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Examining the Influence of Motivation on Volunteer Engagement

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Abstract

In certain cases, volunteers are a scarce resource and so need special attention. As a result, volunteers must take into consideration the incentive offered by any organization to meet its criteria in order to use their skills and abilities to their maximum potential. Most managers agree that understanding the motivations and goals of volunteers is essential. The most important problem is the role of motivation and purpose fulfillment in pleasing the volunteer and explaining the link between satisfaction and charity actions in a more full way. Improved volunteer recruitment and retention would be made possible by gaining a deeper



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knowledge of the factors that drive volunteer behavior. Due to a lack of funding, it is critical to evaluate the volunteers' level of satisfaction by looking at their motivations and the results they achieved. Workers are more capable of being flexible and delegating tasks if they are given a positive work environment and culture. The more you can trust one another, the better off you'll be at work. Employees who work in a healthy environment tend to be more productive than those who work in a toxic one.

Keywords: healthy environment; Lebanese crisis; motivation; performance; volunteers

1. Introduction

Recreational volunteerism is becoming more popular in the United States (Bruyere & Rappe, 2007; Bushway, Dickinson, Stedman, Wagenet & Weinstein, 2011; Measham & Barnett, 2008). According to Strigas, environmental groups are increasingly depending on volunteers to help them maintain and defend their programs and resources (2006). "Continuous cutbacks in manpower and money" are being faced by the national parks. Despite this, there are increasing numbers of individuals who are keen to engage in conservation efforts, such as the preservation of natural habitats, parks, and biodiversity (i.e. remove native flora). Because of the significant contribution that volunteers make, environmental groups must develop effective tactics for recruiting and retaining volunteers so that a deeper knowledge of volunteer motivation may be created (Clary, 2004). Further research on environmental incentives for volunteer staff might open up new possibilities for individuals to contribute their volunteer skills and time to conservation projects (Yeung, 2004). To better understand what drives individuals to seek out volunteer opportunities and commit themselves to them for a long length of time, Clary, Ridge, Stukas, Snyder, Copeland, Haugen and Miene (1998) believe that understanding what inspires people to search for volunteer opportunities is critical.

There has been no improvement in volunteerism since the establishment of large organizations, which was aided by the contemporary worldview (Leandro & Cardoso 2005). It has evolved greatly since its inception (Anheier & Salamon 1999). Debates on the value of volunteer labor are ongoing, and it has become a

prevalent societal phenomenon (Leandro & Cardoso 2005). Without the recognition of certain volunteers, these kinds of activities may not be able to take place (Wu et al. 2009).

It is critical to evaluate and comprehend the significance and impact of volunteers, particularly those who work in healthcare facilities, as well as the possible influences on their job. Non-profit organizations, if they are able to retain their current members, will be able to increase their performance and obtain a competitive edge (Dávila 2002; Skoglund 2006)

Non-profit organizations may improve their volunteer recruiting and retention efforts using this strategy (Dávila 2002; Hidalgo & Moreno 2009; Huber 2011). Volunteers play a crucial role in hospitals, however their importance is underappreciated, as seen by the lack of information available on hospital volunteers (Wymer 1999).

In certain cases, volunteers are a scarce resource, necessitating extra attention (Vecina et al. 2009). Since each firm provides an incentive for its employees to meet its standards, it is imperative that volunteers use their abilities in a way that maximizes their motivations (Clary et al. 1998; Stukas et al. 2009).

If volunteers' motives could be better understood, it would simplify the definition of work and make it easier to keep volunteers engaged (Finkelstein 2008). (Trogdon, 2005).

Because there is a lack of financial help, it is important to examine the motivations and accomplishments of the volunteers to determine their level of happiness (Vecina et al., 2009). The ability to understand the motivations and aspirations of volunteers is widely acknowledged as a key component of effective management (Ralston & Rhoden, 2005). In order to satisfy the volunteer and provide a more thorough explanation of the link between pleasure and charity actions, it is necessary to examine the impact of motivation and purpose fulfillment.

