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Retaining Formal Volunteers in volunteer based organizations

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Abstract

Problem

Formal Volunteers in volunteer based organizations drop out at a fast pace due to many reasons like lack of interest what they are doing, conflict among volunteers, lack of motivation, job dissatisfaction due to prolonged volunteering etc. which is causing to improper functioning of these organizations and reaches a point where these volunteer based organizations find it difficult to function properly. The author in this study tries to address this particular issue of this drop out of formal volunteers.

Purpose

The purpose of this study is to explore the factors which helps in the retention of formal volunteers in a volunteer based organization for a longer period.

Method

The research in this paper is done in a qualitative way with primary data collected in the form of participant observation and open interview in two voluntary organizations. The collected data is analyzed in content analysis. The secondary data is collected in the form of necessary documents provided by the participating organizations.

Results

Many factors were found to influence retention of volunteers namely Job satisfaction, Motivation, Public Service Motivation, Organizational Commitment, Mission Attachment, Work load, Relationship with Coworkers, Justice of Organization, Flexible Timing, Training & Orientation.

Conclusions

Recommendations to improve retention is mentioned and a future model is also proposed. The result obtained from this research can be generalized to other form of small scale volunteer organizations where the major employees are formal volunteers.

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1 Introduction

1.1 Background

In this growing world economy people do find a very tough competition in getting employment. According to the website of trading economy the unemployment rate in Sweden as of March 2006 is 7.7% of the total population. This is a real crisis that need to be tackled soon (“Sweden unemployment rate”, 2016). So in this research the author will discuss some of the areas where the people get employed.

Mostly there are 3 sectors in which people get employed namely the profit-making institutions, governmental agencies and the nonprofit sector (Mirvis & Jackett, 1983). The author will be elaborating the difference between the 3 sectors to gain a border understanding. In the profit making organizations there is a common interest between the employees, customers and stockholders in overall management and circulation of the resources. Philip et al. (1983) also adds that this is same common interest in the allocation of resources lie between the government and the public servants. However, in the nonprofit sectors there are no such distribution criteria of resources as it is quite impossible to keep track of it. But then it leads to the question of whether the nonprofit sector is trustworthy for which many governmental agencies have produced strict laws to ban the net distribution of profit among the members. Majority of the nonprofit sectors follow and implement this law for the successful liable function of the organization so that no members within the organization benefits from the profit they gain (Mirvis & Jackett, 1983).

These three sectors are also compared in terms of economic, social & political way too. In terms of economic view, the non-distribution of profit in the nonprofit sector make it difficult for the employees working in this sector to earn more limiting their earning potential while the other 2 sectors earn considerably more. In terms of political view, the weak link between the members and lack of hierarchy in the organization limits the external control over the organization while in governmental organizations there are pre-written administrative rules and regulations to follow making it centralized and in profit sectors the board of directors makes the rules and guidelines to follow. Thus the readers of this research can see that there is more autonomy in the nonprofit sectors when compared with the other two sectors. In terms of social view, it is difficult to measure the productivity of employees as there is no evaluation or a feedback system embedded in the nonprofit sector but in the governmental sectors there is a written sect of work to follow and it is evaluated on the means of the administrative rules embedded in the system, while in the profit making sector there is a hierarchical structure which can evaluate the work the employees carry out and can give appropriate feedback based on this (Mirvis & Jackett, 1983).

These days due to many social, economic, political, natural problems many nonprofit sectors are becoming established in the world. To maintain and run the labor in this sector is very difficult as these labors are not paid enough or none for the service or the work they do for these kinds of organizations. These labors who work for the nonprofit organizations are called volunteers and the service they do to these organizations is called volunteering.

There have been many definitions of what volunteering is by a various number of scholars across the world. Tilly & Tilly (1994) (p.291) defines volunteer work as “*Unpaid work provided to parties to whom the worker owes no contractual, family or friendship obligations*”. But, there are some scholars who say that work is not truly volunteered if it is remunerated (Smith,Lynn, 1991). Whereas others believe that “*People who have elected to work in poorly paid jobs because they wish to do good should at least be considered as quasi volunteer*” (Smith, 1982, p.25). The quasi volunteer

can also be considered as volunteer as they do it even when knowing they get low income from doing it. It shows their altruism nature in doing such kind of voluntary activities.

There is a narrow line between volunteering and activism which is a social construction and lies in a margin of a line. “*Conventional wisdom holds that social activists are oriented to social change while volunteers focus more on the amelioration of individual problems*” (Markham & Bonjean, 1995 in Wilson, 2000, p.216). But during time of crisis where the government fails to handle the situation volunteers become as activists. Marwell & Oliver (1993) says that there is no good sociological reason to study these two factors separately as both of them are closely related and it’s only a matter of social circumstances they can define its true meaning.

In volunteering itself it can be further divided into 2 forms namely formal volunteering and informal volunteering. “*Formal volunteering is defined as any contribution of unpaid time to the activities of organizations or established entities. Informal volunteering is any assistance given directly—that is, not through a formal organization—to non-household individuals, for example, helping a neighbor or friend*” (Carson, 1999; Reed and Selbee, 2001 in Lee, Brudney, 2012).

Volunteer management is often a complex phenomenon. The volunteer management mainly consists of recruitment, training & retention of volunteers. Recruitment is the process of obtaining new volunteers when one quits or if there is a need for a new volunteer. Training includes making the volunteer familiarize themselves with their duties and giving them proper knowledge on how the job is carried out. Retention is the process of making the volunteer stay or at least stay longer with an organization.

Volunteers are considered as important members of workforce because they give and provide the same service as that of paid employee. (Galindo-Kuhn & Guzley, 2001; Miller, Powell, & Seltzer, 1990; Morrow-Howell & Mui, 1989). But often the motivation to volunteer for a longer period of time is seen less among volunteers leading to high amount of volunteer turnover. Volunteer retention is often seen as a very daunting task for many nonprofit organizations (Netting et al., 2005). The research which has been carried out in the field of volunteer retention is inadequate and deficient. (McBride & Lee, 2012)

Tschirhart et.al (2001) suggest that retention of employees can be attained by motivation. Mitch defined motivation as “*Those psychological process that cause the arousal, direction, and persistence of voluntary actions that are goal oriented*” (Mitchell, 1982, p.81). Wilson (2000) further describe motivation as the desire to involve in an activity. Finally, Robbins defined motivation in another way “*Willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need*” (Robbins, 1993). It is inferred that motivated employees are in a high stage of tension and to dissolve this tension they exert effort. Higher the amount of tension the employees have the higher the effort to relieve this stress they exert. According to Robbins (1993) volunteer satisfaction and commitment will occur due to motivation and this overall satisfaction leads to retention. It is described in the figure 1 below.

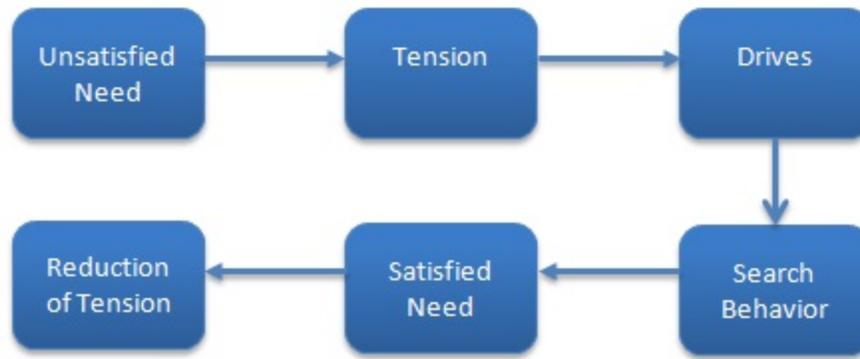


Figure 1: Figure Adapted from *Organizational Behavior: Concepts, Controversies and Applications* (Robbins, 1993)

Formal volunteers form an important work force among the volunteering community. Most of the volunteer-based organization often depend on formal volunteers for their service. But often there has been declining motivation among these group of volunteers. This contributes to a further detailed study on this specific group of volunteers instead of volunteer as in broad sense.

1.2 Problem

Managers often spend a lot of time replacing existing employees, in this case volunteers, making it difficult to maintain appropriate work culture, communicate properly with employees or exert effective leadership.). This starts effecting the productivity of the organization and also starts demotivating the existing volunteers who work within the organization. (Arnold, 2005). Hence retaining volunteers is considered of high importance in the Human Resource Management literatures. When volunteer remain within an organization for a longer period of time it indicates the volunteers are having high job satisfaction causing to higher productivity and good communication among coworkers and managers.

It is surprising that that there has been very little study done regarding formal volunteer retention. The author performed searches using the keywords such as “Factors and volunteer” and “factors and formal volunteer” to study the research from internet sources such as Google scholar and Jönköping University library online search. There appears to be several articles that are related to employee retention. However, the author’s experience in Volunteer and non-volunteer based organizations, helps to understand the differences in the nature of work and type of environment that is being dealt with. Employee based organization always can be motivated extrinsically while for volunteer based organizations it is intrinsically done. So, all the study which have been performed on employee retention based cannot be generalized to volunteer based organizations.

There have been a lot of studies going on the field of volunteering for some time. (Wilson, Musick,1999; Australia,2005; Smith,1994) In this paper the readers are going to focus light on the driving force of these volunteering works of the volunteers. There have been a lot of studies going on this field on volunteers testing their motivation, the reason why they drop out, what influences their behavior etc. (Ramlall,2004; Samuel, Chipunza,2009; Yeung, 2004)

If volunteers start dropping out at this fast pace from a volunteer based organization, it can be considered bad for the organizations reputation and also the overall credibility and productivity of organization becomes questionable. And as Wilson (2000) suggests: “*Volunteer burnout is a serious problem for administrators, particularly where the work is costly or risky*” (Wilson, 2000, p.230).

