



University of Sunderland

Assessing the Volunteer Management of Non-Profit Organisation and How It Impacts on Overall Operation

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Abstract

In the history of the development of business, management has been thought of as a key factor in success. However, nowadays, non-profit organizations have become more functional with constantly growing in importance and enlarging their sphere of influence both in Turkey and the world. Management as a component of the organisation is used by non-profit organisations as much as the business organisations. As a result of these, sustainable and accurate management which is one of the most strategic elements of the business sector, have also become important for the non-profit organizations. Besides, throughout the history, volunteerism has been keeping importance for the non-profit organisation. In addition, management of volunteers is one of the keys of the success for the non-profit organisations throughout the world. For these reasons, management style of a non-profit organisation which includes volunteer management investigated, how it impacts on overall activity analysed and managerial issues on volunteerism examined in this dissertation.

There is some research about the volunteer management. For example Hager and Brudney on behalf of the Urban Institute (2004). They explored the relationship between organizational characteristics, and the retention of volunteers in their study. Also, Yelda Erdogan (2014) identified the place of volunteer management in the management structure of non-governmental organisations in her thesis. But, there is a gap about the volunteer management and its impacts on overall business in the scope of Turkey.

In this project, it was tried to find out managerial issues on volunteerism in a non-profit organisation scope of Turkey as well as was defined the influences of the management style of non-profit organisation. Thus, it might be occasion for better management structure which is more profitable, sustainable and convenient management style to manage volunteers in Turkey.

It needed to undertake a primary research which involves quantitative research. This research included a questionnaire separately to 22 participants who are volunteers in non-profit organisations and managers of non-profit organisations from Turkey.

Further, this project aimed to examine the managerial issues and its influences on volunteers and voluntary operations of the non-profit organisation.



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Assessing the Volunteer Management of Non-Profit Organisation and How It Impacts the Overall Operation

Chapter 1

1 Introduction

Nowadays, non-governmental organisations that develop social capital via their volunteer operations have become an indispensable feature of social life. Moreover, in today's modern societies, non-profit organisations continue to proliferate, day-by-day, whereby these organisations are constituted of volunteers and are seen as a sign of advanced civilisation. Non-profit organisations play an active role in spreading human rights, freedom, equality, solidarity and global peace – aspects that have become new values in the world for increasing the social balance and welfare on the global level.

The most important factor for such voluntary operations, as constitute the main activities of non-profit organisations, may be human resources. Volunteers, as a human resource, fulfil a social responsibility by contributing to voluntary activities in non-profit organisations. However, to ensure volunteers perform effectively and thoroughly, professional volunteer management is needed. For these reasons, the management style of a non-profit organisation (as includes volunteer management) will be investigated in regards to how it impacts on the overall activities undertaken.

1.1 The Current Scenario of Non-Profit Organisations and Volunteers in Turkey

Non-profit organisations assume a significant position in many societies. For example, some studies have pertained to non-profit organisations in Turkey – such as Gungor & Colgecen (2013) and Kurt & Tas (2015). It has also been found that the number of non-profit

organisations increases year-by-year, as seen in Figure 1.1. In the case of Turkey, more than 100,000 active associations and foundations operated as non-profit in 2018 (DDB, 2018).

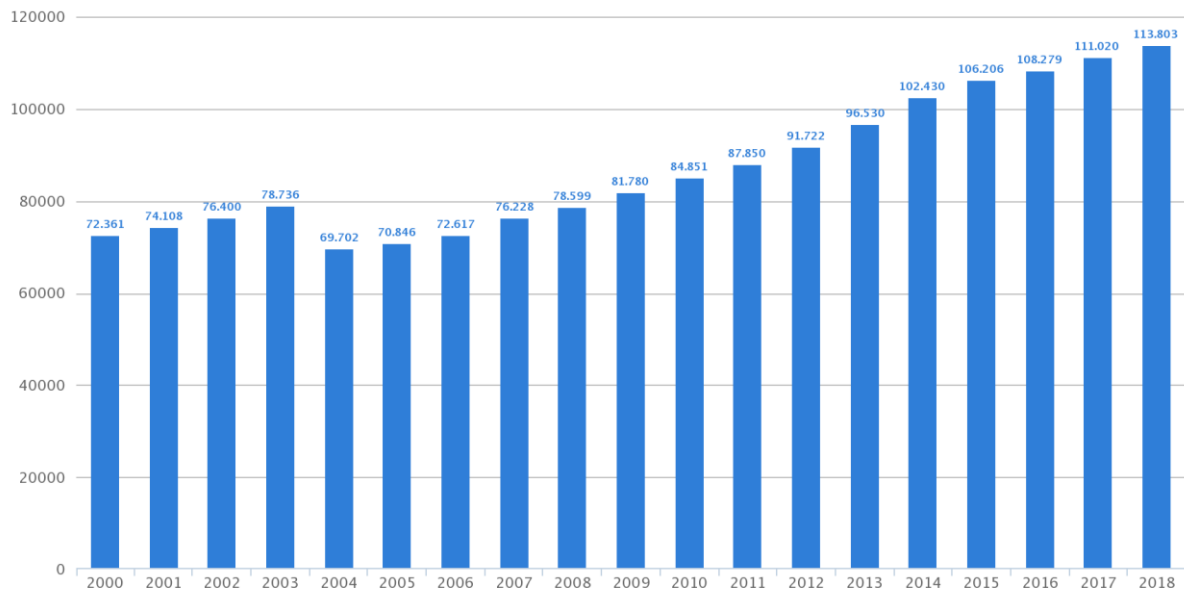


Figure 1.1: Active Associations and Foundations in Turkey (Source: DDB, 2018)

On the other hand, there are approximately 11 million members of non-profit organisations in Turkey, with 9 million (80%) being male and 2 million (20%) being female. As can be seen from Figure 1.2, about 13% of the Turkish population volunteer in Turkey. In this context, recent years have witnessed growth and development in the non-profit operations of Turkey. According to Gungor & Colgecen (2013), the level of institutionalisation of non-profit organisations remains low, mainly due to the problematic management structures encountered.

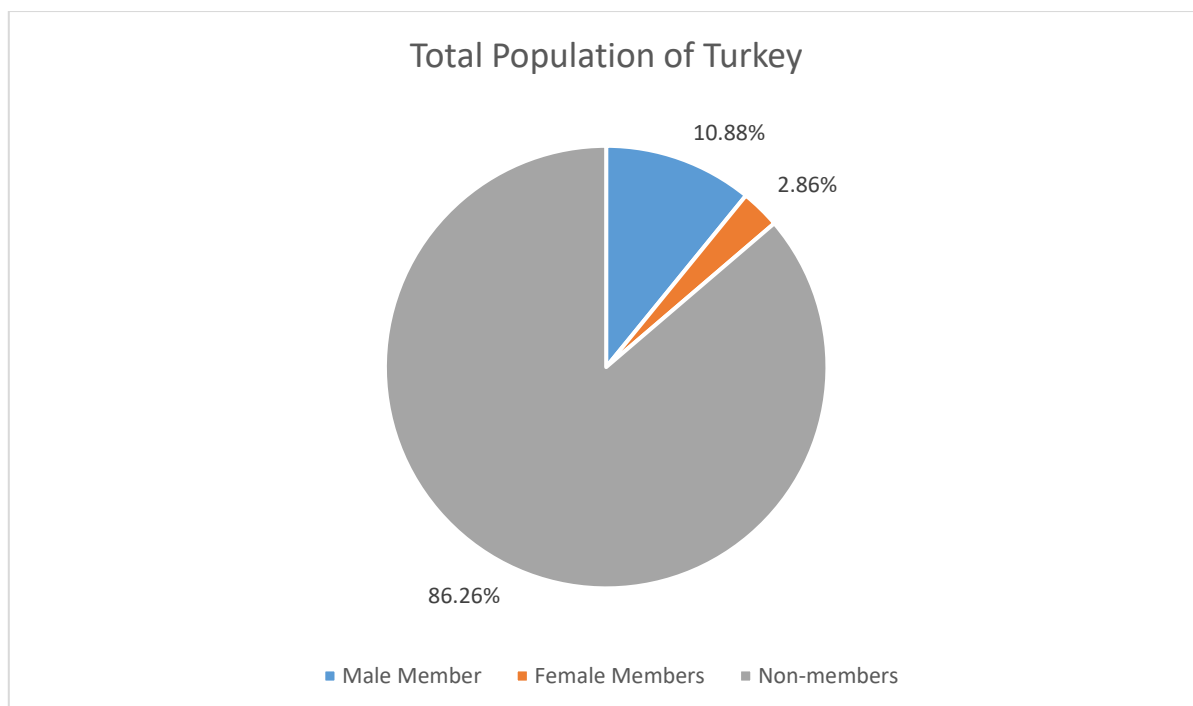


Figure 1.2: Turkish Population Ratio of Non-Profit Organisation Members (Source: DDB, 2018)

It is important to highlight here that the revenue of the non-profit organisations has been going up year by year as seen from the Figure 1.3. In 2017 it was almost 18 billion Turkish liras which is a huge amount as much as the budget of some of the ministries of Turkey.

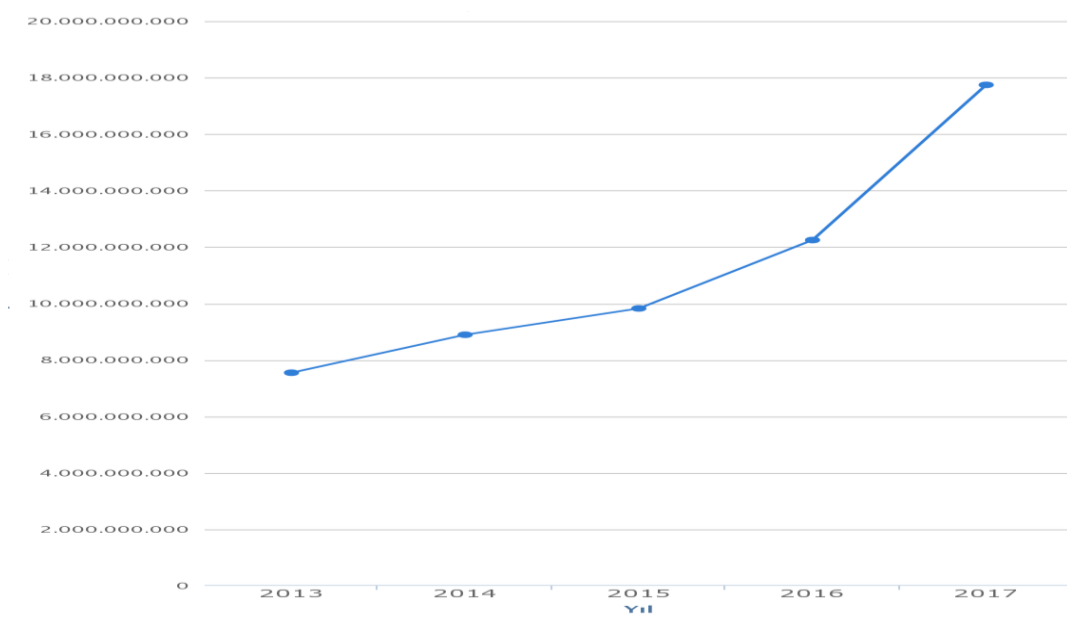


Figure 1.3: Annual Revenue of the Non-Profit Organisations (Source: DDB, 2018)

1.2 Problem Statement

In the history of the development of business, management has been thought of as a key factor in success. However, nowadays, non-profit organizations have become more functional with constantly growing in importance and enlarging their sphere of influence both in Turkey and the world. Management as a component of the organisation is used by non-profit organisations as much as the business organisations. As a result of these, sustainable and accurate management which is one of the most strategic elements of the business sector, have also become important for the non-profit organizations. Besides, throughout the history, volunteerism has been keeping importance for the non-profit organisation. In addition, management of volunteers is one of the keys of the success for the non-profit organisations throughout the world. For these reasons, management style of a non-profit organisation which includes volunteer management will be investigated, how it impacts on overall activity will be analysed and managerial issues on volunteerism will be examined in this dissertation.