This paper's goal is to find out what factors, namely the volunteers' own internal and external motives, have the most impact on their level of satisfaction throughout the study process. Afterwards, the research and results will be reported.

The purpose of this study was to identify the most important reasons why conservation volunteers devote their free time to the cause. Environmental behavior, satisfaction with the volunteer holiday program, and the willingness of respondents to participate in the study were all factors considered, as were the extent to which both the motivational variables and overall satisfaction contributed to the respondents' intention to continue volunteering locally.

Clary and Snyder (1999) studied the function of incentives in the recruitment and retention of volunteers, and this paper builds on their findings. They found that incentives play an important role in both the recruitment and retention processes. Based on Clary and Snyder's study, Ryan et al. (2001) looked into the relationship between environmental volunteer intentions and the influence of philanthropic work on environmental attitude and behavior. According to these studies, the primary motivations of volunteers are oriented on serving the greater good of the community, literacy, strategic planning, arts and culture, and introspection.

In further study, environmental education and learning were shown to be the best and most "justified" measures of environmental preservation programs (Ryan et al., p. 637). Ryan et al. (2001) was the subject of Bruyere and Rappe (2007), who investigated environmental volunteer motivations. Participants in the field of biodiversity and natural resources were able to identify and assess the reasons for their effort.

Many other reasons exist for becoming a volunteer, but "benefiting the world" was shown to be the most important. In general, very little study has been done on the topic of encouraging volunteers for the sake of fun. However, little work has been done on volunteer holidays, which permits people to join an organization and raises retention rates (Bruyere & Rappe, 2007; Holmes, Smith & Baum, 2010; Lockstone-Binney et al., 2010).

Because there have been so few studies on what motivates volunteers, it is critical to learn all we can about what draws and keeps them on board.

Volunteers are critical to conservation efforts, and conservation groups must have an active recruitment and rehabilitating process in place. A week on the public lands of the United States may cost hundreds of dollars, and many outdoor recreation and environmental groups like the American Hiking Society provide the chance to do so.

A lot of time and effort is put into these volunteers, but not nearly enough is being done to uncover their true motivations (Bruyere & Rappe, 2007: 505). When creating services, firms must take into account the joint benefits and demands of jobless workers. Voluntary schemes would improve the ability of organizations to recruit and retain volunteers (Bruyère & Rappe, 2007).

1.1 Statement of the Problem

This research aimed primarily at identifying voluntary vacationers' motives and environmental attitudes and evaluating the connections between their enthusiasm for volunteer work and their happiness with the voluntary holiday experience. The second aim of this study was to recognize the voluntary holidaymakers' readiness to work again in their local community with supporting organizations and environmental initiatives.

2. Reward System in Volunteer Organizations and Performance

Fisher (2003) claims that the researchers have fascinated decades in searching for the relationships between job satisfaction and job performance. The Human Relations Movement in the 1930s involved other early thinkers such as Herzberg, who believed that promoting cooperative values would result in improved efficiency. However, this idea shifted as people who performed were found to feel more pleased because of the enhanced incentives they got.

Nevertheless, the motivation of volunteers will not be financial benefits, according to VSO's (2003). Volunteers do not receive a paycheck by the end of the month as workers do. Organizations also ought to establish specific incentive mechanisms, unlike most volunteers, for people who serve with them. This may also be claimed that for various purposes, human beings carry out unpaid service. The foundation of reward systems is concepts of organizational punishment, which claim that volunteer workers be recompensed to discourage the actions they are disciplined for. Therefore, volunteers are more inclined to produce good performing work if they are compensated for not creating a mistake. When volunteers are punished for the amount of work performed, the performance can be decreased, and volume can be increased. Ultimately, because they are not praised with right actions, they are asking to get positive behaviour. Award schemes of organizations, which recruit, maintain and inspire volunteers in the path they want to go, are accessible to administrators. Although volunteers may not earn monetary benefits, they must

be encouraged to participate in voluntary programs that will satisfy their essential needs (Kreitner & Kinicki, 2007).