Even the volunteer based organization may reach a case in the future that there are no volunteers available to work for them or the volunteers who work have been demotivated by the drop out causing to shutting of the organization in future. So, detailed study has to been done in particular about the reasons for this dropout among the volunteers who work for these volunteer based organization namely the formal volunteers.

1.3 Purpose

The purpose of this study is to analyze the formal volunteer community and the reason why they drop out. This includes the factors which causes them to drop out and what are the methods by which such organizations can reduce this drop out of these volunteer or retain them for a longer time.

2 Literature Review

This section analyzes various literatures which have been portrayed in the field of field of retaining of volunteers. First the author initially describes a larger context and then narrows down to more specific contexts which helps achieve the purpose of the research. In the upcoming sections the authors describe about volunteering, how to retain them, theories related to volunteering and finally factors which affects formal volunteering.

2.1 Factors which influence retention

These are some major factors which can influence the decision of volunteers to stay or quit the organization. The diagram is basically a road map showing different factors which can relate or affect to the retention of volunteers. The readers can see which of these factors influence on the retention of volunteers in this research in the coming chapters. Although most of the literature talks about employee retention, the author believes that these are applicable to volunteer based organization as well. Mostly because volunteer can be considered as a subset of employees. Employee is a broad term of volunteers i.e.; the author means all volunteers are employees working for some organization. The major difference being between them is the sector which they work for. Employees work for profit sector and may earn more than volunteers financially. On other hand volunteers work for nonprofit sector and earn less than employees but are more intrinsically motivated. So which ever literature is available for employee retention can be considered credible for volunteer retention if the factor of financial benefits is excluded from employee literature.



Figure 2 : Factors influencing Volunteer Retention(Proposed Figure)

2.1.1 Motivation

In this section the author will be elaborating some popular theories related to motivation which are a step stone towards the retention of volunteers. One of the theories is Maslow's theory. Maslow (1943) said there are five concepts which when achieved motivate employees to perform well in their job. These 5 factors are: Physiological, Safety, Love, Esteem & Self-actualization. If managers use these strategies, they are viewed more favorable by the employees (Champagne and McAfee, 1989). This can lead to the job satisfaction eventually leading to the retention of employees. The failure to implement these 5 key term would result as described by Steers & Porter (1983) is " *Managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such a climate would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction, and increased withdrawal from the organization*" (Steers & Porter, 1983, p.32). Physiological means maintaining the physiological environment for the employees to work, example by proving them air condition service during winter time so they can work comfortably. "Safety" can be further divided into 3 sub terms namely: Economic- Providing them with proper wages and occasional bonus but this term is irrelevant in the research is dealing with informal volunteers who do not carter for the need of money. "Psychological"- meaning giving proper psychological cater of employees, example by giving them praise for their work or solving inter employee dispute. Physical- meaning taking appropriate care of the physical needs of employees, example proving them sick leave, taking care that employees are not provided with over work load. "Love" which Maslow defined as engaging employees in social interaction so that they feel they are part of the team. "Esteem" meaning by giving employees things which they feel like improving their esteem, example giving them challenging jobs, delegating responsibilities to them etc. "Self-actualization" meaning giving them proper pre-training and orientation before the job begins, example providing challenging jobs to them. (Ramlall,2004) Below table (Table 1) summarizes these sub factors.

Self-actualization
Esteem
Love
Safety (excluding Economic Factor)
Psychological

Table 1: Summary of sub- factors related to motivation as per Abraham Maslow (1954)

Another popular theory is Vrooms' theory which is one of the theories which states that motivation occurs with individual's perception and effort which leads to a desirable outcome that result from the performance inputted (Steers,1983). Vrooms assumed that "*choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behavior*" (Vroom, 1964, p. 15). The above statement means that people's behavior occurs due to the conscious choices they make according to their psychological process i.e., their beliefs and perception. 3 mental components are mentioned here which is the key to a particular action or behavior taken. The 3 components are namely: Valence, Instrumentality and Expectancy. Valence is defined as the emotional characteristic which people hold with regard to a particular result or outcome. An outcome is positively valent if the individual prefers having it or not. In terms of a work it valance

is the amount of satisfaction which the people believe to derive from a particular work after the completion of it i.e., it might not be the real value of work received after completion. Instrumentality is the belief that a particular performance can lead to another outcome and expectancy as defined by Vroom is the mental strength of a particular person that he/she believes a particular outcome is possible. (Ramlal, 2004)



Figure 3: Vroom's Theory derived from Organizational Behavior by S. Robbins (1993)

2.1.2 Job Satisfaction

It is the intensity to which a person likes his job. In his study he found out that job satisfaction was a very crucial dimension towards the retention of employees (Hausknecht, Rodda, & Howard, 2009). It is also defined as “*multidimensional, positively valenced perceptions or effective responses that the volunteer has toward the work and activity environment*” (Galindo-Kuhn & Guzley, 2001; Gidron, 1983).

Galindo-Kuhn and Guzley (2001) further identified four factors which were related to satisfaction. These factors were: Satisfaction with the support received from organization – the degree to which the volunteer gets proper training, planning and support to specific tasks which can satisfy the needs of volunteer. Volunteer participation efficacy- It is where when the volunteer feels like his/her work can make a difference to the organization. Empowerment- It is where the volunteer feels like the organization have given them enough autonomy where the volunteer can make decisions on how to proceed with respective tasks. Group Integration- This is where the volunteers felt happy among the group or the colleagues to carry on with a task i.e., the relationship within the organization among other staffs (Garner & Garner, 2010).

Hirschman (1970) presented a theory why organizational members experience dissatisfaction by the organization. It was called the exit-voice loyalty theory. Exit is the tendency to leave the organization and the voice is to speak up against displeasing circumstances in the organization. Hirschman further proposed that exit and voice will depend on the person's loyalty towards the organization. If they had higher loyalty towards the organization, they would prefer to use voice over exit. But Farrell (1983) challenged this concept and coined the term “neglect” which is the situation in which some employees reduce the amount of effort put into the work over displeasure. Boroff and Lewin (1997) again challenged the idea of voice and exit and said that some employees chose to continue working in the organization neither exiting or raising the voice against the organization and termed it as “suffering in silence. Hagedoorn, van Yperen, van de Vliert, and Buunk (1999) further classified the notion of voice into “considerate voice” and “aggressive voice”. It has been proved by many researchers that satisfaction lead to increased loyalty & considerate voice and decreased aggressive voice (Hagedoorn et al., 1999; Rusbult, Farrell, Rogers, & Mainous, 1988; Withey & Cooper, 1989). Spencer (1986) also found a relation between voicing and retention. He said considerate voice and loyal silence were indicators of retention among the employees (Garner & Garner, 2010).

2.1.3 Attachment to the organization

It is the intensity to which the volunteers feel to be related with the organization such as the relation with colleges, managers or the clients (Hausknecht, Rodda, & Howard, 2009). It was mentioned as one of the three major factors which can relate to retention by Hausknecht et al. (2009) Porter and Steers (1973) also considered “constitutional attachment “as of the five dimension which showed why employees choose to stay. He said if employees had poor relationship with the supervisor or the coworkers it can influence their decision to stay within the organization (Hausknecht, Rodda, & Howard, 2009). This was also supported by Amanda Moore McBride and YungSoo Lee (2012) where they mentioned a volunteer influence to stay within the organization can be decided by his/her relation with other volunteers for various reasons such as friendship, social recognition or other related matters. (McBride & Lee, 2012) i.e., the more integrated the volunteers feel within an organization the higher will be their identity within the organization leading to higher chances of retention and continued volunteering (Marta & Pozzi, 2008 in Dwiggins-Beeler, Spitzberg & Roesch, 2011).

Boezeman and Ellemers (2008) argued that the organizational commitment of volunteers would be based on the importance of the volunteer work i.e. it increases the dignity of volunteers inside the organization and the support received from the organization i.e. It increases the esteem or admiration about the organization (Garner & Garner, 2010).

The person- organization fit is yet another important dimension of retention. It is simply means “*the congruence between the norms and values of the organizations and the values of persons*” (Chatman, 1989 p. 339) i.e. the interest of the persons working in the organization and the organizations interest should match (Chatman, 1989; O’Reilly et al., 1991). If the details about the organization is clearly provided to the individuals it will give them a possibility to try out their fit within the organization and this encourage the retention of individuals (Spreitzer, 1995). Kristof-Brown and Lauver (2001) Chan (1996) and Hollenbeck (1989) have proved there is an inverse relationship between person organization fit and turnover of employees.

2.1.4 Mission Attachment

Mission attachment means “*awareness of the mission, agreement with its principles, and confidence in one’s ability to help carry it out*” (Brown & Yoshioka, 2003, p. 8) which simply means how much does the volunteer feel aligned to the mission mentally. Warren Bennis stated that “at the heart of every great group is a shared dream. All great groups believe that...they could change the world.... That belief is what brings the necessary cohesion and energy to their work” (Hesselbein and Cohen, 1999) Thus saying if all volunteers have attachment towards mission it can bring them mental satisfaction because they are doing something which they believe in and it bring them mental satisfaction. It is this expressive benefit which attracts more volunteers to a nonprofit organization where the interest of the mission lies with the interest of volunteers. (Mason, 1996).