There is some research about the volunteer management. For example Hager and Brudney on behalf of the Urban Institute (2004). They explored the relationship between organizational characteristics, and the retention of volunteers in their study. Also, Yelda Erdogan (2014) identified the place of volunteer management in the management structure of non-governmental organisations in her thesis. But, there is a gap about the volunteer management and its impacts on overall business in the scope of Turkey. For this reason, the study will be on this topic.

1.3 Research Questions (RQ)

In this project, it is tried to find out managerial issues on volunteerism in a non-profit organisation scope of Turkey. Also, it is enquired the influences of the management style of non-profit organisation. Thus, the research can be beneficial for creating a better management

structure which is more profitable, sustainable and convenient management style to manage volunteers in Turkey. The research questions take these into consideration and provided below.

RQ1: Managerial issues have the major impact on the success of the non-profit organisations as well as the other organisations. Hence, it needs to be addressed. For this reason, the first research question is: What are the managerial issues on non-profit organisations?

RQ2: The managerial issues affects to the voluntary operations. It, therefore, needs to be identified. For this reason, the second research question is: How important the managerial issues on the overall operation?

RQ3: The managerial issues affects to the volunteers as well as voluntary operations. For this reason, the second research question that needs to be identified is: How managerial issues effects on volunteers?

The research enabled to know the influence of management issues on the volunteers and overall voluntary operations. It is provided below that the ultimate aim and objectives expected to be achieved in this research.

1.4 Research Aim

The aim of the project was to examine the managerial issues and its influences on volunteers and voluntary operations of the non-profit organisation.

1.5 Research Objectives

Objective 1: To study the various theories, concepts and models related to volunteer management, volunteerism and non-profit organisations to understand the relationship between volunteer management in the non-profit organisation and voluntary operations.

Objective 2: To examine how the managerial issues influences the voluntary operations as well as volunteers.

Objective 3: To develop a research model using the management factors of a non-profit organisation to understand the influence of managerial issues on voluntary operations.

1.6 Significance of the Study

Most of the research outcomes make a contribution to knowledge, and solutions to many problems. The study is expected to contribute to specific purposes related to managerial issues, management of the non-profit organisations and effective volunteer management. It is expected the following purposes are supported by the outcome of the research.

- Help the non-profit organisations to find out more beneficial management structure for success.
- Help managers of the non-profit organisations to find out better volunteer management.
- Increase the volunteers' willingness through improved volunteer management.
- Enlarge the volunteer services to the community through better management style.
- Ensure new areas of research to researchers in the case of volunteer management.

The study contributes to knowledge by establishing a relationship between volunteer management and overall operation in non-profit organisations. Moreover, this provides new understanding on volunteer management influences on voluntary operations in non-profit organisations, which is currently lacking in the literature of the volunteer management. This understanding is expected to be helpful to non-profit organisations, its managers, its volunteers and researchers.

1.7 Dissertation Structure

The dissertation is constituted of five chapters. The first chapter involves an introduction of the research subject. The second chapter includes an extensive review of the literature on volunteer management, management of the non-profit organisations and effects of the managerial issues. The third chapter explains the methodology of the research, with the framework which includes philosophies, approaches and etcetera. The following chapter ensures the data analyse of the collected data and examine the findings obtained from the data analysis. The last chapter which is chapter five, defines the conclusion achieved through this research and ensures recommendations based on the conclusion of the research.

2 Literature Review

2.1 Introduction

The subject of volunteerism and management have predominantly been detailed separately by authors, with only a few having investigated these aspects together. Moreover, management has been studied via a number of correlations with volunteers. Some research has been produced as to the commitment of volunteers towards their organisation. Most of the researchers that have investigated these areas have mentioned managerial aspects – such as planning, developing and recruiting. This literature review surveys these studies.

2.2 Aims

This literature review aims to survey the available literature pertaining to volunteers and their management, thereby identifying the ideas and viewpoints held by researchers as to this area. This literature review further details how authors have connected the aspects that relate to volunteers and management. Moreover, investigation is given to the management styles used within non-profit organisations, the influences of these approaches on volunteers and the effectiveness of such methods. Research relating to the correlation of management is also included in this review.

2.3 Methods

The methodology of this review was to explore six of the best known databases that pertain to management – ‘Science Direct’, ‘ProQuest’, ‘Scopus’, ‘Emerald Insight’, ‘Jstor’ and ‘Web of Science’. Additionally, the national Turkish ‘Thesis Centre’ has been used as parts of the study will be conducted in Turkey. ‘Volunteer’, ‘management’ and ‘non-profit organisation’ were used as the key search words across the databases – as shown in Table 2.1.

	Amount of Results	Limited to title or abstract or keywords	Related Studies
Science Direct	8,736	11	2
ProQuest	64,321	123	1
Scopus	294	108	3
Emerald Insight	1,606	5	2
Jstor	1,900	72	0
Web of Science	-	88	2
Turkish Thesis Centre	-	-	2

Table 2.1: Databases and Results

Firstly, when ‘volunteer, management, non-profit organisation’ was searched for in the Science Direct database, 8,736 results were found. When the results were limited to those published in the last 10 years, the results decreased to 5,300. However, this amount were reduced when the search was limited to where the title, abstract or keywords of the studies involved the key words. Ultimately, 11 studies were found, but only 2 were related to the present study – “Analysis of Strategic Leadership Simulation Models in Non-profit Organizations” by Dimitrios *et al.* and “The management of spontaneous volunteers: A successful model from a flood emergency in Italy” by Paciarotti *et al.*

Secondly, when the key words were searched for in the ProQuest database, 64,321 results were found, but only 123 included the keywords in their abstract. Ultimately, only one study related to the present research – “Impact of volunteer management practice on volunteer motivation and satisfaction to enhance volunteer retention” by Al Mutawa.

Thirdly, when the key words were searched for in the Scopus database, 294 results were found. However, when the search was limited to the area of Business Management and Social Science, the results decreased to 108. Ultimately, only 3 studies were found to relate to the present research. One of these studies was gained from the Science Direct database, while the remaining studies were “Volunteer management beyond prescribed best practice: a case study

of Portuguese non-profits” by Carvalho & Sampaio and “What Motivates Nonprofit Organizations' Top Managers to Volunteer?” by Taysir *et al.*

Fourthly, when the keywords were searched for in the Emerald Insight database, 1,606 results were found. However, when the search was limited to the keywords being required, 5 results remained. However, only 2 of these studies related to present research – “How To Manage Unpaid Volunteers in Organisations” by Shin & Kleiner and “Developing managers: a view from the non-profit sector Article information” by Myers.

Fifthly, when the key words were searched for in the Jstor database, 1,900 results were found. However, this number decreased to 433 when the search was limited to research published in the last ten years. However, the database found the key words in 72 abstracts, with only 11 of these pertaining to the areas of business management and organisational behaviour as relate to the present research. Notably, none of the results were involved in the study area.

Sixthly, 88 results were found via the Web of Science database when the key words were searched for, however only two studies related to the study area of the present research – “The management of volunteers-what can human resources do? A review and research agenda” by Alfes *et al.* and “Management Ethical Principles and Ethical Behaviour in the Non-profit Organisations. Shaping a Causal Liaison or a Myth?” by Richea.

Finally, when searching the national Turkish Thesis Centre, only 2 studies were found – “Volunteer Management of NGO's and Motivation Effect on Performance” by Gungor & Golgecen and “Volunteer Management Approaches for Non-Governmental Organisations and Volunteer Management Model Proposal for Social Entrepreneurship” by Erdogan.

Overall, 12 different studies have been found which were expected to help with the main study. However, upon analysis, only 5 have been identified as being useful to the present research. The researchers and the topics of these studies are provided in the Table 2.2 below.

Publication Year	Researcher(s)	Research Topic
2003	Sunney Shin and Brian H. Kleiner	How To Manage Unpaid Volunteers in Organisations
2017	A. Carvalho and M. Sampaio	Volunteer management beyond prescribed best practice: a case study of Portuguese non-profits
2013	Eyüp Aygün Taysir, Yener Pazarcik and Nurgül Keles Taysir	What Motivates Nonprofit Organizations' Top Managers to Volunteer?
2013	Fethi Gungor and Yasemin Colgecen	Volunteer Management of NGO's and Motivation Effect on Performance
2015	Omer Al Mutawa	Impact of volunteer management practice on volunteer motivation and satisfaction to enhance volunteer retention

Table 2.2: The Results of the Database Search

2.4 Review

Volunteer work is able to increasingly improve countries, both economically and socially. At present, a large amount of research has been conducted as to volunteers yet very little of this research is relevant to the present study.

It is believed that volunteerism has given rise to innovation and efficiency in relation to economic and social commitment (Shin & Kleiner, 2003). For this reason, the management of volunteers is as significant as volunteerism. In addition, according to Shin & Kleiner (2003), the management of volunteers consists of planning, recruiting, developing, informing, training, appreciation and recognition. Thus, Shin & Kleiner (2003) have given discussion as to the tools necessary for the effective management of volunteers.

Powers (1998) has classified volunteers into three groups; Spot volunteers where the volunteer activity is casual, where volunteers have a personal commitment and gain a sense of satisfaction and pride and, finally, where an individual volunteers due to pressure or a requirement.