Bad volunteer efficiency is costly for any organization utilizing volunteers of this kind in addition to the cash expenses, including staff inside the organization. Through supervision efforts, training costs, variables such as the volunteer bureau, areas which can prove valuable include staff time. If the volunteer struggles to cover these expenses, the expenses of the service are quick to infer that the volunteers greatly exceed the rewards of working in the community (Jitolee, 2006). Nonetheless, several volunteer administrators have little effort to look at how their volunteers should be motivated. There are many explanations for this. It may be treated as a non-essential activity because volunteers obviously would quit the organisation early or might take the stance that encouragement will not be an issue as a volunteer has proposed.

Kritner and Kinicki (2007) say that most managers are low on how to cultivate and encourage their volunteers to boost their performance. In grind-out, volunteers try preset outcomes, severe melting and tired and alleviated when it's over. Organizations utilize varying expectations and opportunities to enforce conformity with approved strategies and assume this is the only or the only way to produce outcomes over time. Such measures have a substantial degree of continuity and burnout (Etzion, Eden, & Lapidot, 1998). The high-performance model aims to achieve fast, seamless and enthusiastic volunteers when all is made better than anticipated. For less work and less tension, the company will produce even better and more efficient results. The problem of performance breaks that can be defined as the difference between what people do now and what you would like them to do is closely connected by performance.

It is fair because of the human aspect that the morale of volunteers since they serve work for many reasons including:

- Acquiring knowledge,
- Rebuilding culture, and
- Discovering something different.

Organizations should, therefore, not instead rely on implementing positive incentive approaches. In this absence, organisations will see shifts in volunteer

behaviour, such as decreased morale rates, reduced task participation, and lack of engagement Which will impact the organization's success in meeting its goals.

Jhonny (2007) claims that the opportunities to empower volunteers are no longer enough. Consequently, several companies depend on non-financial rewards to motivate volunteers. Various researches in this area has, however, concentrated primarily on the Western developing countries, for instance, Yany (2008) conducted a research which focused on the impact of voluntary work on success in developed countries in Kenya through organizational incentive activities.

2.1 Performance Appraisal

Every management determines the volunteers expectations and priorities. Volunteers would then be able to determine how effectively they have done their job to reach their goals to priorities. Throughout addition to self-assessment, participants will also seek positive input on professional development from their employers or superiors. Volunteer success in organisations is typically assessed by daily success assessments.

Yet the idea that a performance evaluation has a significant effect on volunteers' engagement and results is missing. There are three kinds of success assessments in compliance with Chen & Silverthorne (2008), i.e.

- An estimation dependent on deliverable volunteer production. During the course of a time, his boss measures the effectiveness of a volunteer.
- Evaluation by the Director in the case of the collaborative effort for specific objectives when relating it to his colleague or subordinates.
- Self-assessment, whereby volunteers define and evaluate against their own goals and priorities.

An employer typically establishes an arrangement with the volunteer that sets out and is informed on a daily basis of every of the planned volunteer priorities, targets and assignments. It should be remembered, though, that the above-mentioned arrangement is not a non-financial incentive to voluntary engagement and success but a standard organizational practice. One analysis review showed that assessment systems were a significant challenge for both administrators and

volunteers. They said they don't like the mechanism and that this is also a dreadful job in their working calendar (Cuneen, 2006).

This begins with a normal bureaucratic method in most situations when the supervisor and the volunteer engage in a brief dialogue, reiterating the same goals and targets, while ignoring the key purpose of the operation, i.e. enhancing the efficiency of volunteers. According to Coens & Jenkins (2000), even in the basic design and setting of the plan are major issues. Winston (1997) suggested in his analysis that the assessor should be adequately competent to perform the appraisal process, and the evaluation method should be so structured that transparency, quality and efficiency may be defined by means of incentives. From now on, more work may be inferred to see if performance evaluation is a not-for-financial reward for volunteer engagement and efficiency, but certainly a strong method for success calculation.

2.2 Job Security

Employment stability is a feeling of confidence of maintaining their present work in the business and therefore a feeling in long-term preservation in this position. There are numerous variables relating to a volunteer's sense of work satisfaction. Wages, social growth and decent working environments for themselves and their communities for example. Owing to the current economic crisis, though, there has been a frequent shortage in staff, which may also lead to fusions, expense reductions and overhead shortage.