Brown and Yoshioka identified three factors which decides the employee’s mentality towards mission: “awareness”, “agreement” and “alignment”. By awareness it means that the volunteers must be fully aware and understand the organizations function about what it does. Agreement means the values of the organization and that of the volunteers should coincide. Alignment means the employee should see a link between the fulfillment of the mission and the nature of their work. (Mason, 1996). If all these three terms are clearly managed it can lead to satisfaction thus towards retention. (Brown & Yoshioka, 2003)

Another important term regarding mission attachment is the “Person-Task Fit”. Edwards defined it as “the fit between the needs, desires, and preferences of an individual and the supplies of the job” (Edwards, 1991 in Kim, Chelladurai & Trail, 2007, p.153). For volunteers as there is no monetary intentions it is relatively easy to

choose the tasks and missions according to their interests. White (1956) said if individual believes in proficiency in something which he/she can do it is a source of motivation and comfort. This feeling of proficiency or “self-efficacy” leads to greater confidence and enjoyment with the mission according to Bandura (1986). Thus this proficiency with the task and the features attached to it makes the volunteers to perform the task with comfort and enjoyment making the volunteers to empower themselves and leading to continued staying with the organizations. This was verified by many scholars such as Brkich, Jeffs and Carless (2002) found that Person-Task fit is directly proportional to empowerment. Also, it has been shown that person-task fit is inversely proportional to turnover. (Chan, 1996; Hollenbeck, 1989; Kristof-Brown, Zimmerman, & Johnson, 2005 in Kim, Chelladurai & Trail, 2007).

Thus mission attachment has a very crucial role in avoiding turnover as better match with the volunteer and the organizational value leads to commitment and satisfaction (O’Reilly, Chatman, and Caldwell, 1991). Also this match can lead to employee attraction towards the organization and reduce turnovers. (Werbel and Gilliland, 1999).

2.1.5 Flexible Timing

If employees are able to choose their desired timing of working it creates a climate of easily and flexibility which can relate to satisfaction and continued service within the organization. A number of nonprofit organization are following this technique by giving the employee the preference to when and where to perform their work (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Dalton & Mesch, 1990 in Hausknecht, Rodda & Howard, 2009). It is found to help in the retention of employees.

2.1.6 Justice of Organization

It is the perception of the employee towards the organization in regarding of distribution of rewards, procedures and other kinds of organization towards them. Johnson (2000) found that this injustice felt by employees is one of the major reasons why they decided to leave the organization. (Samuel & Chipunza, 2009).

Price and Mueller (1981) also introduced a dimension known as “distributive justice” which is inspired from the equity theory which states that employees consider staying if they feel that their outcome matches with their input. (Hausknecht, Rodda & Howard, 2009)

2.1.7 Promotion

Promoting the employees in the hierarchy of the organization is very helpful for retaining them. A clear relationship between lack of promotional opportunities and the intention of employees to leave was found in many studies (Alexander, Lichtenstein, Oh, & Ullman, 1998; Jayaratne & Chess, 1983; Stremmel, 1991 in Kim & Lee, 2007). Young people with high education can find job easily out of the organization, but in order to keep them promotion can be very effective as it is a tool viewed as carrier advancement. (Blankertz & Robinson, 1997). Building a mini hierarchy is an effective tool to it. It increases the carrier growth of employees and also helps in their development as tested out in caregivers by Golembiewski et al. (Golembiewski & Rountree, 1999). Promotion of current employees also motivates the employees instead of hiring new employees from outside, which is time consuming and lot of training needs to be provided to them. (Arnold, 2005).

2.1.8 Work Load

Over load in the work leads to emotional exhaustion because of stress and related factors. Studies have shown that emotional exhaustion of employees have direct influence in their intention to leave their job. (Blankertz & Robinson, 1997; R. T. Lee & Ashforth, 1993; Manlove & Guzell, 1997). When the employees feel overcome

by pressure the link between job and mission loosens because of the excessive pressure experience causing them to leave the organization (Kim & Lee, 2007).

2.1.9 Public Service Motivation

It is the self-less service offered to others without regards for one's own need. It is this altruistic intention which motivate the volunteers to stay with an organization. Naff and Crum (1999) found a negative relationship between public service and turnover. Studies have found that people who volunteer due to altruistic reason are found to stay longer than those with instrumental reasons. (Cheung, Tang, & Yan, 2006; Lammers, 1991; Mesch et al., 1998; McBride & Lee, 2012).

2.1.10 Non work influences

Porter and Steers (1973) said in their five dimensions' even if the employee is satisfied with the job and organization non work related influence like personal or environmental problems can influence their decision to stay within the organization. (Dwiggins-Beeler, Spitzberg, Roesch, 2011)

2.1.11 Relationship with Coworkers/Supervisors/Mangers

Many studies have given proof that employees leave their job if they are dissatisfied with their supervisors (Stremmel, 1991; Larson & Hewitt, 2005). The managers should maintain a multi directional relationship with the employees where the manger should convey in detail about the policies of the company, carrier status, safety and health system etc. (Arnold, 2005) If the employee finds he/she is problems with coworkers that can influence his decision to quit. Managers should try to maintain a healthy working environment where all disputes are settled by him/her in an orderly manner and try to minimize the outbreak of such disputes.

2.1.12 Training & Orientation

If proper training is provided to the employee there are chances that he will be more successful in the role and the probability of improving retention is high. (Arnold, 2005) This training will make the employee a better understanding of their job roles and will motivate them to perform accordingly. Hay (1999) pointed out that if the skills and associated talents are not properly nourished it can be one of the major reason for turnover in an organization. Many factors such as orientation, training and supervision are classified as "institutional facilitators" (Farmer & Fedor, 2000; McBride & Sherraden, 2007; McBride, Sherraden, Benitez, & Johnson, 2004; Morrow-Howell, Hinterlong, Rozario, & Tang, 2003; Morrow-Howell, Hinterlong, Sherraden, et al., 2003; Morrow-Howell, Hinterlong, Sherraden, & Rozario, 2001; Tang, Morrow-Howell, & Hong, in press; McBride, Lee, 2012). Institutional facilitators can increase volunteer participation which leads to positive outcomes like volunteer retention, increased sense of service efficiency (Sherraden, 2001b).

Hence from all the given literatures provided above it is clear that the proposed road map indicated in figure 2 satisfies with the literature and showing that those factors have an influence on retention which is indicated again below in the figure 4.



Figure 4 Factors influencing Volunteer retention

3 Method

In this section, the author discusses the methodology adopted for the study, “Factor affecting Volunteer Retention. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews and other research techniques, and could include both present and historical information.” This provides an overview of the research design adopted describing the research strategies and different data collection methods chosen for this study and data analysis.

3.1 Research Philosophy

The research philosophy that was used is interpretivism. Interpretivism pertains to understanding the interpretation of the world as done by human beings (Collins, 2010). The reason being in this study the author wants to understand the factors affecting the volunteer retention in Sweden and the methods chosen by the author for data collection are interviews and participant observation. There are three kind of research methods i.e. exploratory, descriptive and explanatory, based on the purpose of the research study. Descriptive research aims in providing a systematic information whereas exploratory research explores a setting and explanatory research begins with ideas about possible causes for a particular study (Grinnell, Jr., & Unrau, 2010). In the present study, the researcher followed the exploratory research purpose since the researcher wanted to find out the drivers of retention of volunteerism in Sweden. This kind of information however does not help any researcher to undertake a detailed statistical study but certainly provides a richer quality of information that can lead to discovery and determine factors contributing towards volunteer retention as well as to understand the steps needed to be taken for improving volunteer retention among organizations in Sweden. The different types of research approaches are inductive (an empirical study where the collected data are current or historical transforming systems that exists) and deductive (a top-to-bottom approach to postulate principles or fundamental concepts). An inductive approach had been used in this research as the researcher aimed to understand the factors that contribute towards retention of volunteers, based on which more generalized statements and theories could be derived about volunteer behavior. Another approach is that of qualitative and quantitative research, here the researcher has adopted a qualitative approach as the purpose of the study was to analyze in detail the behavior and psychology of the volunteers that influenced their decision to stay back in an organization, as well as to explore conditions that are suitable or advantageous for optimally retaining volunteers. The research strategy chosen by the researcher are interviews (n=15) and participant observations. Interviews were conducted in order to get detailed clarification of certain perceptions and observations with respect to volunteerism and the culture provided by the organization. Similarly, participant observations were chosen by the researcher as it provided firsthand information, in the natural environment, about different aspects and experiences contributing towards volunteers’ retention behaviors.

3.2 Research Method

The method choose for research here was a qualitative method with participant observation and open questionnaires for the collection of primary data. The secondary data was collected through case study.

Observation was defined as “the systematic description of events, behaviors, and artifacts in the social setting chosen for study” (Marshall, Rossman, et.al, 1989, p.79). Participant observation was defined as “the process of learning through exposure to or involvement in the day-to-day or routine activities of participants in the researcher setting”. (Schensul, Schensul & Lecompte, 1999, p.91). The author immersed himself into the volunteer community where they considered the author as one of their own and shared their thought with him thus removing the constrain of being an outsider, which helped the author to better collect data for the research. Agar (1986) introduced a term by the name “breakdowns” which means whatever the researchers

past experiences are it will be rendered useless in understanding what is happening now i.e. The researchers who are outsiders and new to the firm will experience difficulties in what's happening and they will find it difficult to understand. The best example to take is the "in-jokes" that only the members of the organization understand but for an outsider in this case researcher to understand the breakdown of the in-joke he/she should trace back to the original situation (Roy, 1952). Kenneth and Pike (1954) coined the term "emic" and "etic" which is a very important aspect in the understanding of participant observation. Emic is the sound within a language which are only identified by the people who can understand and speak the language but not outsiders whereas etic is the feature of the language that can be identified by the outsiders but it is often unheard by the people who speaks the language. (Easterby-Smith, Thorpe & Jackson, 2015, p.87). This being said it can be helpful to gain better view of the organization by combining the perspective of insider and outsiders. Bartunek and Louis (1996) advocated the method where research teams were formed which consisted of combining both insiders- people already working within the organization as well as outsiders- people not working in the organization. This method can produce new and better knowledge about the people involved in the organization. (Easterby-Smith, Thorpe & Jackson, 2015). The author has therefore chosen Participant observation due to his close association with such volunteer based organizations and the observation which the author carried out during his interaction with other volunteers.