According to Shin & Kleiner (2003), management tools include planning and development, the volunteers themselves, the volunteer manager, recruitment and retention, interviews and placement, training, information management and the supervision of volunteers. Planning and development, as relates to an organisation's goals and objectives, provides a strong establishment of the structure of volunteer programmes. The volunteers and the volunteer manager are indispensable aspects within volunteer management. Recruitment and retention is explained under three areas – job description, population target and recruitment sources. Interviews are discussed as a placement tool that helps to evaluate the skills of a volunteer candidate. Interviews are also discussed as essential screening tools in investigating a volunteer candidate's background. Training has been clarified by Stone (nd) as: "The process of instructing volunteers in specific job-related skills and behaviours that they will need to perform their particular volunteer job". Information management is denoted as necessary for the maintaining of volunteer files and the completion of general administrative paperwork. Lastly, the supervision of volunteers is explained via five key elements; 'creating an environment that encourages a loyalty to the organisation', 'us[ing] volunteer time wisely', '[ensuring that] volunteer managers [...] have effective management skills', 'creat[ing] an environment of support' and 'recogniz[ing]' what is needed by volunteers. Moreover, the descriptions of the management tools according to them is provided in Table 2.3 below.

Management Tools	
Planning and Development	"The planning and development of organisational goals and objectives provides a strong foundation in which to structure volunteer programmes."
The Volunteer	"The volunteer has no monetary rewards or opportunities for upward mobility. Rather, intrinsic rewards specific to that individual motivates him to continue his service."

Volunteer Manager	“By understanding the forces that drive motivation and implementing those concepts into the management process.”
Recruitment and Retention	“The elements of a recruitment plan should include: job description, population target and recruitment sources.”
Interviews and Placement	“Interviews provide important information that reveal a volunteer candidate’s personality, character and background. Interviews, as a screening tool are necessary for investigating a volunteer candidate’s background to determine if any inappropriate or criminal activities were ever committed. The components of an interview include Preparation- review the applicant’s file, prepare enough time and find a quiet, private and comfortable place to conduct the interview.”
Training	“Training topics include policies and procedures, emergency information, roles and responsibilities, how their job fits in to the rest of the agency, specific skills as well as the goals of the agency.”
Information Management	“Information management is the process of managing all the paperwork required in a volunteer programme.”
Supervision of Volunteers	“Create an environment that fosters a commitment to the organisation Use volunteer time wisely. Volunteer managers must have effective management skills. Create an Environment of Support. Recognise, Recognise, Recognise.”

Table 2.3: The Descriptions of the Management Tools (Source: Shin & Kleiner, 2003)

On the other hand, Carvalho & Sampaio (2017) aimed to test volunteer management proposals by examining how volunteers are actually managed. This qualitative research was conducted in relation to five Portuguese non-profit organisations and included best practice in volunteer management via six dimensions; ‘strategic planning’, ‘recruitment and selection’, integration and orientation’, ‘volunteer activity development and support’, ‘performance appraisal and supervision’ and ‘recognition and retention’ (Carvalho & Sampaio, 2017).

Strategic planning was described as establishing a set of basic principles, clear objectives and procedures pertaining to volunteers. The integration of volunteers is noted as the most important aspect of strategic planning (Carvalho & Sampaio, 2017). According to Bussell and Forbes (2006; as cited in Carvalho & Sampaio, 2017), within recruitment and selection, the use of diverse communication channels is important when learning about the variety of motivations

held by volunteer groups. Integration and orientation provides an initial impression which can influence a volunteer's decision towards whether to continue as a volunteer in a non-profit organisation. This can affect the volunteer's loyalty to the organisation. According to O'meara *et al.* (2012) (as cited in Carvalho & Sampaio, 2017) orientation practices can have a substantial and positive impact on volunteers if successful integration is implemented. Volunteer activity development and support includes the operational management of volunteers in the organisation. According to Bussel and Forbes (2006; as cited in Carvalho & Sampaio, 2017), the training of volunteers can improve the performance, motivation and involvement of volunteers. Performance appraisal and supervision approaches, according to Dhebar and Stokes (2008; cited in Carvalho & Sampaio, 2017), includes volunteers approving their manager's availability, regular communication and informative feedback – as helps to clarify tasks and improve performance. According to Hager and Brudney (2004) (cited in Carvalho & Sampaio, 2017), a major influence on volunteer retention is the recognising and rewarding of volunteer efforts, as are highly valued. Moreover, the active rewarding of volunteers is sometimes overlooked as the volunteers work without monetary remuneration (Carvalho & Sampaio, 2017).

Carvalho and Sampaio used qualitative research in relation to five Portuguese non-profit organisations, as were characterised as active volunteer programmes with various sizes and organisation styles. These organisations were named, fictionally, as Dreamland, Community Centre, Social Foundation, Disability Charity and Support Group. The research interviewed three people in each organisation as comprised of a board representative, a coordinator of the volunteer programme and a volunteer. Furthermore, they assessed these non-profit organisations via the dimensions mentioned above. These dimensions were discussed under the findings title while attention was given to other dimensions that affect volunteer management success – such as 'centrality', 'formalisation' 'professional support',

‘organisational sustainability’ and ‘minimum set of practices’. Centrality was here defined as the extent to which volunteer work is central to the organisation’s mission and is integrated with the overall operation of the organisation (Carvalho & Sampaio, 2017). Centrality to the mission seems to have a major effect on the good volunteer management practices asserted by Carvalho & Sampaio (2017). Formalisation has been described as the extent to which a management and volunteer programme is formalised into official roles, policies and documents by Taylor and McGraw (2006) (cited in Carvalho & Sampaio, 2017). In relation to the professional support approach, Brewis *et al.* (2010; as cited in Carvalho & Sampaio, 2017) have indicated that there is a higher adaptation of volunteer management practices when the coordinators of volunteers are paid employees. Organisational sustainability differs among organisations. Moreover, an organisation’s mission is to be able to continue the existence of its voluntary programmes in the long-term (Carvalho & Sampaio, 2017). According to Carvalho & Sampaio (2017), the minimum level of volunteer management practices includes: “having an assigned, competent volunteer coordinator; actively pursuing recruitment initiatives; keeping some record of volunteers (at least, application form); personally interviewing candidates prior to entering; having someone receive volunteers on their first day; designating channels to communicate with volunteers; having staff (informally) supervise volunteers; and publicly recognising volunteer contribution”. Some weak points were identified by Carvalho & Sampaio (2017) in their research – for example, in the establishment of volunteer programmes as include need assessments and planning efforts, fundraising capacities and the diversification of financial sources. Also, none of the assessed organisations were found to evaluate the impact of their volunteer work on the overall organisational performance.

Taysir *et al.* (2013) aimed to answer ‘what motivates governance volunteers to volunteer’ in Turkey by analysing 119 non-profit organisation executives. According to this study, the efforts of volunteers is divided into two broad types; direct service volunteers and governance

volunteers. This research further examined the motivation of governance volunteers across age groups, organisation types and roles held in the organisation.

According to Taysir *et al.* (2013), three dominant models have been utilised within this area of research. The first model focusses on the impulse of volunteer motivation by referring to altruistic needs. Altruism, in this regard, was explained by Steen (2006; as cited in Taysir *et al.*, 2013) as a person who desires to help someone by sacrificing their personal resources or skills without any reward. The second model views volunteers in relation to egotism, whereby volunteers are motivated by their own benefits rather than any form of altruism. According to Rehberg (2005; as cited in Taysir *et al.*, 2013), volunteering in this model is more project-oriented wherein volunteers expect some rewards. The third model pertains to the multidimensional structure of volunteer motivation, as combines altruistic and egoistic perspectives. This has been indicated by Dolnicar and Randle (2007; as cited in Taysir *et al.*, 2013). On the other hand, Hustinx *et al.* (2010; as cited in Taysir *et al.*, 2013) identified three dimensions of volunteer motivation; where people volunteer to improve their career, where volunteers are motivated by values and altruistic reasons and where volunteering arises for specified ego-defence and social reasons. Moreover, Inglis and Cleave (2006; as cited in Taysir *et al.*, 2013) have demonstrated six dimensions of volunteer motivation – enhancement of self-worth, learning through the community, helping the community, developing individual relationships, unique contributions on the board and self-healing.

Taysir *et al.* (2013) collected data from 119 governance volunteers, as worked as top level executives in several non-profit organisation in Turkey – here identifying this context as a developing country. The authors in this research used the Statistical Package for Social Sciences (SPSS) to statistically analyse the data, ultimately concluding that both altruistic and egoistic needs canalise people towards volunteering in non-profit organisations. This means

that governance volunteers not only look for opportunities to be more beneficial but also expect to obtain some social, psychological and material gains. These findings suggest that some of the determinants of volunteer motivation – such as ‘enhancement of self-worth’ and ‘helping the community’ – remain unchanged across age groups. However, the ‘developing individual relationships’ and ‘earning through community’ determinants were seen as more significant by younger volunteers (Taysir *et al.*, 2013).

Another article about the volunteer management of non-governmental organisations was published by Gungor and Colgecen in the ‘Journal of Academic Inquiries’ in 2013. According to this article, non-governmental organisations that have developed social capital through volunteer movements have become an irreplaceable feature of social life. Moreover, according to Guder’s 2006 study (as cited in Gungor and Colgecen, 2013), the concept of volunteerism refers to a person who supports a non-profit organisation’s activities via their knowledge, skill, experience, financial resources and time without any expectation of gains through the social responsibility perceptive. However, the fact that volunteers work without any expectation does not mean that they will not gain anything from the volunteer work. Also, volunteers discussed their services in non-governmental organisations in relation to two dimensions. These dimensions were explained as the volunteer participating in the volunteer activities as an individual or in terms of it representing institutional action (Gungor and Colgecen, 2013). On the other hand, the volunteers provided multifaceted benefits to non-governmental organisations – including the realisation of the missions of such entities.

Management, as is vital for the individual and society, is a substantial aspect for those non-profit organisations that facilitate the life of the individual and society (Gungor and Colgecen, 2013).

According to DDB's 2012 study (as cited in Gungor and Colgecen, 2013), around 95 thousand non-governmental organisations operated in Turkey with 1.6 million female and 7.2 million male members in October 2012. The researchers concluded that non-governmental organisations in Turkey have remained inadequate, predominantly due to the lack of volunteer resources, the problematic management structure and the low level of internal cooperation. Finally, one of the most important ways of overcoming such disadvantages is volunteer management (Gungor and Colgecen, 2013).

