	0.03	0.979
	Zscore(CAREERDEV)	0.36	0.08	0.42	4.85	<0.001
	CareerDev_OT_Interaction	-0.08	0.08	-0.09	-1.06	0.290
4	(Constant)	3.50	0.07		47.71	<0.001
	Zscore: OT	-0.01	0.07	-0.01	-0.07	0.941
	Zscore (EGOISTIC)	0.32	0.07	0.38	4.38	<0.001
	Egoistic_Dauer_Interaction	-0.15	0.07	-0.18	-2.15	0.033
5	(Constant)	3.53	0.08		44.984	<0.001
	Zscore: OT	-0.07	0.08	-0.08	-0.900	0.370
	Zscore (Empathic Concern)	0.08	0.08	0.09	0.975	0.332
	EmpathicConcern_OT_Interaction	-0.06	0.08	-0.07	-0.761	0.448

Table 41: Regression Model Summaries Dependent Variable General Motivation

8.7 Testing for Mediation Effects

8.7.1 Mediation Effect of Work Motivation on the Relationship between ABCE Dimensions and Organizational Commitment

This presents the step two of testing for mediation, running a regression with work motivation as a dependent and the ABCE dimensions as predictors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.360	0.129	0.101	0.81

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.12	4	3.029	4.566	0.002
	Residual	81.59	123	0.663		
	Total	93.70	127			

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.97	0.54		3.66	0.000		
	Affiliation	0.21	0.12	0.22	1.84	0.068	0.48	2.09
	Belief	0.00	0.12	0.00	-0.01	0.991	0.72	1.38
	Career Dev.	0.17	0.13	0.17	1.37	0.174	0.44	2.29
	Egoistic	-0.02	0.13	-0.02	-0.18	0.858	0.59	1.70

Table 42: Regression Model General Motivation on ABCE

Step three includes work motivation as a predictor, alongside the ABCE dimensions in the regression run in order to predict organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.581	0.338	0.308	0.71

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.46	5	5.69	11.43	<0.001
	Residual	55.78	112	0.50		
	Total	84.25	117			

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	0.85	0.51		1.66	0.100		
	Affiliation	0.36	0.10	0.37	3.44	<0.001	0.50	2.01
	Belief	0.08	0.11	0.06	0.70	0.484	0.71	1.40
	Career Dev.	0.09	0.11	0.09	0.76	0.449	0.46	2.19
	Egoistic	0.16	0.12	0.14	1.39	0.168	0.57	1.74
	Work Motivation	0.15	0.08	0.15	1.81	0.072	0.90	1.11

Table 43: Regression Model ABCE + General Motivation on OC

8.7.2 Mediation Effect of Work Motivation on the Relationship between Satisfaction with Management Measures and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.319	0.101	0.062	0.82

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.63	5	1.726	2.576	0.030
	Residual	76.39	114	0.670		
	Total	85.02	119			

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.13	0.67		4.697	<0.001		
	Recognition	-0.38	0.15	-0.35	-2.493	0.014	0.40	2.50
	Training	-0.18	0.11	-0.18	-1.615	0.109	0.65	1.53
	PersonTask_Fit	0.17	0.17	0.11	1.044	0.299	0.75	1.33
	Supervision	0.17	0.13	0.18	1.343	0.182	0.46	2.17
	Team_Building	0.18	0.11	0.20	1.621	0.108	0.54	1.85

Table 44: Regression Model Mgmt Measures On OC

Work Motivation then, alongside the Satisfaction with Management Measures is added to the regression model with organizational commitment as a dependent.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.515	0.266	0.226	0.75

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.37	6	3.73	6.69	<0.001
	Residual	61.88	111	0.56		
	Total	84.25	117			

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.68	0.67		2.51	0.014		
	Recognition	0.21	0.14	0.19	1.44	0.152	0.38	2.63
	Training	0.00	0.10	0.00	-0.04	0.968	0.64	1.57
	Person Task Fit	-0.28	0.15	-0.17	-1.81	0.073	0.74	1.34
	Supervision	0.12	0.12	0.12	0.99	0.324	0.45	2.21
	Team Building	0.22	0.11	0.24	2.11	0.037	0.53	1.90
	Work Motivation	0.33	0.09	0.33	3.80	0.000	0.90	1.11

Table 45: Regression Model Organizational Commitment, Testing for a Mediation Effect of Work Motivation

8.8 Correlation Importance Management Measures and ABCE

Diving further into the presented information it is tested whether the components of motivation can predict a preference of certain management measure. This is done through Pearson Correlations. Each component of motivation is correlated separately with the importance of all five management measures. This is done to see whether the components of motivation can be correlated to a preference of management measures. The motivation by affiliation, for example, may predict a higher importance of teambuilding.