The researcher became a volunteer in the month of April in Cykelköket and still continues to be a volunteer there. While being the volunteer there the researchers used to observe how the volunteers behave with other people like other volunteers or customers or the environment i.e., Cykelköket. Also observations were made during events hosted by Cykelköket which took place outside Cykelköket. When the researcher had interactions with volunteers it was duly noted how they responded and all these responses were compiled in the form of field notes. For the triathlon event conducted also the researched followed the same procedure for three days.

The second method that will be used for the research will be case study method. A case study "looks in depth at one or a small number of organizations, events or individuals generally over time." (Easterby-Smith, Thorpe & Jackson, 2015, p.89). Yin (2003) said that if a case study method is followed if the study is to answer "how" and "why" questions. Also, the contextual data related to study can be collected which can be more helpful for the study and manipulation of the subjects involved in the study can be reduced by this. (Yin,2003) The case study here is conducted relevant to the topic ensuring it the case is bound within the boundary of scope of study as mentioned by Yin (2003) and Stake (1995). Here the research purpose the author followed is exploratory in nature, so according to Yin (2003) the case study is used to "analyze such situation which has no clear or a single set of results." (Baxter, Jack, 2008, p.548). Therefore, the author has chosen this method to make an in depth and detailed study within the several data obtained (which are from the volunteers) inside the respective organization.

3.3 Data collection

The author has adopted both primary and secondary data collection methods. Primary data was collected qualitatively through interviews and participant observation taken in the form of field notes in order to determine the factors which influence volunteer behavior and measures which need to be undertaken in order to retain volunteers. Relevant, up-to-date secondary data were collected from credible business reports and related documents provided by the companies in order to investigate and compare the most recent and popular attribution. At the same time, collected secondary data has become the background for primary data collection as a knowledge basis and the validity of collected primary data control. The next section discusses about the tool used to collect the interview which is unstructured interview and field notes. The upcoming section deals with the kind of sample that was used for the study. This is followed by an overview of the case companies in

which the author had conducted interviews. The next section deals with the demographic profile of the interviewees. The section also discusses the geographic location of the study, which is Sweden in this case.

3.3.1 Unstructured interviews

The author performed unstructured interviews on the sample intended in order to get a widespread data about the context in question. There are mainly 3 different kinds of interviews namely High structured, Semi-structured and unstructured interviews. In highly structured interviews a detailed list of questions is prepared prior to the interview to ask the interviewee. In semi-structured the questions are prepared in such a way that they are more flexible during the process of interview. In unstructured interview no questions or schedule is prepared prior to the interview, its mostly informal conversation between the interviewer and interviewee and this kind of interview is best suited for participant observation. Here the interviewee talks freely without any restrictions and so, is the best way to get the perspective of the interviewee idea. So in this kind of interview, interviewee is more open as they feel relaxed and a nature of confidentiality is established which tends the interviewee to produce more personal responses. Also, another added benefit of for the interviewer is he/she can also identify the non-verbal responses of the interviewee such as variation of voices during response, different facial expression for different related matters or the kind of clothes which he/she is wearing. These verbal clues can serve a very important reason towards misinformation (Sims, 1993).

The author had worked with the members of Cykelköket for quite a time, there was an emotional bond attached with the organization as well as the members. So the author concludes the best way to conduct the interviews would be in an informal manner where the volunteers feel more relaxed and comfortable around the author. The second reason was the unstructured interviews were more suitable for a participant observation where it was mainly based on observations of the surrounding environment, because of these reasons the method of interview which the author selected was unstructured interviews. Even though the theoretical framework was quite elaborate the researcher believed conducting an unstructured interview would produce an opportunity to explore new factors related to retention which were not discussed in the literature and provide the opportunity to explore these factors further in future research.

3.3.2 Participant as Observer

There are mainly 4 types of observational research namely “Complete observer, Observer as participant, Participant as observer and Complete participant”. (Easterby-Smith, Thorpe & Jackson, 2015, p.89). Here the researcher followed the participant as observer technique where the researcher does not conceal that he is observing while participating as a researcher as well as a participant. This is more suitable for this research as it requires a deep use of observation of participants along with interviews or other form of collection techniques. (Macdonald, 2010).

The observations which were made during participant as observer were scribbled in the form of field notes. The observation of surroundings in which other volunteers worked as well as their actions and interactions with these surroundings were duly notes as field notes. By surroundings the researcher means the environment where volunteers worked, interaction between a volunteer and other volunteers or customers or other people. Also physical movements of volunteers were noted during the process while interacting with other volunteers or customer or during the unstructured interviews. The collected field notes were scribed to form meaningful sentences in a span of 2 days. The field notes were taken suddenly after an interaction with a volunteer and was scribbled on a diary which the researcher used to carry. The field notes had mentioned the participants involved,

place, date and a brief topic of conversation. Also, during the field notes other nonverbal things about the participant was also observed as it can be considered relevant to the collected data such as the dress which they wore or reaction about a particular subject etc. (Sims, 1993)

3.3.3 Sample details

The target population of this study is all the volunteers who work for Cykelköket Jönköping and the volunteers who participated in a Triathlon event conducted by in the city of Jönköping. The author personally interviewed all the respondents and field notes were taken, where the author was himself present in the field to take notes and talk to other volunteers.

The author has used a purposive and snowball sampling technique. This is because of acquaintances from earlier volunteering experience. This kind of sampling achieved from known acquaintance is achieved using Purposive sampling (Easterby-Smith, Thorpe & Jackson, 2015, p.82) These acquaintances led to further respondents to come forward to provide data related to the research in question. This kind of sample is described as snowball sampling.

The author became a part of the volunteering service for both the case study organization in order to conduct the face to face interview, i.e. he initially joined as a customer in Cykelköket, then he joined the organization as a volunteer. The data was segregated into demographic profile, reasons behind volunteering, the problems they have faced during volunteering and what are the benefits they have accrued from volunteering. The demographic profile would help to get an overview of the respondents' origin, age, gender and experience in the field of volunteering. Whereas the rest of the attributes would help to provide answers to the research questions.

3.3.4 Overview of case companies

The author chose Sweden as its area of study and the three prime sectors that drives the employment in Sweden were profit making institutions, governmental agencies and non-profit sector. Given the purpose of the study, the author needed to study the non-profit sector as well as volunteerism in detail and the economy and the employment scenario of Sweden served the purpose.

The present population of Sweden which is approximately 9 million ("Sweden population", 2016) with Stockholm as its capital has been facing an unemployment rate of 7.7% and this has been leading to a crisis situation which needed to be handled. The author has chosen city of Jönköping which has a population of 89,996 and is Sweden's tenth largest municipality and the two case study organizations that organizes volunteering programs and provide with volunteering services considered in this study is based in Jönköping. The case study organizations Cykelköket Jönköping and the organization which conducted triathlon are related to the bicycle industry. Cykelköket Jönköping is the 8th bicycle kitchen in Sweden; bicycle kitchen is a social engaging meeting place for people in different ages that have an interest in bicycles or for those who want to learn more about bikes. Cykelköket Jönköping is a non-profit do it your self-workshop where everyone can fix their own bicycle or build one for themselves and involved volunteer services. Bicycle kitchen wanted to increase the status of the bicycle and bicycling in Jönköping, work for a better environment and health and to counteract male dominance. This is achieved through workshops, lectures, meeting evening and regular opening hours which involved appointments of volunteers. The other organization is a triathlon conducting organization where people around the globe participated and hence required lot of volunteers for organizing it. Both the organizations provided the author with the scope as both the organization have workers from all spheres and across the globe which helps in capturing the diversity in regards with volunteering work.

This triathlon event is organized by a global nonprofit organization which has its branches in US, Africa, Europe, Us, Canada etc. and the triathlon event occurs every year in each country at a specific location. The motto of the organization is help various athletics, nonprofit organization, volunteer's, health, education etc. of various people who lives around the globe by supporting them and to leave the legacy of this organization in the world. This particular company has raised millions by foundation athletes. This particular triathlon event which was held in Jönköping, Sweden gave the author the opportunity to work as a volunteer and also get information from other volunteers who had taken part in this grand event.

3.3.5 Demographic profile

This section primarily discusses the demographic profile of the respondents based on the interviews conducted.