According to Gungor and Colgecen (2013), an effective volunteer management process provides training and orientation to volunteers. However, voluntary organisations which serve disadvantaged groups and voluntary organisations which are interested in environmental protection or which have cultural associations differ in relation to their training and orientation.

Volunteer management includes keeping volunteers informed, developing effectiveness and implementing sustainable solutions in relation to relevant social issues by defining tasks, ensuring equitable and professional service is undertaken among volunteers and motivating volunteers towards their activities (Gungor and Colgecen, 2013). Volunteer management also consists of processes pertinent to the determination of the task frameworks of volunteers – as includes reaching the volunteers, ensuring institutional orientation, undertaking assignment and selection, providing training, instigating motivation, producing performance evaluation and offering rewards. According to this article, professional institution planning is a necessity and must identify the important needs and the task descriptions through which such needs shall be met. Moreover, each volunteer has different characteristics. Management approaches should be determined in accordance with these characteristics. It is also very important to recognise these characteristics and to direct them towards appropriate services. According to the 2006 study of Polk, there are certain points that non-governmental organisations should focus on

during the orientation process. These include the mission and vision of the organisation, its aims and objectives, its structure and units, the policies and procedures of the voluntary programme, necessary information about the services of the organisation and the office, tools and equipment to be used by volunteers (cited in Gungor and Colgecen, 2013). Furthermore, an orientation programme substantially impacts upon a positive first impression being gained as to the institution. Training is important in terms of it ensuring that the volunteers are recognised more closely. This process may also increase the institutional commitment and motivation of volunteers. According to McFarland's 2005 study, the motivation of volunteers has an indissoluble bond with their willingness. The maintaining of the sustainability of a volunteer's willingness can be achieved via methods such as ensuring communication, providing information, addressing volunteers by their name, learning about the volunteers, helping volunteers to interact with each other, helping volunteers in cases of difficulty and involving the volunteers in the decision-making process. Rewarding volunteers in return for their services increases the motivation of such figures and ensures more productive relationships form with the institution (Gungor and Colgecen, 2013).

Another study as to volunteer management practice and its impacts was conducted by Omer Al Mutawa in 2015. Here, the definition of a volunteer provided by Bussell and Forbes (2006) (as cited in Al Mutawa, 2015) was employed, whereby it was held that a volunteer is a person who has some altruistic motives. In a 1998 study by Cuskelly *et al.* (as cited in Al Mutawa, 2015), volunteers are described as human resources who serve an organisation based on values rather than remuneration and this is linked to such organisations in a positive manner. Volunteers can also be classified into two categories, specialist and generalist, according to Al Mutawa (2015). Specialists refer to skill-focused volunteers, while generalists refer to affiliation-focused volunteers.

Volunteer management practice, as a subject, has been studied in relation to research that has focussed on the work environment of volunteers, volunteer behaviour, typology of volunteer, volunteer effectiveness and organisational context. However, little research has been conducted as to the effectiveness of volunteer management practice on organisational outcomes and the attributes of volunteer motivation and satisfaction (Al Mutawa, 2015). Moreover, according to Hager and Brudney (2004), approximately 40% of the volunteers in their sample stopped volunteering due to the poor management practices of the organisation (cited in Al Mutawa, 2015). In addition, in following Al Mutawa (2015), volunteerism is affected by management practice – as includes volunteer attraction, retention, motivation, views, strategies and commitment.

In research conducted by Hoyer *et al.* (2008; as cited by Al Mutawa, 2015), it is indicated that the behavioural intentions of volunteers is a significant aspect. According to this study, behavioural intentions include altruistic value, community concern, social adjustment and personal development.

Planning has been described as a substantial aspect of management, notably one that can ensure guidance for the organising of volunteers (see Al Mutawa, 2015). According to Cuskelly *et al.* (2006), this planning process includes several steps – such as the provision of job descriptions, succession planning, encouragement and the identification and targeting of potential volunteers. Nevertheless, without additional motivating factors, planning cannot motivate volunteers. Moreover, planning is expected to invoke some factors that are directly concerned with volunteer satisfaction – for example organisation policies and procedures and the job descriptions of volunteers.

According to a 2004 study by Sozanska *et al.*, organisations face numerous problems because of the short-commitment duration of volunteers. To resolve this problem, different methods of

recruitment need to be invoked within the employed volunteer management (cited in Al Mutawa, 2015). In addition, if the recruitment process used is not systematised, chaos could be encountered in the organisation due to the complexity of such recruitment. Galindo-Kuhn and Guzley (2002; as cited in Al Mutawa, 2015) have also indicated that the recruitment process witnesses a fundamental interaction with volunteer satisfaction.

In the 2004 study of Hager and Brudney, training and support is described as a part of the job orientation which focuses on improving the skills of volunteers, with this being able to canalise their efforts employed towards reaching the mission of the volunteer organisation. Training and support can also have an important effect on volunteer retention, motivation and satisfaction (Al Mutawa, 2015).

According to Tedrick and Henderson, the recognition of volunteers involves two main aspects. First, the organisation needs to appreciate and show that volunteers are valuable to the volunteer organisation. Second, organisations must indicate the value of the works achieved through the efforts of volunteers (cited in Al Mutawa, 2015).

Performance management is a process which is continuous, dynamic and comprising of numerous activities that are small and periodical. In addition, the study of Sozanska (2004) (as cited in Al Mutawa, 2015) defined the evaluation of performance as an important factor in the development of voluntary assistance and voluntary activity effectiveness.

Motivation is defined as an internal condition that serves to activate behaviour and to canalise it. Besides which, values, understanding, career, social and enhancement factors affect motivation (Al Mutawa, 2015).

Galindo-Kuhn and Guzley (2002; as cited in Al Mutawa, 2015) have developed five dimensions of the job satisfaction of volunteers; communication quality, work assignment,

participation efficacy, support and group integration. Moreover, the Volunteer Satisfaction Index, as was developed in the same work, demonstrates a dependence between volunteer satisfaction and some of the connections of management practice (for example recruitment, recognition, planning, training and support). In addition, Penner and Finkelstein (1998; as cited in Al Mutawa, 2015) concluded that volunteer satisfaction is directly relevant to the volunteer commitment duration within an organisation and, furthermore, that there is a correlation between volunteer satisfaction and volunteer management practice.

According to Cuskelly *et al.* (2006), Holtom *et al.* (2008) and Mudor & Tooksoon (2011), volunteer motivation, meaningful work, satisfaction, management practices, globalisation, the rate of technological advancement, supervision, job training and pay practice are the main factors to contribute to volunteer retention (as cited in Al Mutawa, 2015).

2.5 Conclusion

When surveying these studies, it is clearly seen that all of the invoked research has mentioned volunteers. However, the management of volunteers is a subject covered only by some of the examples while others have explored volunteer motivation.

Shin & Kleiner (2003) have sought to explain how to manage volunteers in organisations via certain managerial tools, yet this clarification of volunteer management is inadequate as it fails to mention the correlation of management and organisational issues. On the other hand, Carvalho & Sampaio (2017), in providing a case study as to a non-profit organisation, sought to identify best practice within volunteer management by exploring a number of dimensions that affect volunteer programmes. The findings gained here include some managerial issues. Moreover, Gungor & Colgecen (2013) also tried to identify the facets of volunteer management, yet their study was more descriptive than others whereupon they described the contents of ideal management (like the managerial tools of Shin & Kleiner's research). In

addition, this study attempted to identify the motivation influences on volunteers. Taysir *et al.* (2013) studied such motivation via various dimensions, yet only mentioned managerial aspects in this regard. Another researcher to have studied motivation is Al Mutawa (2015), exploring this area alongside satisfaction. Moreover, Al Mutawa (2015) linked the management related to this motivation and satisfaction by identifying a number of some sub-correlations of the pertinent management. All of these subject are ultimately linked to volunteer retention. For this reason, Al Mutawa's research is more comprehensive than others yet it focusses more on volunteer retention than volunteer management.

It is clearly seen that management, as a subject, has been studied in relation to motivation, as a subject, whereby both aspects have often been attributed to each other. In addition, some researchers have studied non-profit organisations. However, none of the above-mentioned studies have explored the impact of volunteer management on the overall operations of non-profit organisations. This is thus a gap of this literature review.

3 Methodology

3.1 Introduction

In the research conducted as to volunteers, some researchers have used quantitative research. For instance, Taysir *et al.* (2013) used such approaches in their study as to volunteers and their motivation. Likewise, Cuskelly *et al.* (2006) used quantitative research in their study as to the motives and retention of volunteers within sport organisations. However, some of the researchers working on the research of management have used mixed-methods research. For example, Erdogan (2014) used mixed-methods research in her study of volunteer management approaches. Likely, Al Mutawa (2015) used mixed-method research in his study of volunteer management practice and its impact on volunteers. These examples indicate that researchers have conducted different types of research in their studies as to both volunteers and volunteer management.

3.2 Research Philosophy

According to Saunders *et al.* (2016), a reliable research philosophy will promote the use of appropriate methodological choices, research strategies, data collection techniques and analysis processing alongside the producing of a coherent research project. Moreover, a research philosophy which affects the research strategy has a substantial impact on the understanding and investigation of a study (Grill & Johnson, 2010). However, according to Knudsen (2003; as cited in Saunders *et al.* 2016), there is no one best philosophy agreed upon by business and management researchers. Exploring different research philosophies prior to selecting the research methodology of a study has an impact on the research objective ultimately held. For this reason, five major research philosophies are explored below.

3.2.1 Positivism

Positivism relates to the philosophical stance that requires study in order to produce generalisations by way of an observable social reality (Saunders *et al.*, 2016). Moreover, research conducted via a positivist approach should be purely objective and the researcher should be independent of the research, with this thus requiring minimal interaction with the research participants (Wilson, 2010). Research conducted via a positivism philosophy is usually based on the deductive approach, as moves from theory to observation (Wilson, 2010). Positivist researchers believe that the aim of such research is to only identify cases which are directly observable and objectively measurable (Sekaran & Bougie, 2016).

Numerous research methods are guided by the positivist philosophy, as thus involve observations and survey techniques (Al Mutawa, 2015). These research methods also frequently employ statistical methods through which to analyse the obtained data.

According to Saunders *et al.* (2016), within the ontological approach, positivism research is concerned with real phenomena, both externally and independently. However, the epistemological approach is a scientific method that includes observable and measurable facts and some generalisations. Furthermore the axiological approach produces value-free research, whereby researchers are detached, neutral and employing of an objective attitude.