Job security often impacts volunteer's psychological output and even the manner in which a volunteer has a work vulnerability (Rizvi et al, 2012). In line with Sekhar et al (2013), health in the workplace helps a volunteer to strive towards achieving targets and objectives as the assured benefit has a beneficial influence on the way of life and increases efficiency. Work about whether health at work is a non-financial motivator remains unreported.

Nevertheless, according to Leung (2009), as volunteers have a sense of stability in their work, they are engaged in spending more time, more energy and long-term dedication to the management that can also be considered voluntary encouragement and efficiency.

2.3 Relationship between Volunteer Motivation and Volunteer Performance

Examples above on Google and Virgin demonstrate the high level of motivation for volunteers who are happy and satisfied in their jobs to work to achieve objectives and objectives, thereby improving their performance. Volunteer efficiency can also directly impact the profitability and effectiveness of organisations. There are, thus, strong associations between inspiration and volunteer service.

This should be remembered, though, that both financial and non-financial influences give rise to incentive for volunteers and therefore boost results. There is a lack of evidence in relationships that mainly motivate financial and non-financial factors, because research results have been mixed answers.

If there is a loss of motivation contributing to demoralisation, volunteer efficiency is adversely affected. If a volunteer has a clear objective and is motivated, he would work efficiently to effectively achieve his / her goals and goals. This helps in the creation of both volunteers and organizations. Motivation and success are strongly associated as Lathan & Pinder (2005).

According to the researchers, the management is responsible for identifying the necessary motivational variables and for using them to motivate the volunteers who have a direct impact. When an company is able to correctly recognize motivating causes, management may develop successful motivating strategies and assessment processes for results. For strong case studies, Virgin, Google and Mattel suggest that the non-financial rewards are used primarily to participate willingly and not simply to retain volunteers. There is therefore a positive correlation between the motivation of volunteers and the performance of volunteers.

2.4 Motivation for Volunteerism and Outcomes: The Influence of Volunteers' Age

Research on motivation in general and their extension to practice are numerous. However, there are less detailed studies on voluntary motivation, and their results suggest that observational analysis needs to be extended. .

Omoto and Snyder (2018) researched the volunteer mechanism taking into the individual interactions and consequences of voluntary service and their reaction

with economic, behavioural, as well as social and operational dimensions. Instead, Clary et al. (2018) followed a functionalist perspective that individuals might and perform the same behaviour to fulfill the same psychological purposes or to meet specific motivations. Diverse classifications of driving job attitude have been recommended according to the functionalist method, one of which is beneficial for volunteer work and distinguishes between personal development and motivation. Individual development motives determine the value or desire of assignments relevant to success and mastery.

Finally, some scholars included security factors, which included steps in determining whether or not the content and physiological criteria relevant to the common benefit, such as financial and non-financial incentives. The research has proposed that motivational practices will inspire volunteers to start their volunteering work and that volunteers that are more driven to stick with their efforts and become satisfied.

Some studies have suggested during the last decade that motivations of volunteers are flexible and vary depending on their age, which leads to increased motivation and declines over time.

Although there is no evidence in the volunteering service, a general trend to improve social incentives with age exists. At the same time, development and health motives decline with more volunteers.

Westerman and Yamamura (2015) proved that variations in the match between younger and older workers have greatly predicted outcomes for jobs. Fitness linked to development reasons often influenced job satisfaction and the desire for younger but not older employees to stay within the organization, while for older staff it was a reliable indicator of work satisfaction for older, though not for younger, employer-based social motivations. This awareness is significant, as age may play the same position as functionalism since the avoidance of younger and older volunteers becoming inspired differently and thus may be prone to similar happiness or emotional exhaustion for specific reasons or a life-long strategy which aims to forecast for a successful adaptation.