N=120		Affiliation	Belief	Career Dev.	Egoistic
Importance Recognition	Pearson Correlation	0.222	0.311	0.017	0.438*
	Sig. (2-tailed)	0.015	0.001	0.851	< 0.001
Importance Training	Pearson Correlation	0.181	0.177	-0.035	0.241
	Sig. (2-tailed)	0.048	0.053	0.701	0.008
Importance Person-Task-Fit	Pearson Correlation	-0.029	0.272	-0.142	0.141
	Sig. (2-tailed)	0.757	0.003	0.121	0.124
Importance Supervision	Pearson Correlation	0.120	0.192	0.026	0.450
	Sig. (2-tailed)	0.190	0.036	0.780	< 0.001
Importance Teambuilding	Pearson Correlation	0.270	0.165	0.032	0.407
	Sig. (2-tailed)	0.003	0.073	0.728	< 0.001

Table 46: Overview Correlations Dimensions of Motivation and Management Measures

8.9 Impact of Organizational Affiliation on the Regression of Organizational Commitment on Management Measures

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.79	0.23		16.603	0		
z-Factor value (Recognition)	0.05	0.10	0.06	0.525	0.601	0.35	2.86
z-Factor value (Training)	-0.15	0.08	-0.18	-1.883	0.063	0.56	1.79
z-Factor value (Person_Task_Fit)	-0.03	0.08	-0.04	-0.446	0.656	0.64	1.56
z-Factor value (Supervision)	0.21	0.10	0.25	2.088	0.039	0.37	2.68
z-Factor value (Team_Building)	0.21	0.09	0.25	2.396	0.018	0.47	2.13
z-Factor value (Importance_Recognition)	0.12	0.07	0.14	1.582	0.117	0.71	1.42
z-Factor value (Importance_Training)	0.24	0.09	0.29	2.716	0.008	0.47	2.12
z-Factor value (Importance_Person_Task_Fit)	0.00	0.08	0.00	-0.038	0.97	0.61	1.65
z-Factor value (Importance_Supervision)	0.07	0.09	0.08	0.725	0.47	0.47	2.14
z-Factor value (Importance_Team_Building)	0.10	0.08	0.11	1.164	0.247	0.56	1.79
Recognition_Interaction	-0.04	0.07	-0.05	-0.641	0.523	0.72	1.38
Training_Interaction	0.14	0.06	0.18	2.153	0.034	0.74	1.35
PersonTaskFit_Interaction	0.14	0.06	0.18	2.244	0.027	0.79	1.26
Supervision_Interaction	-0.05	0.07	-0.05	-0.624	0.534	0.71	1.40
TeamBuilding_Interaction	-0.13	0.08	-0.15	-1.556	0.123	0.58	1.72
Organizational Affiliation	-0.15	0.14	-0.10	-1.073	0.286	0.60	1.67

Table 47: Impact of Organizational Affiliation in Regression on OC

8.10 Interpretation of Open Question

Comment	Direct Translation	Category	ORG.
(Mehr) Austausch über Schwierigkeiten/Probleme bei der Arbeit in der Organisation	More exchange about difficulties/problems at work in the organization	Communication	C ³⁶ (1)
Besseres Gruppenmanagement, Mehr für das Teambuilding machen - jemand der hier die Zusammengehörigkeit noch mehr fördert	Better group management, do more for teambuilding – somebody that advocates inclusion	Teambuilding and Team Atmosphere	C ³⁷ (1)