The following table (Table 1) provides with an overview of the demographic profile of the respondents of the interview:

Sl No	Name	Gender	Age	Country of origin	Volunteering experience
1.	Ms. A	Female	39	Barbados	9 months
2.	Mr. B	Male	51	Sweden	30 years
3.	Ms. C	Female	28	Sweden	One time
4.	Ms. D	Female	39	Sweden	Many years
5.	Mr. E	Male	48	Sweden	1year
6.	Mr. F	Male	46	Sweden	40 years
7.	Ms. G	Female	46	Sweden	15 years
8.	Mr. H	Male	24	India	1 week
9.	Mr. I	Male	27	Sweden	6 months
10.	Ms. J	Female	42	Sweden	1 day
11.	Mr. K	Male	27	India	Many
12.	Ms. L	Female	35	Sweden	13 years
13.	Mr. M	Male	45	Sweden	12 years
14.	Mr. N	Male	23	Sweden	8 months
15.	Mr. O	Male	27	Sweden	6 months

Table 2: Demographic Profile of the Respondents

Table 2 revealed that among the 15 respondents, 6 were female whereas rest was male and the age limit varied from 24 years to 51 years. Most of the respondents spent their lifetime in Sweden, given the interview was

undertaken in Sweden, with 2 of them from India and 1 from Barbados. With respect to volunteering experience of the respondents, they were experienced volunteers as well as those who have volunteered once or for the first time. The demographic profile of the respondents helped the author to analyze and bring in the diversity in terms of volunteering experience, age and gender so that the author understands the relationship between the demography and the reasons behind their participation in volunteering work, the problems they face and try to derive a conclusion that whether volunteering work is anyway related to the age, gender, experience of the respondents. 4 Interviews were taken among the employees of one of the company which is Cykelköket, Jönköping (bicycle kitchen which included both female and male employee and both of them held a position of responsibility in the company). The other interviewees are from the triathlon event, were participating as volunteers.

3.4 Data analysis

This section provides the background for the qualitative analysis that would be carried forward in the current chapter of this study. The author will describe the kind of analysis that was used to process the empirical data in order to realize the purpose of the research. The author had adopted a qualitative analysis measure in order to analyze the collected data through interview and field notes. A content analysis has been conducted on the data collected as author regard content analysis as one of the flexible method for analyzing text data Hsieh & Shannon, (2005), content analyses is suitable in this regard as it enabled the author to conduct a textual analyses. The entire analysis was segregated on the aforementioned themes, i.e. a theme based analysis was conducted on the primary data. Content analysis is defined as “drawing systematic inferences from qualitative data that have been structured by a set of ideas or concepts “(Easterby-Smith, Thorpe & Jackson, 2015, p.188). The content analysis can be done both for building a theory or for testing a hypothesis. Abrahamson (1983) mentioned that content Analysis can be used to examine any type of communication including “narrative responses, open-end survey questions, interviews, focus groups, observations, printed media such as articles, books, or manuals” (Hsieh & Shannon, 2005, p. 1278). Qualitative content analysis often gives the answer for “what, why and how, and the common patterns in the data are searched for” which are coded and organized (Heikkilä & Ekman, 2003, p. 138). In Content analysis the researcher “systematically describe the meaning” of the materials described in the research question (Schreier, 2012, p. 3) also it focuses on bringing out “categories from the data” rather than building theory. (Cho, Lee, p.5, 2014). Here in content analysis data is reduced by only taking that information which is relevant with the research question. Here the data is selected as units, then categorized according to relevant themes found in them. (Cho, Lee, p.5, 2014) The data is collected in a such a way that it can be considered important for answering research questions. After the collection it is then categorized in such a way that large quantity of texts is themed into small categories. By category it means “mutually exclusive and exhaustive” (Crowley & Delfico, 1996, p. 20). A theme is defined as “a way to link the underlying meanings together in categories” (Graneheim & Lundman, 2004, p. 107). Secondary data would be provided in order to support the findings of the primary research analysis after studying various credible journals, reports and case studies.

The field notes taken during informal conversation with volunteers were open coded and categorized into themes such as reasons for volunteering, benefits of volunteering, problems faced during volunteering, how can volunteering be improved. The field notes were constructed into meaningful sentences within 2 days.

3.5 Validity and reliability of the study

The validity and dependability/ reliability of a study and the data must be checked as accuracy and credibility of any information in all research work is dependent on this, be it quantitative or qualitative. In qualitative research, there are no particular statistical tests to confirm the reliability of a data, so the validity as well as reliability is checked in terms of quality, rigor or trustworthiness in case of validity whereas dependability in case of reliability (Golafshani, 2003). If the validity or the trustworthiness can be maximized, then the test is considered to be more credible. There are several concepts like generalizability and triangulation of information among different data sources, receiving information in the form of feedback from respondents and expert review. Member checking involves the process where the information is verified with the targeted group so that participants get the chance to rectify the errors of interpretation. Member checks also add up to the validity of the author's interpretation of qualitative data.

Expert review is one of the primary evaluation strategies used to answer the ways a study can be improved and the ways data collected has helped to answer the proposed research questions.

Credibility criterion can also be used in this study to check for validity and reliability of this study (Shenton, 2004). The focus of credibility criterion is to match the responses of the respondents and the author with the research questions. In this case the credibility criterion can be applied as to volunteers who were the interview respondents their responses can be matched with the author's research questions A close and persistent observation by the author would help the author to identify the factors that are affecting volunteer retention in an organization. Another important factor that should be noted in order to test the validity and reliability of this study is to see the number of volunteers participating in the qualitative study has reached a point of sufficiency. In the present study it has reached the sufficient level given the number of respondents selected are typical of demographics such as age, gender, origin and experience. In every qualitative research there is an ongoing process of categorizing during data analysis process. The analysis is continued till theoretical saturation is achieved and when the categories are well established and validated.

4 Analysis and Results

With the help of the data collected through primary and secondary data, the analysis is done to find answers to the research questions of the study. This section discusses the results based on the empirical data which was obtained, the interviews that were conducted by the researcher, the field notes and secondary data. The researcher has adopted a cause-effect and action approach in order to continue with the qualitative analysis, which was primarily segregated into answering the following question.

- *How can formal volunteers be retained for a longer time in a volunteer based organization?*

The author has studied the “formal volunteering” sector in this study where “Formal volunteering” deals engaging people without payment for certain activities that these organizations require. Informal volunteering is any assistance given directly—that is, not through a formal organization which is related to non-household individuals, for example, helping a neighbor or friend (Carson, 1999; Reed and Selbee, 2001). The themes developed are thus the reasons for volunteering with respect to the organizations, problems that were faced by them during volunteering, benefits of volunteering and the ways in which volunteering can be improved. Secondary data has been provided by the researcher in order to support the primary data theme based analysis. The researcher deduced themes based on the codes from the collected primary data in order to understand the reasons behind engaging in volunteer work, the problems faced while undertaking volunteering work, the benefits they accrue from it and the ways volunteering work can be improved in future.

The following 2 sections summarizes reasons, benefits for volunteering where the author implores the reasons why people choose such activities. This helps to understand how the factors such as motivation which impacts the volunteer retention can be realized. The results are also based on factors such as job satisfaction, attachment to the organization, mission attachment, flexible timing, justice of organization, promotion, work load, public service motivation, training and orientation. The next section is “Problems faced during volunteering” which provides results based on factors related to non-work influences, relationship with co-workers/ supervisors/ managers, distance from work. The next section focuses on what volunteers believe can be done to improve volunteer retention. The last two sections summarize and provides a future model which according to the author will be beneficial to the development of such organizations which rely on volunteers. A brief summary about the field analysis gives an understanding of how the environment has impacted the cause of the study.

4.1.1 Reasons for Volunteering

The respondents of the face to face interviews said that serving people by the means of what they are passionate about was the reason for them to take up volunteering work, whereas one of them asserted that they wanted to bring in an impactful change to the environment through encouraging volunteering work in the cycling events. One respondent quoted “*Meeting people, make things happens that wouldn't be possible without volunteering.*” While another quoted “*Working in a field that is not your normal career*”. This clearly indicated the passion/ love for volunteering. Another respondent also believes that such kind of events improves the positivity in doing such activities. A few respondents also agreed upon learning acquired through such events such as planning, organizing, managing time and people etc. The interview that was conducted among the volunteering participants for the triathlon event in Jönköping suggested the reason behind active volunteering work is mainly because of either the love/ fondness/ satisfaction in serving people or the opportunity of socializing. Thus the primary reasons behind volunteering that both the analysis revealed that they were passionate about the organization, hope to bring about a change in the environment, satisfaction in serving people.

The reason that has at most motivated respondents to take up volunteering work pointed by the researcher is that they found it to be fun, necessary and a good medium to socialize and meet new people. Further, some of the respondents declared the reason to be the love for sports, given the considered area of study were a bicycle kitchen and organizing events related to cycling as well as the fact that they wanted to help and serve people, for the reputation that it generates for a person when he/she is found to be involved with volunteer work turns out to give an edge to a person's career in the competitive job world. The analysis revealed that volunteers feel connected to the purpose the organization is serving or the particular idea it is promoting and that acts as a motivation for them to continue with the volunteering work. This correlates with Mission attachment which can be considered as a factor for retention. According to Brown & Yoshioka (2003) if the employees "awareness", "agreement" and "alignment" of the mission matches clearly it can lead to job satisfaction hence leading to retention.