2.5 Extrinsic and Intrinsic Motivation

The research covers paying and unpaid media, poverty reduction service and family planning facilities and fire services (Pearce 648). Pearce (1983) researched

the role of staff and volunteers in similar jobs. Pearce studied one company for each of these classes, primarily employed by volunteers and entirely employed by paying staff. The subjects were not just students at universities. Pearce explored themes of inspiration and disposition concerns regarding their job. The worries about motivation regarded the metrics of "intricate," "financial" and "business jobs" and the variables for the workforce linked to "volunteer satisfaction," "want to quit" and "role deserving of appreciation" (Pearce, 2018). The study examined the "intrinsically motivated" and wondered how important the function or activities of the participants were. "There has been evidence that demonstrates that the volunteers who do the same jobs as their paid workers appear that claim that they are striving for social benefits and giving more incentives than paid staff to others (Pearce, 2018) and to volunteers who are even more commendable. The bulk of the volunteer association is presumably extremely pleased (Schaubroeck & Ganster, 570).

Related research has been conducted by Schaubroeck and Ganster (1991). They argued that "control of the effects of affecting voluntary involvement would eliminate the link observed between intrinsic satisfaction and voluntary action" (Schaubroeck & Ganster, 580). We claim that while satisfaction is usually considered a criterion for dedication, their data indicate that involvement with the purpose of the party of which it contributed might be more relevant for prediction than remuneration.

The "Extra Function Pro-Social Organizational Behavior," EPSOB, was examined by Schaubroeck and Gangster. EPSOB implies only additional tasks that representatives of an association are asked for outside the usual position that the agency serves. Those who became active in telephone outreach efforts for community and fellowship/composition groups became college students (Schabroeck & Ganster, 2018).

The association between satisfaction and engagement is usually called causality in nature (Schabroeck and Ganster (1991), according to Batheman and Strasser (1984). Giving us an inherent influence of fulfillment on our criteria of EPSOB along with an impact of affective engagement, as the satisfactions and aspects of jobs in paying organizations (organ of 1988) are seen as a critical determinant of job satisfaction and the methodological and philosophical discrepancies between satisfaction and dedication are of a minimal nature (Schaubroeck & Ganster).

The findings showed that there is a very strong positive influence on commitments among public service employees, but there was no voluntary engagement amongst the Member States (Schaubroeck & Ganster, 2018). That is important because "if the commitment is important only as it is of greater importance because it has a more general positive effect, then commitment in all types of organisations should have been linked to volunteering (Schaubroeck & Ganster, 2018). Studies have been carried out by other researchers that support these conclusions.

3. Methodology

3.1 Target Population

Volunteers in Beirut District Hospital and Quality Health Care Facility are focus community for this research. Hospital X has around 215 volunteers.

3.2 Instrument for Data Collection

In order to collect details from respondents, standardized questionnaire was used. It becomes less expansible and allows respondents a greater sense of privacy so it can improve the addressing of sensitive questions; the researchers are therefore less intrusion and less time intensive. This data collection technique offers more detailed responses to critical issues. While the questionnaire has a range of advantages like each of the previously listed factors, it has a specific drawback that the response rate is small (Kidder & Judd, 1986).

Further questionnaires were issued than were required to resolve the condition. A more popular issue with questionnaires is that they do not require an in-depth analysis. However in this research, this was not so much a concern, as the main purpose was to decide how staff viewed it.

Open-ended questions are meant to ask the respondents about their own opinions on the issue under discussion. It encourages respondents to talk about a question and to explain their responses. Open-ended questions make it much simpler for respondents to feel part of the research and allow them not only to relate their experiences, but also to express their opinions, thoughts and concerns. This research also helped to classify incentive services offered in public and private health facilities in the light of answered questions. Containing questions, on the other hand, allow respondents to select their views on the topic under

consideration from a variety of responses (Cresswell, 1994). The questionnaire consists of two sections.

The first section (section A) includes a series of questions aimed at taking the demographics of respondents such as age, marital status, work experience, education and the occupation of respondents into account.

The second part (Section B) consisted of a number of questions which were used to determine the motivation and satisfaction of workers as well as the factors which actually motivate them.

A sample of three variables from previous research was taken from the literature review and the respondents were listed as having an effect on whether each factor is relevant for them to motivate them to do their work.