³⁶ C = Caritas

³⁷ RC = Red Cross

Das Rote Kreuz OÖ müsste Mitarbeiter im Rettungsdienst besser ausbilden, da derzeit der Großteil des in der Notfallrettung eingesetzten Personals über keine Ausbildung verfügt, deren primäres Ziel ist, Notfallpatienten zu behandeln oder zu transportieren (Notfallsanitäter), sondern lediglich (unkritische) Patienten im Rahmen eines Krankentransportes zu transportieren (Rettungssanitäter). Es entsteht das Bild, als schreke das Rote Kreuz OÖ davor zurück, Freiwilligen höherwertigere Ausbildung zukommen zu lassen und ihnen somit mehr Verantwortung zu übertragen. Dies ist meines Erachtens aber notwendig, will man nicht mehr hauptamtliche Mitarbeiter finanzieren müssen. Das Gefühl, dem Patienten aufgrund mangelnder Ausbildung etwas schuldig zu bleiben, entsteht hin und wieder. (Ich bitte um Entschuldigung, sollte die Antwort nicht ganz die Frage beantwortet haben, denn das Problem ist sehr organisationsspezifisch.)	The Red Cross Upper Austria should provide better training for rescue workers, as the majority of the personnel deployed in emergency rescue currently has no training. Their primary goal is [not] to treat or transport emergency patients (emergency paramedics), but only to transport (non-critical) patients as part of a transport service (paramedic). The image emerges as if the Upper Austrian Red Cross was reluctant to give volunteers higher quality training and thus give them more responsibility. In my opinion, this is necessary if they do not want to finance full-time, paid employees. The feeling that the patient does not receive the best possible care due to insufficient training arises every now and then. (I apologize if the answer doesn't quite answer the question, as the problem is very organization-specific.)	Training	C (1)
Der jetzige Standort des Lerncafés () ist weniger "wohlfühlsam" als der frühere (), auch die Raumaufteilung ist nicht ideal. Der Standort ist Fakt, daran wird sich nichts ändern; ist aber auch sekundär; wichtig ist die Tätigkeit an sich.	The current location of the study café () is less "comfortable" than the previous one (), and the room layout is not ideal either. The location is a fact, nothing will change that; but is also secondary; what is important is the activity itself.	Physical Atmosphere / Infrastructure	C (1)
Die Organisation schafft lediglich den Rahmen für meine Tätigkeit, die eigentliche Arbeit (Lernen mit den Kindern) geschieht durch die Ehrenamtlichen. Insgesamt gab es (aufgrund eines Rückgangs an Spenden) in der letzten Zeit einige Umstrukturierungen, die m.E. nicht unbedingt zur Verbesserung beitrugen. Darüber hinaus habe ich den Eindruck, dass die Caritas mit den Hauptamtlichen nicht gut umgeht - ein straff nach management-kriterien geführter Betrieb, was aber zu den ethischen Zielsetzungen (und dem "ideologischen" Hintergrund einer kirchlichen Organisation immer weniger zusammenpasst.	The organization only creates the framework for my work, the actual work (learning with the children) is done by the volunteers. Overall, there has been some restructuring recently (due to a decrease in donations), which I believe. did not necessarily contribute to the improvement. In addition, I have the impression that Caritas does not deal well with the full-time employees - a company that is strictly managed according to management criteria, but which is less and less compatible with the ethical objectives (and the	Resource Management	C (1)