Kim & Lee (2007) find in their paper the altruistic needs that motivates a volunteer to stay with an organization i.e. the idea of providing self-less service to people is one of the prime reason that volunteering work is taken up by people. This correlates with Perry and Wise (1990) findings that individuals with high public service motivation will remain more within the organization because of his/her organizational commitment. Hence proving Public Service Motivation can have an influence on the retention of volunteers. Similarly, as seen in the interview analysis for this paper, the respondents were attached to their organization since they want to bring in a change to the environment. It is same as Boezeman and Ellemers (2008) pointed out that organizational commitment would depend on the importance of the volunteer work carried out. This the variable of Attachment to organization also play a part in the retention. McBride & Lee (2012) in his paper further backs the fact that a volunteer's decision to stay back in an organization depends upon the level of comfortable and social relationship they have with other volunteers and if they are enjoying their work, given the work a volunteer does is primarily a service that they provide selflessly, the relation with co-workers can affect their decision of staying back in a volunteering organization and it also helps maintaining integrity at workplace. The same thing the researcher found out in the analysis that people volunteer because they enjoy their work, they enjoy the opportunities that the work provide to them (fun, meeting new people, nobility in serving people). Hence providing proof Relationship with coworker's influence retention. Hence leading to job satisfaction thus helping in the retention of volunteers. (Hausknecht, Rodda, & Howard, 2009)

It was found from the data collected that Motivation, Job satisfaction & Public Service Motivation was the major reason which promoted to volunteer followed by Relationship with Coworkers and then Attachment to organization and Mission Attachment. It makes clear that if a volunteer based organization want to retain the services of volunteers for a long time, then the organization should always try to incorporate these factors discussed in their organization culture Thus, the roadmap described in figure 4 can be deduced to the following model below from what is observed from the above section.

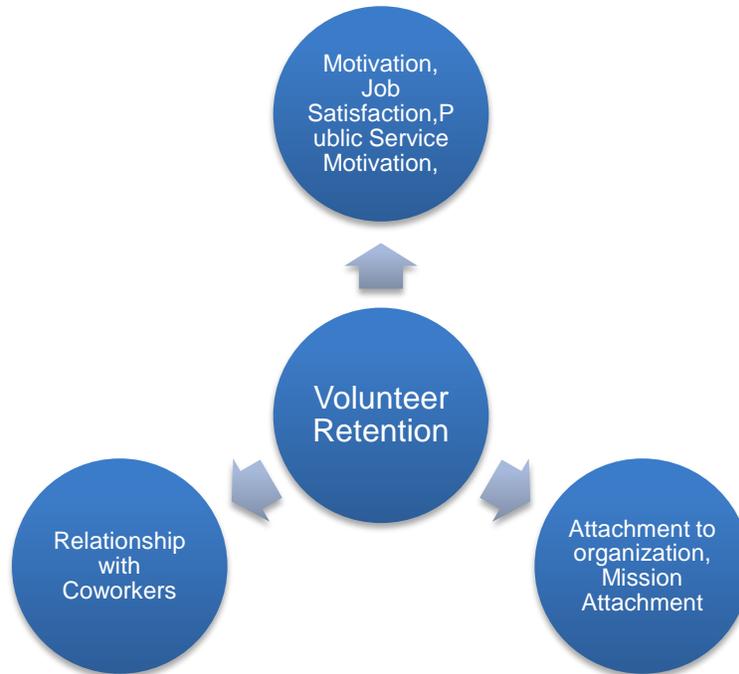


Figure 5 : Factors influencing volunteer retention(Reasons for Volunteering)

4.1.2 Benefits of Volunteering

The interviewee responds suggested that there are many social benefits to volunteering, like the purpose of bringing in a change to the environment as well as to society as a respondent said “*it is lifting the status of people by participation and by not integration*” The researcher found that most of the respondents found volunteering to be a good opportunity of meeting new people, learning about something different in a fun and engaging way, and a good means of serving people. Such work acts as a stress-buster, providing major benefits in terms of career, personal and social benefits. The analysis further shows that students from colleges take up volunteering which the researcher depicts as the provision of a different and new career path.

The purpose of bring in change is a motivation which drives the volunteer to work and when this need is met it brings them job satisfaction. The volunteer here mainly considers the intrinsic factors of work more important than the extrinsic features. Also, the happiness which comes to volunteers on the idea of serving people is considered the altruistic nature of volunteering leading to public service motivation. Hence from this section the figure 4 can be deduced to.

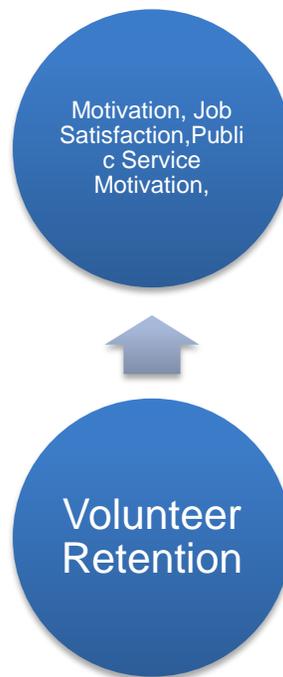


Figure 6 : Factors influencing Volunteer Retention (Benefits of Volunteering)

4.1.3 Problems faced during volunteering

One of the respondents of Cykelköket Jönköping replied that why does she feel like volunteers quit she said *“People do not want to have long term commitment they either get bored or less satisfied”*. This indicates a declining motivation among volunteers leading to less job satisfaction. This matches with Steers & Porter (1983) had mentioned in their study that if the management fails to create a proper nourishing working climate by motivating the employee about the work it can lead to less job satisfaction and eventually the dropout. One of the respondent in the case of the triathlon event interview said *“Sometimes there are conflict with other volunteers.”* The reason behind quitting from volunteer work suggested by the interviews conducted turned out mainly to be the conflicts among the volunteers or due to the lack of inter-personal interaction. (Arnold, 2005) analyzed how volunteering relationship is affected by the presence of coworkers, managers, supervisors. He states that volunteers tend to do leave work if they are dissatisfied by the way their supervisors treat them. Sometimes they get stressed as they are expected to work more than what is required. One respondent says *“I think the problem would be over exploitation, they often ask us to do more than what was initially intended”*. Coordination between volunteers also appears to be one of serious issues as one says *“For me the biggest problem would be to get others to help out”*. Bullying at work by other volunteers, handling unplanned activities, handling unexpected customers are other reasons that were stated. Dwiggins-Beeler, Spitzberg & Roesch, (2011) point out that job satisfaction is motivated by non-work related influence such as personal relationships and the environment the volunteers work for. So if the volunteer had some conflict with other volunteers it can cause them to withdraw from organization.

The author also investigated the problems related to volunteering through the data. While most of them said there are no problems, the rest cited problems that they face due to over exploitation since they have many duties to cater to whereas some told that there is lack of interaction and there are frequent conflicts among the volunteers which adds up to their level of dissatisfactions from volunteering further leading into quitting from volunteerism. The fact of over exploitation and working extra time which was pointed out by the researcher in

this study as a problem faced by the volunteers is backed by a similar study by (Hausknecht et al., 2009) that employees should be able to choose their desired working timing especially for work like volunteering as that can lead to job satisfaction which in turn would motivate the volunteers to continue with the same organization. The author analyzed and pointed out that despite volunteering sector is one of the least paying sector and none of the volunteers from the interview that was conducted did complain of the remunerations which supported the altruism nature in doing volunteer work. It can be attributed to the justice of the organization as well as the intrinsic motivation of the volunteers to carry out their duties. Hence figure 4 becomes



Figure 7 : Factors influencing Volunteer Retention(Problems faced during volunteering)

4.1.4 How can Volunteering be improved

The respondents suggested that by organizing several meetings, lunch, etc. this conflict among the volunteers could be resolved. As one of the respondents pointed out that the reason behind quitting volunteering is primarily because they are bored or afraid to provide a long term commitment. But secondary research suggests if the volunteers are routinely motivated and encouraged by letting them know the noble service they are providing for people and taken care of, then organizations can retain their volunteers better. This is similar to Vrooms Theory (Vroom, 1964) stating motivating can lead to desired results and in this case retention of volunteers. The secondary research data as well as the primary research analysis supports that well maintained relationship between co-workers, promoting the mission of the organization among people and keeping the volunteers satisfied are the key to retain volunteers in an organization. The interview responses suggested several other benefits of volunteering, like unusual career option, the work in itself is synonymous with nobility and helps in earning a lot of respect. Volunteering also provides an opportunity to experiment with different kind of work. Volunteers tend to do leave work if they are dissatisfied by the way their supervisors treat them. This brings out the necessity of creating a favorable work atmosphere by the managers so that personal and professional disputes are solved or minimized efficiently within the organization. The secondary research data as well as the primary research analysis supports that well maintained relationship between co-workers,

promoting the mission of the organization among people and keeping the volunteers satisfied are the key to retain volunteers in an organization. This is similar to what Werbel & Gilliland (1999) proposed stating that mission attachment can not only attract new employees but also helps to reduce the turnover of employees and in this case volunteers. In the next section of this chapter, the ways in which volunteering can be improved is studied in details through the field notes collected.



Figure 8 : Factors influencing Volunteer Retention (How can volunteering be improved)

4.1.5 Field notes analysis

The field notes that the author collected primarily helped in pointing out the efforts that the organizations put in so that they can retain the present volunteers. Cykelköket Jönköping's work culture, the diversity among people working for the organization was also reflected through the field notes. The author mentioned the coffee stand and couches that were present at the working area which reflected the fact that the organization cares for volunteers as well as the customers. This is one of the observations which indicates that as Cykelköket Jönköping acknowledge the importance of volunteer comfort and satisfaction in order to retain them. This can be themed to Justice of the organization so that all volunteers can relax in their work by making work comfortable. Also, it can be considered as a motivation technique as cykelköket is motivating volunteers intrinsically by providing them with necessary leisure features to make work comfortable which can eventually lead to job satisfaction. This is same as what Galindo-Kuhn and Guzley (2001) found in study that intention to stay in an organization for a volunteer depend on support received from organization. Field study also revealed how Cykelköket Jönköping arranges for lunch meetings, grill meetings, organize cycling tours which includes both customers as well as volunteers so that they get enough time to interact with each other, and minimize internal conflicts and maximize volunteer retention. This helps in socializing with other volunteer hence reduce the chances of conflict among them. Annual meetings are conducted where the volunteers as well as the customers are invited so that they get to know about the company's present status. This can increase the volunteer's attachment to organization, according to Spreitzer (1995) it will give the volunteers a fit within the

organization meaning they are valued and hence can help in retention. The volunteers also could post whichever time they were able in the organization through Cykelkøket Facebook Page offering the volunteer flexible timing to volunteer, which gives them freedom over other activities like personal matters. This flexibility helps in the retention of volunteers because of the freedom provided in their schedule. (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Dalton & Mesch, 1990 in Hausknecht, Rodda & Howard, 2009).