3.2.2 Critical Realism

The purpose of the critical realism philosophy pertains to clarifying what the researcher sees and experiences, thus identifying the fundamental reasons that lay behind the reality of observable cases (Saunders *et al.*, 2016). Moreover, reality is the most significant philosophical idea for critical realists according to Fleetwood (2005, as cited in Saunders *et al.*, 2016). Via

the critical realism philosophy, the researcher sees reality as independent and external, yet the researcher cannot access the participants' observations and knowledge (Saunders *et al.*, 2016).

Critical realism argues that there are two steps of understanding the world. First, there are incidents and sensations that the researcher experiences. Second, there is the mental processing that occurs after the experience (Saunders *et al.*, 2016).

3.2.3 Interpretivism

Researchers who adopt the interpretive philosophy assume that access to reality is only possible through the social structure – as includes language, consciousness, shared meanings and instruments (Myers, 2013). Interpretivist researchers focus on generating new and/or wider understandings and interpretations of both social worlds and contexts (Saunders *et al.*, 2016).

The interpretivism philosophy is clearly subjectivist with its focus on richness, multiple interpretations and meaning-making (Saunders *et al.*, 2016).

On the other hand, Saunders *et al.* (2016), have suggested another implication of the interpretivist researcher: “Interpretivists recognise that their interpretation of research materials and data, and thus their own values and beliefs, play an important role in the research process”.

Here, the interpretivist researcher usually focuses on the issue of measurement due to studies tending to be qualitative and thus they do not adopt certain measurement systems (Wilson, 2010).

3.2.4 Postmodernism

The postmodernism philosophy focuses on the role of language and expresses alternative marginalised views according to Saunders *et al.* (2016). Moreover, researchers who adopt the postmodernism philosophy focus on the continuous processes of organising, managing and

ordering. Postmodernist researchers are open to the analysis of any form of data, texts, images, conversations, voices and numbers (Saunders *et al.*, 2016) and conduct in-depth investigations as with interpretivism.

3.2.5 Pragmatism

According to Kelemen and Rumens (2008; as cited in Saunders *et al.*, 2016), the pragmatism philosophy holds that concepts are only relevant when they have an actual existence in real life. Moreover, the pragmatism philosophy considers reality as the practical effects of ideas and thus it values knowledge as it allows actions to be realised successfully (Saunders *et al.*, 2016).

According to Saunders *et al.* (2016), researchers who adopt the pragmatism philosophy are more concerned with practical outcomes than abstract distinctions. Here, the research problem and the research question are the most significant determinants for the research design and strategy eventually chosen.

Pragmatists argue that there are various ways of interpreting the world and of conducting research. In addition, they believe the entire picture cannot be gained with only a single perspective and that there might be multiple realities (Saunders *et al.*, 2016).

3.2.6 Choice of Philosophical Stance

The above explorations have revealed the necessity of using the positivism philosophy in this present research. Moreover, in taking into consideration the necessity of objectively identifying the relationship between volunteer management and its impacts on overall business, the positivism philosophy is reasonable for this research.

3.3 Approaches to Theory Development

Approaches to theory development have been divided into deduction and induction routes by researchers (Wilson, 2010). However, Saunders *et al.* (2016) have classified these into three broad types; Deduction, Induction and Abduction.

The deductive approach has been defined as being “concerned with developing a hypothesis based on existing theory, and then designing a research strategy to test the hypothesis” by Wilson (2010). Moreover, the deductive approach will progress in six steps according to Blaikie (2010). The first step asserts a premise or a hypothesis. Then, a testable proposition is deduced by using existing literature. After that, the argument held as produced by the premises are compared with existing theory. If this is advanced, the premise is then tested through the collecting of convenient data for analysis. Next, the identifying of whether the theory is acceptable or not depends on the results of the analysis and if this is consistent with the premises. Furthermore, according to Saunders *et al.* (2016), deduction has several characteristics – for instance, a highly structured methodology would be used by researchers who adopt the deductive approach. The concept of deduction also needs to be operationalised. Other important characteristics here are reductionism and generalisation. Last of all, the deductive approach is often associated with quantitative research (Ghauri & Grønhaug, 2010).

According to Saunders *et al.* (2016), the inductive approach aims to better understand the nature of the issue at hand. The data collected from interviews needs to be legitimated through analysis, from which a theory (as is frequently denoted as a conceptual framework) can be formed (Saunders *et al.*, 2016). Furthermore, researchers who adopt the inductive approach shall undertake observation to contribute to a new theory (Wilson, 2010) and would be more real aspects (Saunders *et al.*, 2016).

In the abduction approach, the researcher moves back and forth instead of moving from theory to data or data to theory (Suddaby, 2006). This has been interpreted in the manner of combining deduction and induction (Saunders *et al.*, 2016).

3.3.1 Choice of Approach to Theory Development

The study of managers of volunteers, volunteers and their reactions, the management practices used by non-profit organisations as well the factors that affect an organisation overall is required by researchers. The main aim here is to determine the relationship between volunteer management and its influences on the overall organisation in question. This requires the use of existing theories and data to gain a conclusion, as can be achieved via the deductive approach.

3.4 Research Method

Researchers working in the field of the Social Sciences have used three types of research methodology; quantitative, qualitative and mixed-methods. According to Saunders *et al.* (2016), the main difference between the quantitative methodology and the qualitative methodology pertains to the separate use of numeric data and narrative data. Here, quantitative research uses numerical data within its data collection and data analysis procedure, while qualitative research uses narrative data within its data collection and data analysis procedure.

3.4.1 Quantitative Methodology

Quantitative studies mainly investigate numerical variables and its measurements via statistical techniques. Thus, such research reveals the relationship between theory and the research through the deductive and objective collection of numerical data (Bryman & Bell, 2015).

Quantitative research is usually associated with the positivist philosophy and the use of highly structured data collection techniques (Saunders, 2016). In addition, it is generally associated with the deductive approach (Wilson, 2010; Saunders, 2016).

Such analysis is generally statistical (Wilson, 2010), whereby an existing theory is applied to expound upon the findings, even if the theory has often been used before (Wilson, 2010).

3.4.2 Qualitative Methodology

According to Denzin and Lincoln (2011; as cited in Saunders, 2016), qualitative studies are generally associated with the interpretive philosophy and is often linked with the inductive approach (Wilson, 2010). Researchers who use qualitative methods also often use the inductive approach as it allows theory development or a framework theory to be built (Saunders, 2016).

According to Polonsky and Waller (2015), qualitative research uses images, visions, forms and structures found in diverse media, alongside spoken and printed word and recorded sounds within its data collection. Moreover, this method studies the meanings held by the participants, as is part of the naturalistic and interactive research process (Saunders, 2016).

3.4.3 Mixed Methods Methodology

The mixed-method methodology combines qualitative and quantitative methods (Creswell & Creswell, 2018), whereby researchers who adopt this approach employ the strengths of both qualitative and quantitative research (Creswell & Creswell, 2018). For instance, quantitative data collection might be more useful than qualitative data although qualitative analytical procedures might be more beneficial to the study.

Moreover, according to Saunders *et al.* (2016), the mixed-methods methodology may use the inductive, deductive or abductive approach within its research design and theory development.

3.4.4 Choice of Research Methodology

According to Buchanan & Bryman, (2007) the choice of the research methodology depends on variables including the research's aim, epistemological concerns, norms of practice and context. Moreover, organisational, historical, political, ethical, evidential and personal factors can influence the choice of a research method (Buchanan & Bryman, 2007).

This study pertains to the managers of volunteers, volunteers and their reactions and the management practices used by non-profit organisations. Consideration is also given to some of the factors that affect an overall organisation. The purpose of the study is to determine the relationship between volunteer management and its influences on an overall organisation. This thus requires the use of existing theories and data to gain a conclusion, as can be achieved through the deductive research approach and the quantitative research methodology.

3.5 Research Strategy

The research strategy is defined as the way a held research question is answered (Saunders *et al.*, 2016). Moreover, this is the methodological connection between the chosen philosophy and the chosen data collection and analysis methods (Denzin and Lincoln, 2011).

The research strategy has been considered by Saunders *et al.* (2016) under eight headings; experiment, survey, archival and documentary research, ethnography, case study, action research, narrative inquiry and grounded theory. Saunders *et al.* (2016) consider that experiments and surveys are principally linked to the quantitative research methodology. Thus, only these aspects will be discussed as a quantitative research methodology has been chosen.

The experiment strategy has a strong connection with the Natural Sciences according to Saunders *et al.* (2016). Moreover, it plays a big role in Social Sciences research. The aim of an experiment is to study the possibilities of a change in variables by using the hypotheses instead

of research questions. This approach is also concerned with the connection between variables, the significance of variables and the change dimensions in variables (Saunders *et al.*, 2016).

The survey strategy is generally associated with the deductive approach and is a common strategy in business and management research according to Saunders *et al.* (2016). Moreover, questionnaires are used as they allow standardised data collection and the collecting of quantitative data that can be analysed quantitatively and statistically (Saunders *et al.* 2016).

3.5.1 Choice of Research Strategy

The above explorations have revealed that the survey strategy is compatible with this research as it is the most suitable way of obtaining the answer to the research question.

3.6 Time Horizon

There are two basic approaches currently being adopted into time horizons by Saunders *et al.* (2016); cross-sectional and longitudinal.

A cross-sectional study includes the study of a specific case at a specific time (Saunders *et al.*, 2016). Time constraints are faced in most academic studies according to Saunders *et al.* (2016). Thus, most researchers adopt this time horizon. Moreover, cross-sectional studies usually correspond well with the survey strategy (Saunders *et al.*, 2016).

A longitudinal study involves the competence of study development (Saunders *et al.*, 2016). Moreover, the measurability of control on the variables being studied might be provided by a longitudinal study (Saunders *et al.*, 2016).

For the present research, a cross-sectional study is more acceptable due to the time constraint of the study and it corresponding with the survey strategy.

3.7 Questionnaire Development

A questionnaire aims to obtain the opinion of the participants. The process of developing a questionnaire considers the research question. Such questionnaire development can be affected by diverse factors related to the research question and research purpose (Saunders *et al.*, 2016).

The entire development of the questionnaire employed in the present research took around 2 weeks in August 2018, whereupon the survey was launched at the end of August 2018. During this process, the research question and research objectives were taken into consideration. The questionnaire was organised by taking into account the ability of the participants to understand the questions being asked. The questionnaire and its purpose were introduced to the participants via an introductory note provided at the beginning of the survey. Aside from this, an information sheet was given for the purpose of introducing the research alongside the purpose and aims of the study. Moreover, the information sheet included other information for the participants – including the possible advantages and disadvantages of the study and data protection assurances.

The questionnaire consisted of 25 questions, as included the following sections: personal information, management practice (as includes planning, recruiting, supporting and recognising) and the significance of management practice. The questionnaire was presented in the Turkish Language as the aim of the study was to target volunteers in Turkey. However, a translation of the questionnaire is provided in Appendix 1. Moreover, the questionnaire was conducted online as the variables and options are useful and accessible for participants.