³⁸ Location redacted

	"ideological" background of a church organization.		
Effizienter Einsatz der Ressourcen	Efficient use of resources	Efficiency	C (1)
einen Platz für angebotene Fortbildungsmöglichkeiten erhalten, und nicht Jahre warten müssen, um freiwillig!! sich weiterzubilden. Denn es ist eine Win-win-situation wenn sich jemand gerne fortbildet und dass dem Roten Kreuz zugute kommt, da jemand dadurch professioneller wird...!!!	Get a spot for offered training opportunities, and not having to wait years to voluntarily !! further educate oneself. Because it is a win-win situation if someone likes to continue their education and the Red Cross benefits because it makes one more professional ... !!!	Training	RC (1)
Infrastruktur	Infrastructure	Physical Atmosphere / Infrastructure	RC (1)
Internes Konkurrenzdenken abschaffen, mehr Zusammenarbeit zwischen den Ortsstellen (Standpunkte)	Getting rid of competitive thinking, more cooperation between the local offices (standpoints)	Teambuilding and Team Atmosphere	RC (1)
Kommunikation, Feedback	Communication, Feedback	Communication	RC (1)
Manche Mitarbeiter stören die Gemeinschaft durch asoziales Verhalten, Vorgesetzte unternehmen nichts dagegen.	Some employees disturb the community through anti-social behavior, superiors do nothing about it.	Teambuilding and Team Atmosphere	RC (1)
Manchmal wünsche ich mir, dass die (ohnehin knappe) Zeit für die eigentliche Tätigkeit etwas effizienter genutzt wird, z.B. am Beginn des Dienstes im Lerncafé rascher mit dem Lernen begonnen wird oder nach der Pause fortgesetzt wird. Insgesamt bin ich mit dem Management aber sehr zufrieden.	Sometimes I wish that the (already scarce) time would be used more efficiently for the actual work, e.g. Studying should start sooner at the beginning of the service in the study café or is continued after the break. Overall, however, I am very satisfied with the management.	Efficiency	C (1)
Mehr berufliches Personal in den Tagdiensten, damit der Rettungsdienst insgesamt besser entlastet wird. Aktuell herrscht akuter Personalmangel im Bezirk Wels, der sich sehr negativ auf die Moral und Bereitschaft zum Rettungsdienst auswirkt. Ehrenamtliche Mitarbeiter sind eine Unterstützung in den geleisteten Stunden im Rettungsdienst, berufliche Mitarbeiter und Zivildienstler müssen jedoch die Hauptlast im Tagdienst tragen. Ehrenamtliche können hier Personalnotstände nicht ansatzweise ausbügeln.	More professional staff in the day service so that the rescue service is better relieved overall. There is currently an acute shortage of staff in the Wels district, which has a very negative effect on morale and willingness to go to the rescue service. Volunteers are a support in the hours worked in the rescue service, but professional employees and civil servants have to bear the brunt of the day shift. Volunteers cannot even begin to even out personnel shortages here.	Resource Management	RC (1)
Mehr gemeinschaftliche Räume bzw interaktionen während des dienstes	More communal spaces and interactions while on duty.	Teambuilding and Team Atmosphere	RC (1)
Mehr Wertschätzung derer, die freiwillig arbeiten.	More appreciation of those who volunteer.	Recognition	RC (1)
Mir fehlt eine gewisse Anerkennung der Vorgesetzten... Insofern würde ich mir	I miss a certain recognition from my superiors ... In this respect, I	Recognition and Training	RC (1)

mehr Förderung und Ausbildung wünschen (Kostenfrage - daher muss man "zugelassen" werden)	would like more support and training (question of costs - therefore you have to be "approved")		
Objektive Gleichberechtigung und -behandlung	Objective equality and equal treatment	Transparency	O ³⁹ (1)
Offen legen, was die anderen im Projekt an Hilfestellungen geben und an wen	Disclose what help the others in the project give and to whom	Transparency	C (1)
Qualitätssicherung/aus- und weierbildungsniveau	Quality assurance / (continuous) training	Training	RC (1)
schnellere Zustimmung bei Ankauf von neuem Büro, Boden etc.	Faster approval of new purchases (office, floors etc.)	Physical Atmosphere / Infrastructure	RC (1)
Übungsbögen bzw Schilder für Elektroarbeiten. Erstellen von Übungsvideos	Exercise sheets or signs for electrical work. Creation of exercise videos	Training	C (1)
Meine Vorgesetzte ist bereits sehr engagiert, freundlich und anerkennend	My manager is already very committed, friendly and appreciative	Expression of Satisfaction	C (1)
Passt alles (!)	Everything is alright (!)	Expression of Satisfaction	C (2) O(1)
Für mich passt alles, wie es ist! (243)	For me everything is alright, as it is.	Expression of Satisfaction	C (1)
Alles ist sehr zu meiner Zufriedenheit	Everything is to my satisfaction	Expression of Satisfaction	C (1)
Ich bin vollkommen zufrieden (426)	Everything is very much to my satisfaction	Expression of Satisfaction	RC (1)
Ich bin nach meiner jahrelangen Tätigkeit für das Lerncafe nach wie vor sehr motiviert und fühle mich an meinem Standort sehr wohl.	After many years of working for the Lerncafe, I am still very motivated and feel very comfortable at my location.	Expression of Satisfaction	C (1)
gar nichts (246)	Nothing at all.	Expression of Satisfaction	C (1)
Nichts, alles ok (253)	Nothing, everything is ok.	Expression of Satisfaction	C (1)

Table 48: Crosstabulation of Open Answers given and Affiliation to Organization

8.11 Questionnaire Original Format

³⁹ O = Other

Sehr geehrte Damen und Herren!