Validity and reliability problems must be addressed in any quest. Although the integrity of the data-collection method guarantees whatever the study aims to calculate, precision implies that by applying a testing technique in another field, the measurements and conclusions drawn will be similar.

Human requirements are diverse and evolve with time, and subsequent studies can or may not yield the same outcome as in this report. This does not, however, preclude the precision of this report. A pre-tested questionnaire was used to determine which questions were straightforward and comprehensible in this sample. Things considered to be irrelevant have been omitted and those not completely obvious have been updated. Reis and Judd (2000) note that pre-testing an instrument helps in assessing whether questions are clear and understandable by identifying ambiguous or difficult to comprehend questions and questions that although are understood by the respondents, are interpreted differently than what the researcher intended.

3.3 Sources of Data Collection

Secondary and primary data were the main data sources used for the study. Books, papers, internet (published and unpublished documents) and the records of the medical facilities were used to collect documentation (Gaur and Gaur, 2006) or secondary info. Primary data were obtained from the Questionnaire.

3.4 Data Collection Procedure

It is generally difficult to access the research and even convince people to take part in the study (Cresswell, 2013). In order to meet this challenge, an introductory letter was received from the Department of Sociology and submitted to the hospital administrators. The data collection was performed once permission to conduct the study was granted.

Four (4) health volunteers in other hospitals had already pre-tested the questionnaire and the correction was made. The questionnaire was self-administered and distributed at the respondents' place of work. Both volunteers were eligible at the time of the analysis and were willing to engage in the 'inclusion test' (Ramasodi, 2010). The intent of the analysis was conveyed to the respondents and guidance on how to address questions were given.

The questionnaire cannot be used explicitly by the respondents, even despite the poor degree of schooling of certain respondents. Therefore, the methodology of questionnaires' used to pose questions and document the responses (Acheampong, 2010) has been a feature of the researcher's work.

A mixed methodology approach had been implemented to study both the points of views of managers and volunteers at the same time.

The research implemented a mixed methodology approach throughout collecting the data using google forms technique. The questionnaires had been distributed over 200 respondents, however only 100 respondents filled out the questionnaires and the data will be analyzed using the SPSS statistical tool for hypothesis validation.

As for the interviews, it had been done with five managers to study the impact of motivation on the performance of volunteers.

4. Results

4.1 Descriptive Statistics

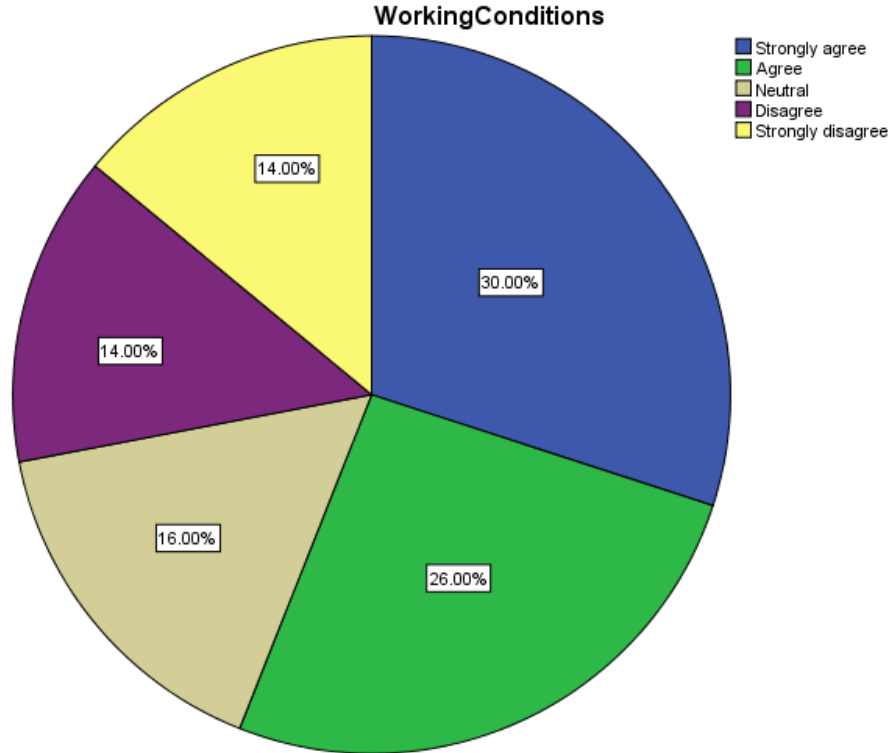


Figure 1. I'm okay with my present working conditions

Thirty percent of those who saw the graph strongly agreed that their existing work arrangements were fine, while 26 percent agreed.