3.8 Reliability

Reliability ensures the assessment of accurate and efficient measurements (Sekaran & Bougie, 2016). Such reliability could also indicate the measurement of consistency across the different factors used in the questionnaire.

According to Hayes & Pritchard (2013), reliability analysis can be conducted via using various tests, however Cronbach's alpha is the most widely used test here. Generally, Cronbach's alpha values are considered as poor if they are less than 0.60, while those in the 0.7 range are considered as acceptable and those over 0.8 are considered as good (Sekaran & Bougie, 2016).

3.9 The Survey

The survey included the collection of primary data from a targeted population. This was necessary to determine the data collection methods and to define the volunteer population (i.e., whom the research aimed to collect data from) due to the variety of volunteers.

3.9.1 The Research Context

In the history of business development, management has been thought of as a key factor of success. Nowadays, non-profit organisations have become more functional and constantly grow in importance by enlarging their sphere of influence both in Turkey and across the world. Management, as a component of an organisation, is used as much by non-profit organisations as by business organisations. Sustainable and accurate management is thus one of the most strategic elements of the business sector and has become important for non-profit organisations. Throughout history, volunteerism has been important for non-profit organisations, while the management of volunteers is a key aspect of success for non-profit organisations throughout the world. The management style of a non-profit organisation thus includes volunteer management, how such management impacts on an organisation's overall activity and the

managerial issues pertinent to volunteerism in Turkey – and was thus explored through this survey.

3.9.2 Target Population

The target population of the study was volunteers who actively volunteer in Turkish non-profit organisations. The research question thus pertains to the locality of Turkey. Moreover, the target population involves volunteers who hold a managerial status in such non-profit organisations. This is because the exploration of managerial behaviour from both employees and managers can produce more reliable results.

3.9.3 Data Collection

The data collection process (i.e., the hosting of the questionnaire) of this research was conducted online. The questionnaire was designed through an online survey site, with the link to this then being sent to potential participants with an information sheet and consent form via e-mail. Next, the consent form was collected via e-mail and the answers given to the questionnaire was collected from the online survey site. All of the answers gained from the survey constitute the primary data of the research.

3.10 Summary

The methodological approach adopted in this research has various influencing factors – as have been discussed in this chapter. These discussions have been provided to develop the research framework and thus conclude that the positivist philosophy with an objectivist point-of-view, deductive research approach, quantitative research methodology, survey research strategy and cross-sectional study time horizon should be employed for this research. Moreover, this chapter has conveyed how the research survey was developed and conducted . In addition, this chapter has provided a basis for the data analysis.

4 Data Analysis

4.1 Introduction

This chapter conveys the data analysis of the data collected using the quantitative methodology (as described in the previous chapter). Here, the results of the analysed data are also reviewed and expounded upon via deduction. Moreover, in this chapter, whether the results help the researcher to answer the held research questions is examined alongside the findings gained in the previous chapters. SPSS v.24 was used in this research to undertake the statistical analysis. In addition, the results will be interpreted to clearly understand the questionnaire.

4.2 Descriptive Statistics

Descriptive statistics involve both demographic variables and the variables related to the research model. Firstly, the demographic descriptive statistics are analysed and then the variables in the model are analysed. The data were analysed using SPSS version 24.

4.2.1 Demographic Variables

Data has been gained in relation to six demographic variables; gender, age, educational status, job status, number of years of service as a volunteer and voluntary position at a non-profit organisation.

Gender is a variable that all of the participants denoted. There was not a significant difference between the number of female and male participants, with females comprising 55% of the sample, while males comprised 45%. This demonstrates that gender is not a factor that affects volunteerism.

A graphical representation of the age of the participants is provided in Figure 4.1. Here, it is demonstrated that no respondents were gained who were 18 years old and below or who were 51 years old and above. Participants aged between 19-50 years old were the majority (86.4 %), yet those aged between 31 - 50 comprised 13.6 % of the sample. Thus, the largest age group in this research was those aged between 19 - 30 years old.

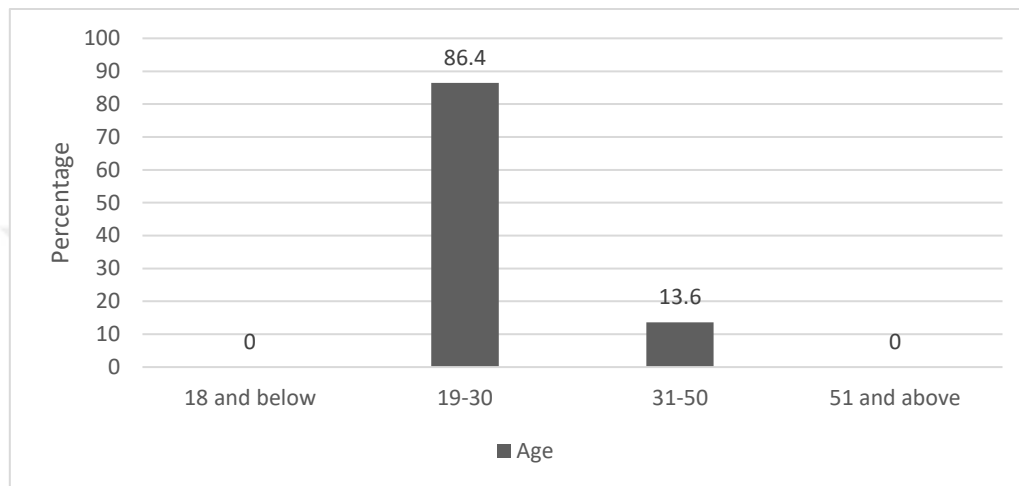


Figure 4.1: Age of Participants

It can be clearly seen from Figure 4.2, that none of the participants only held a primary or secondary school level of education, while none of the research participants possessed a doctorate either. Moreover, only 4.5 % of the participants held a Master's degree. Although the percentage of participants who held a high school degree (as their highest level of educational attainment) was double that of those who held a Master's degree, both are found at a low level. However, the percentage of participants who held an undergraduate degree is relatively high at 86.4%. Figure 4.2 thus indicates that the majority of the volunteers who participated in the survey held an undergraduate degree.

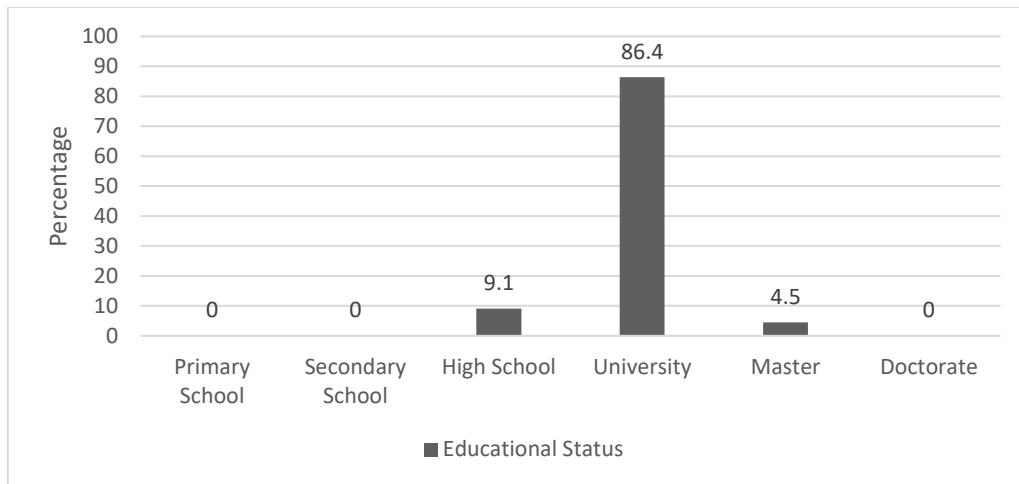


Figure 4.2: Educational Status of Participants

With regards to job status, Figure 4.3 illustrates that almost half of the participants were students (at 45.5%). Moreover, teachers comprised a considerable percentage of the sample (at 27.3%). Engineers and those unemployed constituted an equal percentage of the sample (at 9.1% each). Social workers and accountants also formed an equal percentage of the sample (at 4.5% each), with this being the lowest percentages. Figure 4.3 thus indicates that job status does not have a significant impact upon the becoming of a volunteer. However, the amount of students who undertake volunteering is noticeable.

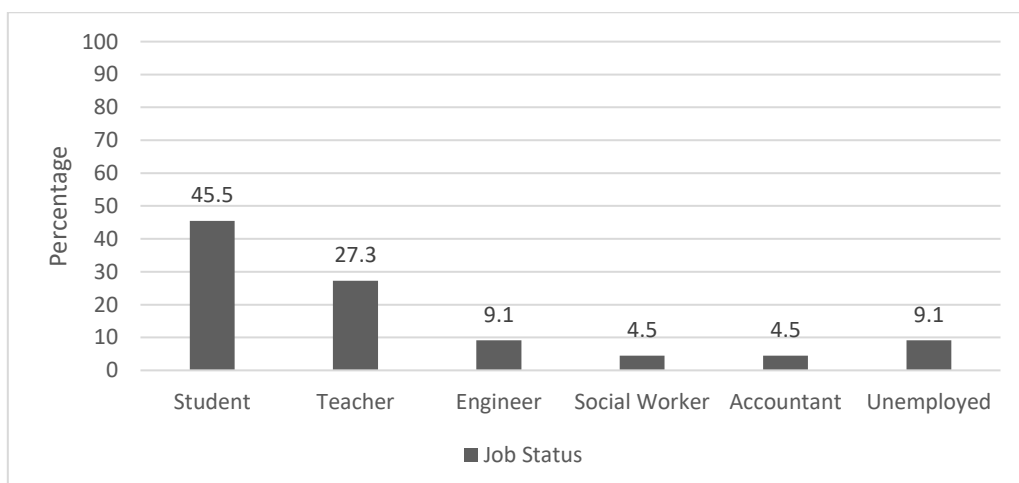


Figure 4.3: Job Status of Participants

The number of years the participants have been volunteers for is illustrated in Figure 4.4. Here, it can clearly be seen that the data is close in its ranges, whereby there are no major differences between the variables and thus there are volunteers with various experiences in volunteering.