Vielen Dank, dass Sie sich die Zeit nehmen, diesen Fragebogen auszufüllen.

Mein Name ist Kerstin Kropf. Ich führe diese Umfrage im Zuge meiner Masterarbeit im Studium der Internationalen Betriebswirtschaftslehre durch. Ich erforsche in meiner Arbeit Motivation von Freiwilligen im Zusammenhang mit Managementmaßnahmen und der Absicht, weiter bei der gewählten gemeinnützigen Organisation zu bleiben.

Die Umfrage ist selbstverständlich absolut anonym.

Ich danke Ihnen für Ihre Unterstützung!

Kerstin Kropf

1. Was ist Ihr Geschlecht?

[Bitte auswählen]

2. Wie alt Sind Sie?

[Bitte auswählen]

3. Welche Tätigkeit üben Sie hauptberuflich aus?

[Bitte auswählen]

4. Bei welcher der folgenden Organisationen sind Sie vorrangig ehrenamtlich tätig?

Rotes Kreuz Oberösterreich

Bitte nennen Sie hier Ihre vorrangige Tätigkeit (z.B: SanitäterIn)

Caritas Wien

Bitte nennen Sie hier das Projekt, in dem Sie vorrangig tätig sind.

Andere

Bitte nennen Sie Ihre Organisation:

5. Werden Sie für Ihre Tätigkeit in der Organisation finanziell entlohnt?

[Bitte auswählen]

6. An welchem Standort sind Sie vorrangig tätig?

[Bitte auswählen]

7. Wie lange sind Sie bereits freiwillig in der genannten Organisation tätig?

[Bitte auswählen]

Die folgenden Aussagen fragen nach Ihren Gedanken und Gefühlen in verschiedenen Situationen. Geben Sie für jedes Element an, wie gut es Sie beschreibt, indem Sie eine der Optionen auswählen.

	Beschreibt mich nicht sehr gut	Beschreibt mich sehr gut
Ich Sorge mich oft um Leute, denen es weniger gut geht als mir.	☐	☐
Andere Leute tun mir manchmal nicht sehr leid, wenn sie Probleme haben.	☐	☐
Wenn ich sehe, dass jemand ausgenutzt wird, fühle ich mich, als müsste ich die Person beschützen.	☐	☐
Das Leid/Unglück anderer Leute stört mich normalerweise nicht sehr	☐	☐
Wenn ich sehe, dass jemand ungerecht behandelt wird, habe ich manchmal kein besonders großes Mitleid mit der Person.	☐	☐
Ich bin oft sehr berührt von Dingen, die ich sehe.	☐	☐
Ich würde mich als eine ziemlich einfühlsame/weichherzige Person beschreiben.	☐	☐

8. Wie stehen Sie zu Ihrer Tätigkeit?

Bitte bewerten Sie die folgenden Aussagen von „Trifft überhaupt nicht zu“ bis „Trifft vollkommen zu“.

	Trifft überhaupt nicht zu	Trifft vollkommen zu
An den meisten Tagen, an denen ich meiner Tätigkeit in der Organisation nachgehe, vergeht die Zeit nur schleppend.	☐	☐
Ich bin sehr involviert in meine Tätigkeit. Selbst wenn ich nicht arbeite, denke ich oft an meine Tätigkeit.	☐	☐
Die Tätigkeit ist nur eine von vielen meiner Interessen, deshalb bin ich nicht so stark involviert.	☐	☐
Ich leiste in der Organisation oft mehr, als von mir gefragt wird.	☐	☐
Ich arbeite mehr/härter als andere Personen, die die gleiche oder eine ähnliche Aufgabe in der Organisation haben.	☐	☐

9. Warum engagieren Sie sich ehrenamtlich?

Bitte beurteilen Sie die folgenden Aussagen, je nachdem wie stark der Einfluss auf Ihr Engagement ist.