In actuality, 16 percent of respondents said they preferred their existing working circumstances, 14 percent disagreed, and 14 percent strongly disagreed.

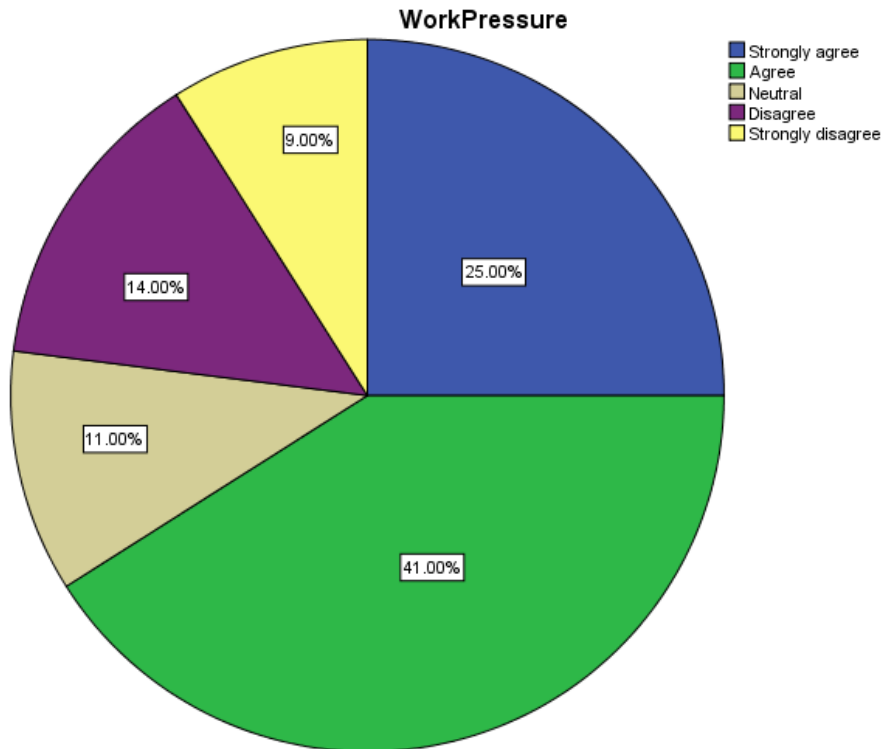


Figure 2. Work pressure puts stress on me

25 percent of respondents said they were stressed out at work, and 41 percent agreed.

In contrast, just 11 percent of participants said they were supportive, 14 percent disagreed, and 9 percent disagreed severely with the stress of the workplace.