Even at the triathlon event, the author observed recreational activities like lunch along with a leisure time for the volunteers to relax and get to know each other which was offered to them by the organizing committee. The author noticed that all the volunteers enjoyed working actively together and procedures were explained thoroughly to new volunteers so that they are aware of it. The entire field notes show the efforts that the organizations put in so as to encourage the volunteers to retain and continue with their work. The prime intention of frequent parties is to solve the problem of less interaction among the volunteers that lead to conflicts and quitting of volunteering work among the volunteers. The research further proves that organization put in genuine efforts in order to retain volunteers and that is one of the reason that there is a young population which actively take part in volunteering events. (Arnold, 2005) stated that there are many factors like institutional facilitators that can increase the retention rate in volunteering organizations. By institutional facilitators it meant orientation, training and supervision can motivate and make volunteers participate more actively which could lead to positive outcomes like volunteer retention, higher efficiency and less exploitation of the volunteers. Figure 4 in this case becomes

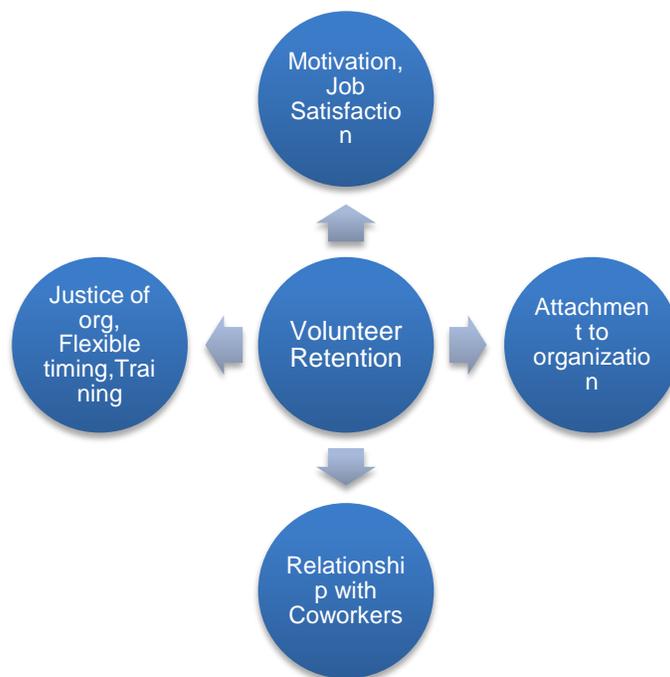


Figure 9 : Factors influencing Volunteer Retention (Feild Note Analysis)

4.1.6 Summary

As discussed in earlier sections, the interview questions varied from the reasons behind engaging in volunteering work to the reason behind the volunteers quitting to the difficulties the volunteers have faced so far to the asking for suggestions to improve the volunteering work in future by reducing the quit rate among the volunteers. This analysis helped to get an idea of the factors that can influence the decision of the volunteers

to stay or quit the organization. It further points out that for an organization volunteer experience is an entire process in which organizations have customers, their needs are required to be fulfilled and volunteer retention is an entire process and each of the factors which were mentioned are interdependent. This study has been able to look at different level of analysis both from the organization's as well as from individual volunteer's point of view as most of the studies conducted were either from organization's perspective or from the volunteers'. The altruistic nature of volunteers behind volunteer work is one of the prime motivating factor, whereas the most important problem turned out to be the lack of communication among the volunteers. The entire primary research suggested that solution to the problem of quitting is by providing volunteers with more opportunities to interact among each other. Factors which were found to have the highest influence on the retention of volunteers in this research are concluded, by answering the primary research questions.

4.2 Future Model

Here is a representation of future model which can be considered helpful for retaining volunteers.

The managers should make the volunteers aware that what they are doing is of significant importance to the environment and it bring a change to the society in a positive manner. This gives the volunteer a sense of happiness, thus motivating them to perform more, thus influencing their retention decision.

After long prolonged continuation of the same job or the same project for a long period of time the volunteers might get bored or lose interest with the job or want to try something new. The volunteering organization should make a policy of rotating the work duties of volunteer at a periodic interval so that they can always try something new within the organization and learn something new. For example: If a volunteer is in charge of accounting department of an organization, maybe after a period of time he should be rotated to marketing or some other department so that the volunteer can learn something new so that they don't get bored of the same monotonous job which are being carried out by them. There are majorly two advantages of doing this rotation in job namely: it would re kindle the motivation of volunteer as they are trying something new after every period of time. This will eliminate the factor of boredom within the job. Also, with this new rotation policy the young volunteers are able to gather new knowledge thus enhancing their skills, which can help in the future to land a good job in the future, thus motivating the young volunteers to stay longer within the organization.

While selecting a volunteer if those kind of volunteers with better altruistic nature are selected it can create better retention as these volunteers have only one mission in mind which is the selfless service of people and society. This acts as a self-motivation for the volunteers and also to other volunteers who interact with them.

Get together events (picnic, party, lunch, other recreational activities) needs to be planned and conveyed to volunteers while recruitment. This creates a sense of motivation among volunteers so they can feel they are recognized for their contribution causing them to stay in the organization for long.

The volunteer event should be planned in such a way that prior description of the event should be conveyed to the volunteer before the recruitment of volunteer starts so he/she is aware of what are his/her duties and responsibilities and whether it does match the interest of their intention. If this duties and responsibility match with what the volunteer is looking to do, then it can create job comfort and satisfaction among them causing them to volunteer for a prolonged duration for that particular organization, meaning mission attachment.

Volunteers should be recruited in such a way that it meets the traffic demand of work meaning proper number of recruitments should be made so that even if in a case if a volunteer does not show up, backup volunteers

are available, so that the work load does not pass on to another volunteer making him/her more pressure in the work causing the volunteer to lose interest in work.

The managers in these volunteering organization should carry out occasional meeting to motivate and encourage volunteers. They should make sure that volunteers get along with each other very well and if any problem persists between the volunteers shift action should be taken out by the manager to resolve this problem in a peaceful manner by making the volunteers aware of the mistake they are conducting.

Other factors like reward and recognition should be given to volunteers in the form of experience certificate or complementary gifts so that they feel they are included in the organization. Also all the volunteers should be given equal rights in the decision making policy of the organization thus further helping in their retention. It can be attributed to the justice of organization.

If the volunteers are given freedom of which time to choose it can create an ease for them to attend their personal and other activities of their schedule. This promotes easy of volunteering for them as they can be with the organization whenever they have free time, which reduces tension so the volunteer can concentrate entirely on his work which gives higher job satisfaction for the volunteers.

Proper training and orientation should be provided to new volunteer recruits as it gives the new recruit for a better understanding of the job functions which makes it easier for them to perform well in the future. It also introduces them to all other existing volunteers in an organization which helps in creating a better communication among the new and old volunteering, hence reducing the communication gap.

Sufficient evidence was not found if promoting volunteers can help to retention volunteers more. Maybe it's because the organization which we had in our study had flat hierarchy, where everybody was considered equal and all people had chance to raise their voice and concern to the management. So, a future volunteering organization should try to follow the flat hierarchy structure as it reduces the tension among volunteers in terms of power in an organization thus promoting better communication and better retention.

Therefore, the volunteer retention can be improved using the model represented in the figure 4.

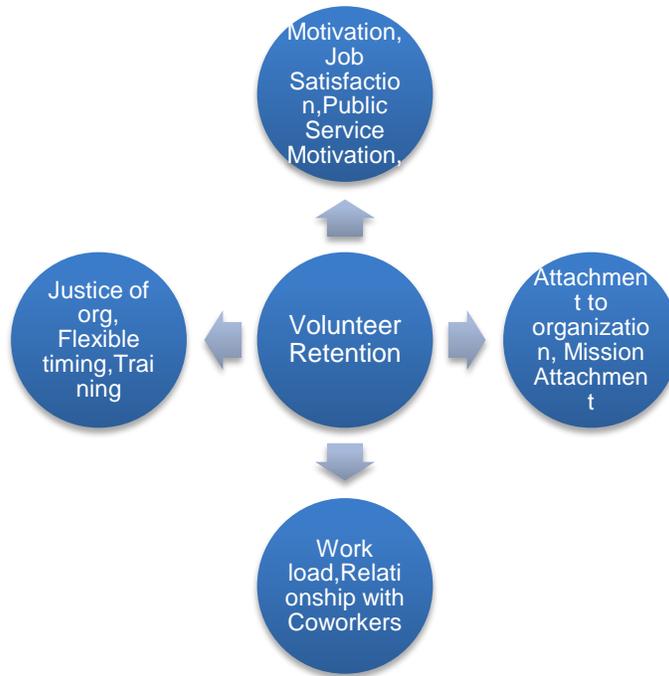


Figure 10 : Future Model

5 Conclusion

This section describes the conclusions, discussions, recommendations/ future research and contribution for the study.