	Überhaupt nicht wichtig	Extrem wichtig
Ich bin inspiriert von meinen Vorgesetzten und folge ihnen deshalb.	☐	☐
Freiwilligenarbeit gibt mir die Möglichkeit, meine beruflichen Fähigkeiten auszubauen.	☐	☐
Durch ehrenamtliches Engagement kann ich soziale Kontakte und Verbindungen knüpfen.	☐	☐
Ich fühle mich durch mein Engagement weniger alleine und bleibe beschäftigt.	☐	☐
Die Organisationskultur motiviert mich dazu, mich weiter zu engagieren.	☐	☐
Freunde, Familienmitglieder oder Nahestehende engagieren sich freiwillig.	☐	☐
Das Engagement sieht positiv auf meinem Lebenslauf aus.	☐	☐
Leute, die ich kenne, teilen das Interesse an gemeinnütziger Arbeit.	☐	☐
Wenn ich aufhören würde, mich (in dieser Organisation) zu engagieren, würde ich eine Lücke in meinem Leben verspüren.	☐	☐
Ich freue mich auf die gesellschaftlichen Ereignisse, die mir die Freiwilligentätigkeit bietet.	☐	☐
Durch mein Engagement fühle ich mich nützlich und wichtig.	☐	☐
Ich bin besorgt um jene, die weniger Glück/Chancen im Leben hatten, als ich.	☐	☐
Die Organisation und meine Tätigkeit haben eine wichtige Mission/ ein wichtiges Ziel.	☐	☐
Ich sammle Kenntnisse und Erfahrungen, die im Leben nützlich sind.	☐	☐
Die Tätigkeit erlaubt mir, verschiedene Karrieremöglichkeiten zu erkunden.	☐	☐
Personen, die mir nahe stehen, wollen, dass ich mich freiwillig engagiere.	☐	☐
Ich mache mir Sorgen um die Leute, denen die Leistungen meiner Organisation zugute kommen.	☐	☐
Mein Engagement bietet die Chance auf eine mögliche Festanstellung (bei der Organisation oder im Netzwerk der Organisation).	☐	☐
Die Gesellschaft tut nicht genug, und ich habe das Gefühl, durch meine Tätigkeit, einen Teil dieser Lücke schließen zu können.	☐	☐
Freiwilligenarbeit ermöglicht es mir, die Dinge aus einer neuen Perspektive zu betrachten.	☐	☐
Freiwilliges Engagement ist eine positive Erfahrung, die zu meinem Wohlbefinden beiträgt.	☐	☐
Egal wie schlecht ich mich fühle, die Freiwilligenarbeit lässt es mich vergessen.	☐	☐
Mir sind die sozialen Anknüpfungspunkte der Freiwilligentätigkeit wichtig.	☐	☐
Ich kann meine Stärken erforschen und testen.	☐	☐
Die Regierung/Politik tut nicht genug und durch mein Engagement habe ich das Gefühl, einen Teil dieser Lücke zu schließen.	☐	☐
Ich habe Mitgefühl mit Menschen in Not.	☐	☐
Freiwilligenarbeit hilft mir meine persönlichen Probleme zu verarbeiten.	☐	☐

10. Wie wichtig sind folgende Aspekte für Sie?

Bitte bewerten Sie die Aussagen von „überhaupt nicht wichtig“ bis „extrem wichtig“.

	Überhaupt nicht wichtig				Extrem wichtig
Wie wichtig ist es für Sie, dass Ihre Leistung in der Organisation (an)erkannt wird?	☐	☐	☐	☐	☐
Wie wichtig sind Ihnen regelmäßige Fortbildungen?	☐	☐	☐	☐	☐
Wie wichtig ist es Ihnen, dass Sie Aufgaben zugewiesen bekommen, die zu Ihren Fähigkeiten und Interessen passen?	☐	☐	☐	☐	☐
Wie wichtig ist Ihnen regelmäßiger Kontakt mit und Feedback von Ihrem Vorgesetzten?	☐	☐	☐	☐	☐
Wie wichtig sind Teambuilding Events und Maßnahmen für Sie?	☐	☐	☐	☐	☐

11. Inwiefern sind die folgenden Punkte in Ihrer Organisation zu Ihrer Zufriedenheit erfüllt?

Bitte bewerten Sie die folgenden Aussagen, je nach dem, wie sehr sie zutreffen.