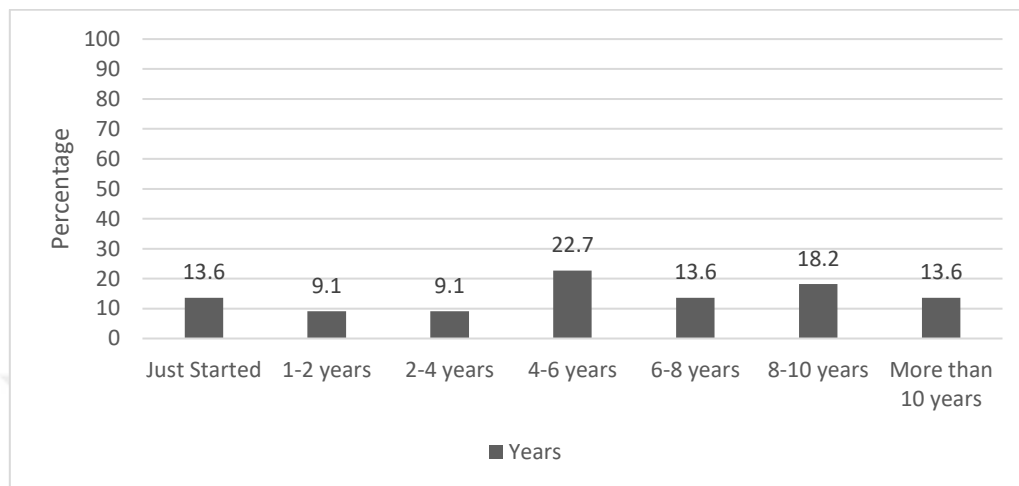


Figure 4.4: Number of Years the Participants Have Volunteered For

Lastly, half of the participants comprised volunteer management teams while the remaining participants participated in volunteer employee teams. The management style of the volunteers can be measured by neither the management side nor the employee side.

	Mean	Std. Deviation	Significance
Planning	3.77	0.84	83 %
Recruiting	3.71	0.95	74 %
Supporting	4.21	0.90	86 %
Recognising	3.74	1.06	80 %

Table 4.1: Descriptive Analysis

Descriptive statistics were used as the first step of analysing the data in the research model. The mean of the data collected ranged from 3.71 (‘Recruiting’) to 4.21 (‘Supporting’). The mean of the ‘Planning’ and ‘Recognising’ factors was 3.77 and 3.74, respectively.

The standard deviation is related to all topics in Table 4.1. It can be seen that the deviation has a maximum of 1.06 (‘Recognising’).

4.2.2 Exploration of Factors

The survey questionnaire was divided into 5 parts. The first part pertained to personal information while the remaining 4 parts pertained to managerial issues (i.e., planning, recruiting, supporting and recognising). These sections of the questionnaire shall be evaluated. The descriptive analysis of all questions together is provided in Appendix 2.

<u>PLANNING</u>	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)	Mean	Standard Deviation	Significance
1-Identified potential volunteers before events begin.	4.55 %	13.64 %	36.36 %	40.91 %	4.55 %	3.27	0.94	76 %
2-Which task the volunteers will perform is certain.	-	4.55 %	22.73 %	63.64 %	9.09 %	3.77	0.69	82 %
3-Detailed information is provided about the task to be performed.	-	4.55 %	18.18 %	50 %	27.27 %	4.00	0.82	88 %
4-Tasks are given according to the experience, skill and qualification of the volunteer.	-	4.55 %	22.73 %	36.36 %	36.36 %	4.05	0.90	86 %

Table 4.2: Descriptive Analysis of Planning Questions

The mean of the data ranged from 3.27 to 4.05 for the planning section. Moreover, the standard deviation is, as a maximum, 0.94 for the first issue. For the first issue, the mean has the lowest value, as means that identifying potential volunteers before events is not seen often in non-profit organisations. However, the standard deviation has the highest value, as means that the

answers of the participants varied. However, the significance of this issue has the least percentage, as means that it was found to be the least significant issue among the participants. On the other hand, the most significant issue found by the participants is the third issue, as also has a relatively high mean. This means that the participants are often informed in detail and this is important for the general operations undertaken.

<u>RECRUITING</u>	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)	Mean	Standard Deviation	Significance
1-Recruit volunteers from diverse backgrounds.	-	-	13.64 %	50.00 %	36.36 %	4.23	0.69	79 %
2-Constantly open to volunteer admissions.	-	-	18.18 %	31.82 %	50.00 %	4.32	0.78	82 %
3-Advertising is used for volunteer searches (i.e., printed, online.)	22.73 %	36.36 %	18.18 %	4.55 %	18.18 %	2.59	1.40	61 %

Table 4.3: Descriptive Analysis of Recruiting Questions

Another management issue is recruiting, as was invoked in 3 questions within the survey. The highest mean value is found in relation to the second issue (at 4.32). Moreover, half of the participants believed that the non-profit organisation which they volunteer for was always open to volunteer admissions. This issue was found to be the most significant in this section. On the other hand, the biggest standard deviation was found in relation to the third issue (at 1.40). This figure indicates that the responses are manifold. This issue also has the lowest mean (at 2.59), as means that advertising is rarely used for volunteer searches. In addition, this issue is denoted as having the least importance among the participants.

<u>SUPPORTING</u>	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)	Mean	Standard Deviation	Significance
1-Ensure that volunteers operate within a code of acceptable behaviour.	-	4.55 %	4.55 %	45.45 %	45.45 %	4.32	0.78	86 %
2-Introduce new volunteers to others.	-	4.55 %	13.64 %	22.73 %	59.09 %	4.36	0.90	89 %

3-Provide support to volunteers in their roles.	-	4.55 %	9.09 %	36.36 %	50.00 %	4.32	0.84	89 %
4-The volunteer's workload is determined.	-	9.09 %	13.64 %	40.91 %	36.36 %	4.05	0.95	83 %
5-Provide opportunities or support for volunteer skill development.	4.55 %	4.55 %	9.09 %	50.00 %	31.82 %	4.00	1.02	82 %

Table 4.4: Descriptive Analysis of Supporting Questions

Another important managerial case is the supporting of the resources, as was invoked in 5 questions within the survey. In this section, the mean is extremely high for all of the factors, with the mean ranging from 4.00 to 4.36. The second issue had the highest mean (at 4.36) and the highest significance (at 89%). This means that non-profit organisations introducing new volunteers to others is believed to happen by the majority of the participants and that this is the most important issue for this section. Moreover, all of the significant percentages are above the 80% threshold, which is quite good.

<u>RECOGNISING</u>	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)	Mean	Standard Deviation	Significance
1-The skills of volunteers are determined.	4.55 %	18.18 %	9.09 %	31.82 %	36.36 %	3.77	1.27	82 %
2-Thank volunteers for their efforts.	-	9.09 %	13.64 %	27.27 %	50.00 %	4.18	1.01	89 %
3-Volunteer job is clearly appreciated.	4.55 %	9.09 %	36.36 %	18.18 %	31.82 %	3.64	1.18	79 %
4-Provide special awards for active volunteers.	4.55 %	9.09 %	45.45 %	18.18 %	22.73 %	3.45	1.10	74 %
5- Performance of the volunteer is monitored.	-	-	31.82 %	36.36 %	31.82 %	4.00	0.82	82 %
6-Feedback to the volunteer is made about the performance.	-	18.18 %	40.91 %	22.73 %	18.18 %	3.41	1.01	76 %

Table 4.5: Descriptive Analysis of Recognising Questions

Lastly, ‘recognising’ has an important role within the management of volunteers, with a mean ranging between 3.41 and 4.18. The second issue has the highest value mean, as means that non-profit organisations usually thank volunteers for their efforts according to the participants. The second issue was also believed to be the most significant by the participants. In addition, the least important issue for the participants in this section was the providing of special awards for active volunteers by a non-profit organisation. On the other hand, the standard deviation is above 1 for all issues except one, thus meaning that responses were relatively highly varied for this section and that the participants have various ideas pertaining to such recognition.

4.3 Reliability

The reliability test is provided in Table 4.2, as indicates the figures for Cronbach’s alpha as maintained from SPSS v.24.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.873	.877	18

Table 4.6: Reliability Statistics

For data to be considered reliable, the Cronbach’s alpha value should be at least 0.7 – as mentioned in Section 3.8 of the present thesis. Moreover, it can be seen from Table 4.6 that the overall Cronbach’s alpha value was 0.873, as exceeds 0.7 and thus demonstrates that the data is reliable.

4.4 RQ1: What are the managerial issues for non-profit organisations?

The research has sought to identify what are the most important managerial issues for non-profit organisations. This process has been conducted with secondary research. The main issues related to volunteer management have been found via the literature review (as provided in Chapter 2). These issues were chosen and divided into four main sections of the management

process – planning, recruiting, supporting and recognising. The issues were invoked via the questions asked of the participants, with these questions being provided in Appendix 1.

Some researchers who have studied volunteers and management have used these common issues within their studies – see, for example, Cuskelly *et al.* (2006) and Al Mutawa (2015).

4.5 RQ2: How important are managerial issues on overall operations?

The most important managerial issues were listed and divided into groups. This has been able to measure the level of significance of these managerial issues for the volunteers. Thus, questions were asked of the participants in relation to these managerial issues to measure their significance in the general operations of a non-profit organisation.

The measured significance levels of the managerial issues within non-profit organisations have been detailed above under the groups listed in Section 4.2.2 of this thesis. This shows that the data and results gained are worthwhile for the study.

4.6 RQ3: How managerial issues affect volunteers?

The survey queried whether the managerial issues invoked in the questions were found in the non-profit organisations within which the volunteers were involved. The levels found were measured by the survey and analysed in Section 4.2.2 of this thesis.

The results show an importance gradient of managerial issue influences. Moreover, it has been found that the managerial issues generally play an important role in the operations of volunteers.

5 Conclusion

5.1 Introduction

This project was undertaken to investigate management style of a non-profit organisation which includes volunteer management, evaluate how it impacts on overall activity and examine the managerial issues on volunteerism. For this reason, in first chapter, current scenario on non-profit organisation and volunteers in Turkey defined with the supportive graphs and tables. Moreover, problem statement, research questions, research aim and objectives, and significance of the study were clarified in same chapter. However, the literature review provided in Chapter 2. Also, methodology of the research was mentioned in detail with approaches, theories and philosophies in Chapter 3. Collected data was analysed with SPSS and was interpreted in Chapter 4. Also, research questions were examined in this chapter.

For clear understanding of the volunteer management, the literature review was conducted in seven different databases which are most known in management area. Thus, various studies were found by the review and the most related studies were chosen then investigated.

The methodology of the research provided a research framework which includes the adoption of the positivist philosophy with the objectivist point of view, deductive research approach, quantitative research method, survey research strategy, cross-sectional study as a time horizon for this research.