5.1 Discussions

The primary analysis results depicted that most of the respondents had their origin in Sweden. It also stated that the volunteering sector is male dominated but given 6 of the 15 respondents were females. As seen in the demographic profile of the respondents, most of the respondents were of the age 35 and above which reflected a very important fact. These are the group of people who have been involved in volunteering work and most of them have good experience in the same field. Whereas the female respondents of the same age group reflected that are very new to the volunteering work reflecting the aim of the process of counteracting male dominance in the same sector has been working so far. The reasons for which people get involved in volunteering work are job satisfaction, the belief one has on one's organization, i.e. to what extent the person can relate to the ideology of his/ her organization. Factors like relationship with co-workers, public service motivation too are factors affecting volunteer retention are some of the research findings. The empirical results further prove that the most popular reason for volunteering is the primary objective of volunteering i.e. the idea of serving people and the fact that volunteering provides people with an opportunity of socializing, meeting and interacting with new people adding up to their knowledge. This also helped to get an idea of the factors that can influence the decision of the volunteers to stay or quit the organization. The factors which were found to have the highest influence on the retention of volunteers in this research purpose of volunteering i.e. the idea of serving people and the fact that volunteering provides people with an opportunity of socializing, meeting and interacting with new people adding up to their knowledge. Problems faced by the respondents of this study were also discussed in detail which has led to the following section, where the author recommended several strategies to reduce volunteer turnover and the implications that it will have on volunteering domain.

Motivating the volunteers by making them aware of their capabilities and also empowering them can be considered a very good step towards retention. Motivation can be achieved by assuring them about the positive output or it can be simple as an occasional coffee party at the organization. These can also lead to job satisfaction of the fellow volunteers and eventually to retention.

Relation with coworkers or supervisors was found very much important factor which can facilitate retention. According to the author if manager fails to maintain healthy relationship with coworkers the chances of volunteer dropout are high. It is also the same case if the managers fail to properly manage inter volunteer disputes. Managers should take good care to maintain a good environment.

Promotion of volunteers was not found as an important in this study. The author believes it may be because of the flat hierarchal structures of the volunteer organizations involved in this study. This contradicts the studies of Alexander, Lichtenstein, Oh, & Ullman (1998) where they mentioned promotion of employees helps in the retention process. It can be also the reason these literatures are related to employee promotion and volunteering organization has an entirely different hierarchy.

The evidence of training volunteers helps in retention was found very less in the studies. It was only mentioned by one of the respondents. It may be because others believed it gave them opportunity to carry out work in their fashion which made it more comfortable instead of following some procedures mentioned by other volunteers.

No excessive pressure should be given to volunteers to facilitate retention as per literature reviewed which in study sees as positive if volunteers found more work load they tend to leave the organization. The author points out that if more volunteers were recruited at initial stage then the excessive work can be distributed equally.

The findings of Lee & Brudney (2012) who believed that volunteering as “*unpaid work*” which does not have any legal procedures or something that deals with family or friends. Their definition indicates that volunteers will be paid low because the inclusion of monetary advantages would nullify the nobility of the cause. As reflected in the primary interview, the respondents were of the age 35 and above which reflected a very important fact. These are the group of people who have been involved in volunteering work and most of them have good experience in the same field. Whereas the female respondents are of the same age group reflected that are very new to the volunteering work reflecting the aim of the process of counteracting male dominance in the same sector has been working so far; hence these are the volunteers who should be retained given they are more experienced which is primarily because they love what they do. It shows the altruistic reason these people possess. It may be also related to their good deed by contributing something to the society which they grew up in. This confirms that the organizations can utilize it for its own benefit by solving the very few problems that they complain of.

The author here has made “formal volunteering” to be the focus point of his study. Several previous papers on volunteering define the motivating factors of volunteer work and the reasons behind volunteers quitting. The author also tried to address the reason behind people dropping out of formal volunteering and finally the methods by which organizations can reduce the attrition rate and devise methods for retaining volunteers for a longer period of time. To this end, many studies and works of literature were reviewed, majorly related to motivational theories behind the retention of the volunteers in the organization. The author has presented several other models related to job satisfaction, motivation etc. in order to identify the factors that can reduce the turnover rate of volunteers. The literature review became the base of the primary research that the author carried out in his study. The primary research using interview, and field observations helped the author identify the factors influencing retention of volunteers in the chosen organizations. The author further discussed the methodology adopted for the study of *Factor affecting Volunteer Retention*. This provided an overview of the research design adopted describing the research strategies followed with a detailed description of the different data collection methods chosen for the study and data analysis. The reasons for volunteering, problems that were faced by them during volunteering, benefits of volunteering and the ways in which volunteering can be improved. The interview questions varied from the reasons behind engaging in volunteering work to the reason behind the volunteers quitting to the difficulties the volunteers have faced so far, and suggestions to improve the volunteering work.

5.2 Implications

Volunteer retention affects both the volunteers as well as the organization the volunteers serve. The present study has successfully analyzed the shape of volunteering experience and has explored the factors that contribute to the retention of volunteers in organizations to get a complete picture of the volunteering phenomenon in Sweden. The findings of this research study revealed the factors which have mostly influenced volunteer retention in an organization and also understand the importance of volunteer participation, the roles played by several organizations to attract and retain volunteers. This study further helped to analyze all the aspects and characteristics related to volunteers such as volunteers’ motivation, volunteers’ satisfaction and their attitudes and the several benefits that volunteers gain from doing volunteering work. Barriers and problems that volunteers face during their course of work were identified, in addition to those faced by the organization in retaining volunteers for a longer period of time in their organization. The entire study has

pointed to a need of balance of multiple dimension in order to retain volunteer in organizations, the multiple dimensions being volunteer, customers and staffs and maintaining this balance is not an easy task is what the present study has revealed.

There were several benefits of volunteering that the author has found out in this study such as improving social services, assisting in giving care and service to the customers and the ones who need it, helping in building up skills which are essential resources for community development. These benefits that volunteers accrue should be promoted in order to attract more workers into this sector. However, there were barriers that hindered volunteers to function effectively in their voluntary work which were like lack of time, lack of volunteer appreciation, and over exploitation should be taken care of by the volunteering organization in order to bring in long term volunteer retention

5.3 Contribution

This study can be replicated in any organization where volunteers are used as their primary source of employees. For example, this result can be generalized in small scale organizations such as local soup kitchen where volunteers cook food. Here also volunteers do it because of passion to cook and also the factor of public service motivation. The data from this paper can be transferred and applied in the soup kitchen also. Also the same data can be used for all sports related volunteering events such as the Olympics, common wealth games etc. where volunteers form the major backbone of employees. The sports industry and the soup kitchen is highly suitable for this study as the soup kitchen resembles cykelköket in many forms as volunteer's cook's food in soup kitchen while in cykelköket the volunteers help in building bikes for the customers. Also other sporting events which requires volunteers is similar to the study of trillion competition done in this research.

5.4 Recommendations & Future scope

Based on the case study analysis that has been done in this research, the author provided few recommendations which would help to increase volunteer retention among organizations. The study suggested the lack of consistency or conformity of a better future enhancing job in terms of those jobs that provides a person with a great future in all respect as a career option hence the organizations must present opportunities to motivate volunteers to sustain for a longer period Face-to-face communication and encounters among the volunteers play a very important role in retaining volunteers for a long time as more interactions and socializing opportunities among the volunteers reduce the conflicts among them and they start enjoying working together. So if the organizations focus on creating opportunities for them so that volunteers can start bonding with each other, then volunteers are more likely to serve the organization for a longer time., so an organization should aim to create more of these opportunities in order to enhance long term volunteer retention. Volunteers work in order to fulfill some amount of their expectations, so every organization should make an effort to create opportunities for fulfilling these expectations, thus leading to increased work satisfaction and volunteer retention.

Appreciation and acknowledgement of an employee's work in an organization and rewarding them suitably plays a part in increasing their retention rate. This applies to volunteers too, except the fact that volunteers do not expect many monetary benefits of their work. However, they do want their work to be recognized and appreciated from time to time. The author has talked of altruistic mission which meant "practicing what you preach" in this study, which points out the necessity of the organization to promote their beliefs in a clear and believable manner so that the volunteers also believe in the organizations' motives and encourage them to stay with the same organization for a longer period of time. Volunteering work does not provide with a huge monetary incentive and the volunteers are mostly aware of that scenario. However, providing for incentives in

the form of food packs, hospital/clinic assistance, and school fees for children would contribute to the retention of high key volunteers.

The goals of organizations keep emerging from time to time; researchers need to understand the phenomenon of retention and also the fact that the organization where volunteers work and volunteers' experience are related to long term volunteer retention. A more comprehensive study can be conducted in Sweden itself, either other organizations or other cities/towns.

Also, we can do studies on volunteer retention in different sectors/industries. The interviews the author conducted were informative in nature and similar questions can be asked to several other organizations in order to generate better analysis results with a larger sample size. In this entire study volunteer's motivation, level of satisfaction, benefits accrued by them has been studied individually in details which leave a future scope of studying the inter-relation between the same factors in order to get a better understanding of the volunteering sector. The author has performed this study using qualitative method, however how each factors impact the Volunteering can be measured using quantitative method.

The location of the research is one of the major drawbacks as it was concentrated entirely in the small city of Jönköping. It would have been better if this research was carried out in a big city where we may be able to find different volunteers of different cultures so that a more generalized result can be attained. The number of respondents for this research was limited to 15 so this result cannot be generalized in a broad sense too. Also the organization here chosen had a flat hierarchy, this model also need to be tested on different types of hierarchical organizations.

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