	trifft überhaupt nicht zu				trifft vollkommen zu
Meine Bemühungen werden von den Mitgliedern der Organisation ausreichend anerkannt.	☐	☐	☐	☐	☐
Ich fühle mich zum größten Teil in der Lage, die mir übertragenen Aufgaben zu erledigen.	☐	☐	☐	☐	☐
Ich habe das Gefühl, dass Teambuilding in meiner Organisation einen hohen Stellenwert hat.	☐	☐	☐	☐	☐
Ich finde, dass herausragende Leistungen in der Organisation entsprechend gewürdigt werden.	☐	☐	☐	☐	☐
Wenn ich auf ein Problem stoße, kann ich meine(n) Vorgesetzte(n) ohne Umstände um Rat/Unterstützung bitten.	☐	☐	☐	☐	☐
Die Qualität des Trainingsangebots entspricht meinen Erwartungen.	☐	☐	☐	☐	☐
Ich habe das Gefühl, dass mein/e Vorgesetzte(r) meine Leistung gut einschätzen kann.	☐	☐	☐	☐	☐
Die Verfügbarkeit von Schulungen in meiner Organisation entspricht meinen Anforderungen/Erwartungen.	☐	☐	☐	☐	☐
Ich erhalte regelmäßig konstruktives Feedback zu meiner Leistung.	☐	☐	☐	☐	☐
Ich habe das Gefühl, dass meine Fähigkeiten und Erfahrungen mit den mir übertragenen Aufgaben zusammenpassen.	☐	☐	☐	☐	☐
Ich bin zufrieden mit dem Ausmaß an öffentlicher Anerkennung, die ich durch meine Tätigkeit erhalte.	☐	☐	☐	☐	☐
Ich habe das Gefühl, dass meine Interessen mit den mir übertragenen Aufgaben übereinstimmen.	☐	☐	☐	☐	☐
Die Anzahl der durchgeführten Teambuilding-Events / Maßnahmen ist zu meiner Zufriedenheit.	☐	☐	☐	☐	☐
Die Formate, in denen Schulungen abgehalten werden, entsprechen meinen Bedürfnissen.	☐	☐	☐	☐	☐
Es herrscht ein starker „Teamgeist“ in meiner Organisation.	☐	☐	☐	☐	☐

12. Was könnte das Management der Organisation/ Ihr(e) Vorgesetzte(r) machen, damit Sie sich wohler fühlen? Was würde positiv zu Ihrer Motivation beitragen? Was geht Ihnen momentan ab?

13. Wie verbunden sind Sie mit Ihrer Organisation?

Bitte bewerten Sie die folgenden 9 Aussagen, je nach dem, inwieweit Sie auf sie zutreffen.

	Stimme überhaupt nicht zu	Stimme voll und ganz zu
Ich bin bereit, mehr zu tun als erwartet, um dieser Organisation zum Erfolg zu verhelfen.	☐	☐
Ich spreche gegenüber meiner Freunde positiv über die Organisation und würde sie als Arbeitgeber empfehlen.	☐	☐
Ich würde fast jede Art von Tätigkeit annehmen, um weiterhin für diese Organisation zu arbeiten.	☐	☐
Ich finde, dass meine Werte und die Werte der Organisation sehr ähnlich sind.	☐	☐
Ich bin stolz, anderen mitteilen zu können, dass ich Teil dieser Organisation bin.	☐	☐
Diese Organisation inspiriert mich zu Höchstleistungen.	☐	☐
Ich bin sehr froh, dass ich mich für diese Organisation entschieden habe, anstatt für andere, die ich vor/zum Zeitpunkt des Eintrittes in Betracht gezogen habe.	☐	☐
Die Zukunft dieser Organisation ist mir sehr wichtig.	☐	☐
Für mich ist dies die beste aller möglichen Organisationen, für die man arbeiten kann.	☐	☐

14. Wie würden Sie Ihre allgemeine Motivation im Zusammenhang mit Ihrer Tätigkeit beschreiben?

Bitte bewerten Sie Ihre allgemeine Motivation auf einer Skala von 1-5.

1 = Meine Tätigkeit trete ich meist nur mehr ungern an, motiviert bin ich größtenteils nicht mehr.

5 = Ich freue mich meistens sehr auf meine Tätigkeit und starte motiviert in meine Dienste/Aufgaben.

☐	☐	☐	☐	☐
1	2	3	4	5

15. Für wie viele weitere Jahre sehen Sie sich selbst in der Organisation?

Bitte auswählen

Ich möchte mich ganz herzlich für Ihre Mithilfe bedanken.

Ihre Antworten wurden gespeichert, Sie können das Browser-Fenster nun schließen.