Data analysis of the collected data were conducted with some statistical analyse forms and interpretation of the findings. SPSS version 24 was used for statistical analyse and responds of the survey were used for interpretation. The analyses supported with related tables and graphs. Also, the research questions were examined.

5.2 Assessment of the Achievement of the Objectives and Aim

5.2.1 Objective 1:

To study the various theories, concepts and models related to volunteer management, volunteerism and non-profit organisations to understand the relationship between volunteer management in the non-profit organisation and voluntary operations.

The case of studying the various theories, concepts and models related to volunteer management, volunteerism and non-profit organisations and the potential relationship between any of them have been approached in chapter 2 and chapter 3. For example, Carvalho & Sampaio (2017) studied on five different Portuguese non-profit organisations to find out best practice in volunteer management. Thus, they created a model about the volunteer management. In addition, Shin & Kleiner (2003) studied similar topic but without any empiric data. They created a management tools model to better volunteer management in organisations.

Furthermore, some researchers studied on the motivation of the volunteers. For instance, Taysir et al. (2013), conducted an empirical study and concluded some factors influence the motivation of the volunteers. Moreover, in the study, these mentioned some other models about the motivation of the volunteers such as Altruistic model, Egoistic model etcetera. Similar arguments have been provided by Gungor and Colgecen (2013) that the effective volunteer management process should include the training and the orientation for in case of motivation of the volunteers. In addition, the study of Al Mutawa (2015) includes the volunteer motivation. He used some other researchers' theories to support his model such as Hoye et al.'s theory (2008) and Cuskelly et al.'s theory (2006). It can be said that the first objective has been achieved, based on the foregoing arguments.

5.2.2 Objective 2:

To examine how the managerial issues influences the voluntary operations as well as volunteers.

After investigate the concepts, models and theories related to volunteer management, volunteerism and non-profit organisations, managerial issues have been more clear but not enough to understand the impacts of it on voluntary operations and volunteers. For this reason, the survey which includes a questionnaire was conducted to reach more comprehensible information. The questionnaire had some questions aimed to gather information about managerial issues of the non-profit organisations from not only the volunteer point of view but also the manager point of view. Moreover, the answers of the questionnaire were addressed to influences of the managerial issues on overall operations and volunteers. For these reasons, this objective regards as achieved.

5.2.3 Objective 3:

To develop a research model using the management factors of a non-profit organisation to understand the influence of managerial issues on voluntary operations.

To develop a research model using the management factors of a non-profit organisation is important to understand the influence of managerial issues on voluntary operations. The way to reach this objective goes through the survey. In this case, questionnaire designed take into consideration of this. Thus, the answers of the survey questions contribute in several ways to our understanding of the influence of managerial issues on voluntary operations. In this way, the research model with using the management factors of non-profit organisations ensures to understand the influence of managerial issues on voluntary operations. Hereby, it can be concluded that the third objective has been achieved.

5.2.4 Aim of the Research:

The aim of the project is to examine the managerial issues and its influences on volunteers and voluntary operations of the non-profit organisation.

It can be seen from the foregoing discussions in all chapters that the main aim of the research is to examine the managerial issues and its influences on volunteers and voluntary operations of the non-profit organisation. Literature review on volunteers and volunteer management was carried out for achieve the aim of the research, also methodology was conducted to find out the best way to achieve the aim of the study. After all, the analysis was executed to demonstrate the managerial issues and its effects on volunteers and voluntary operations of the non-profit organisations. All these sections enable that deduced the aim of this research has been achieved.

After deducing that the aim and objectives set for this research have been achieved, the following sections explain the strengths and limitations of the research.

5.3 Strengths and Limitations of the Research

On the one hand there are some strengths of the study as all studies have, will evaluated in this chapter. The most important one of the strengths is the language of the searching scope. Because of this research's scope is Turkey as mentioned before, the researcher's mother tongue which is Turkish, could be seen as a strength of the research. Moreover, the Turkish language, which already known by researcher, is the most important strength for this study in case of searching Turkish databases. Another strength of the research is search strategy of it owing to the fact that the literature review includes 7 different databases and one of them is in another language, as well. It allows to the researcher more comprehensive understand the current situation of the volunteerism and non-profit organisations in Turkey due to cultural relevant.

On the other hand, there are some limitations of the study as all of the studies have. One of the limitation is there were not enough study related to management area especially in non-profit organisations to find out some models, concepts or theories for literature review. However, management in volunteerism is substitute for management in non-profit organisations. Further, another limitation is most of the research was focusing on the volunteers, but for this research it is concerning on the managerial issues of the non-profit organisations which means it focused on organisations instead of the human being. This limitation was exceeded through the focusing the non-profit organisation from the volunteer point of view. The scope of the research is another limitation for this research, as it only included the Turkish people; therefore the research's result covers only the Turkish people and cannot be applied for world-wide. Moreover, as a potential limitation of this review might be that studies published in other languages was excluded and as a result of this the scope of research became narrow.

Nevertheless, the research still has a value in the literature, as this is the first research which is conducted about investigate the relationship between volunteer management and overall voluntary operation.

5.4 Conclusion

The research used the quantitative research approach to conduct a survey which includes a questionnaire for collect the data which is required to analysis. The analysis was carried out with SPSS and was interpreted to achieve the beneficial results. According to these results, in conclusion, volunteers as the human resource of the non- profit organisations fulfils a social responsibility by contributing to voluntary activities in any non-profit organization without any expectation. However, to ensure volunteers perform effectively and thoroughly, professional volunteer management is needed. For these reasons, management style of a non-profit

organisation which includes volunteer management investigated, how it impacts on overall activity analysed and managerial issues on volunteerism examined in this dissertation.



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Appendices

Appendix 1

Volunteer Management

Personal Information

Your gender? *

Please choose ... ▼	Male ▼	Female ▼
---------------------	--------	----------

Your age? *

☐ 18 or below ☐ 19-30 ☐ 31-50 ☐ 51 or over

Your educational status? *

☐ Primary school	☐ High school	☐ Master's degree
☐ Middle School	☐ University	☐ Doctorate

Your job? *

How long have you been working as a volunteer in the non-profit organization? *

☐ Just starting	☐ 3-6 months	☐ 1-2 years	☐ 4-6 years	☐ 8-10 years
☐ Less than 3 months	☐ 6-12 is	☐ 2-4 years	☐ 6-8 years	☐ 10 years and over

Which is your volunteer unit in the non-profit organisation? *

☐ Volunteer management team

☐ Volunteer employee team

In the non-profit organisation, you are a volunteer in ... *

	Never	Rarely	Sometimes	Often	Always	The significance for operation			
						--	-	+	++
Identified potential volunteers before events begins.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Which task the volunteers will perform is certain.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Detailed information is provided about the task to be performed.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tasks are given according to the experience, skill and qualification of the volunteer.	☐	☐	☐	☐	☐	☐	☐	☐	☐

In the non-profit organisation, you are a volunteer in ... *

	Never	Rarely	Sometimes	Often	Always	The significance for operation			
						--	-	+	++
Recruit volunteers from diverse background.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Constantly open to volunteer admission.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Advertising is used for volunteer search. (printed, online, etc.)	☐	☐	☐	☐	☐	☐	☐	☐	☐

In the non-profit organisation, you are a volunteer in ... *

	Never	Rarely	Sometimes	Often	Always	The significance for operation			
						--	-	+	++
Ensure volunteers to operate within a code of acceptable behavior.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Introduce new volunteers to others.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Provide support to volunteers in their roles.	☐	☐	☐	☐	☐	☐	☐	☐	☐
The volunteer's workload is determined.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Provide opportunities or support for volunteer skill development.	☐	☐	☐	☐	☐	☐	☐	☐	☐

In the non-profit organisation, you are a volunteer in ... *

	The significance for operation									
	Never	Rarely	Sometimes	Often	Always	--	-	+	++	
The talents of your volunteers are determined.	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Thank volunteers for their efforts.	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Volunteer job is clearly appreciated.	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Provide special awards for active volunteers.	☐	☐	☐	☐	☐	☐	☐	☐	☐	
The performance of the volunteer is monitored.	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Feedback to the volunteer is made about the performance.	☐	☐	☐	☐	☐	☐	☐	☐	☐	

Are you satisfied with the way of the organization's volunteer management? *

- ☐ yes
- ☐ no



Appendix 2

Descriptives

Notes

Output Created		13-SEP-2018 15:35:59
Comments		
Input	Data	C:\Users\hiday\Desktop\Research.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	22
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.

Cases Used	All non-missing data are used.
------------	--------------------------------



Syntax

DESCRIPTIVES

VARIABLES=Identified potential volunteers before events begins

Which task the volunteers will perform is certain

Detailed information is provided about the task to be performed

Tasks are given according to the experience, skill and qualifications of the volunteers

Recruit volunteers from diverse background

Constantly open to volunteer admission

Advertising is used for volunteer search, printed online etc

Ensure volunteers to operate within a code of acceptable behavior

Introduce new volunteers to others

Provide support to volunteers in their roles

The volunteers workload is determined

Provide opportunities or support for volunteers skill development

		Theskillsofvolunteersaredeter mined
		Thankvolunteersfortheireffort s
		Volunteerjobisclearlyapprecia ted
		Providespecialawardsforactiv evolunteers
		Theperformanceofthevolunte erismonitored
		Feedbacktothevolunteerisma deabouttheperformance
		/STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.04

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Identified potential volunteers before events begins.	22	1	5	3.27	.935

Which task the volunteers will perform is certain.	22	2	5	3.77	.685
Detailed information is provided about the task to be performed.	22	2	5	4.00	.816
Tasks are given according to the experience, skill and qualification of the volunteer.	22	2	5	4.05	.899
Recruit volunteers from diverse background.	22	3	5	4.23	.685
Constantly open to volunteer admission.	22	3	5	4.32	.780
Advertising is used for volunteer search. (printed, online, etc.)	22	1	5	2.59	1.403
Ensure volunteers to operate within a code of acceptable behavior.	22	2	5	4.32	.780
Introduce new volunteers to others.	22	2	5	4.36	.902
Provide support to volunteers in their roles.	22	2	5	4.32	.839
The volunteer's workload is determined.	22	2	5	4.05	.950

Provide opportunities or support for volunteer skill development.	22	1	5	4.00	1.024
The skills of volunteers are determined.	22	1	5	3.77	1.270
Thank volunteers for their efforts.	22	2	5	4.18	1.006
Volunteer job is clearly appreciated.	22	1	5	3.64	1.177
Provide special awards for active volunteers.	22	1	5	3.45	1.101
The performance of the volunteer is monitored.	22	3	5	4.00	.816
Feedback to the volunteer is made about the performance.	22	2	5	3.41	1.008
Valid N (listwise)	22				