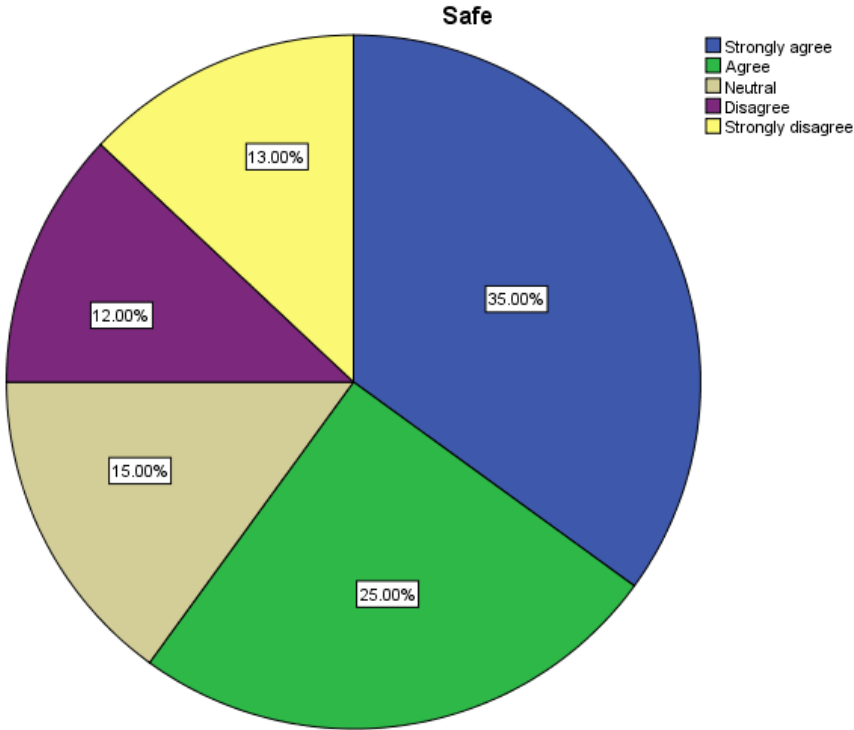


Figure 3. I feel safe at work

Three-fifths of those polled had a strong sense of job security, while a quarter expressed a strong sense of workplace wellness.

Instead, 15% of those polled said they were indifferent, 11% said they disagreed and that they did not feel comfortable, and 13% said they strongly disagreed.

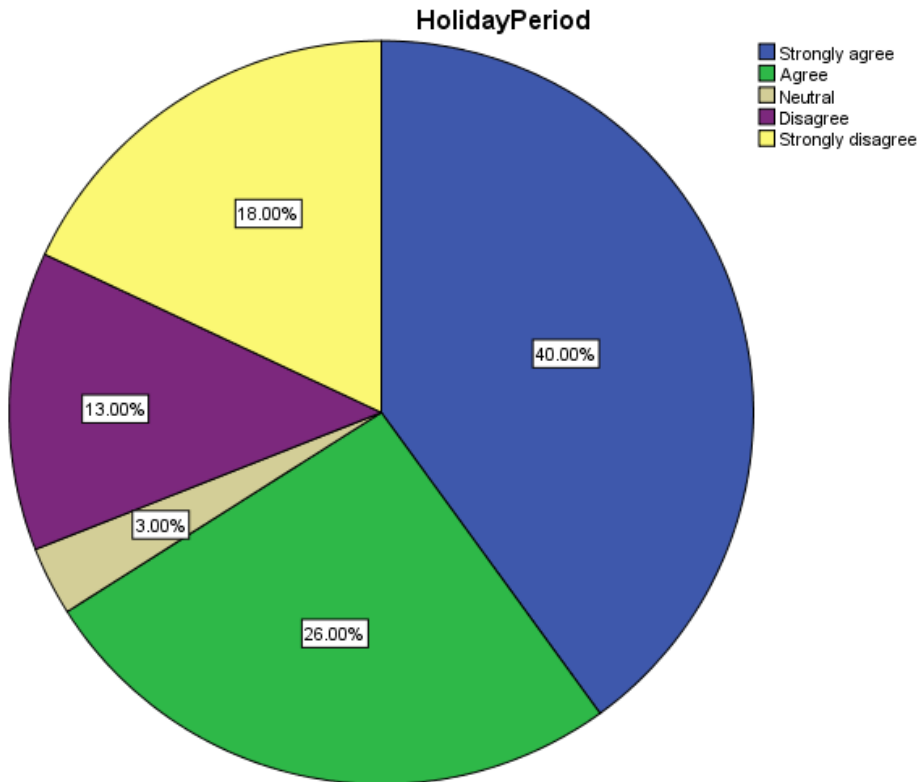


Figure 4. the company provides me with adequate leave and holiday period

According to the graph above, 40% strongly agreed and 26% agreed that they should be given appropriate vacation and holiday time.

While just 3% of those polled indicated their support, 13% said they disagreed, 13% said they were denied enough time off, and 17% said they were completely against,

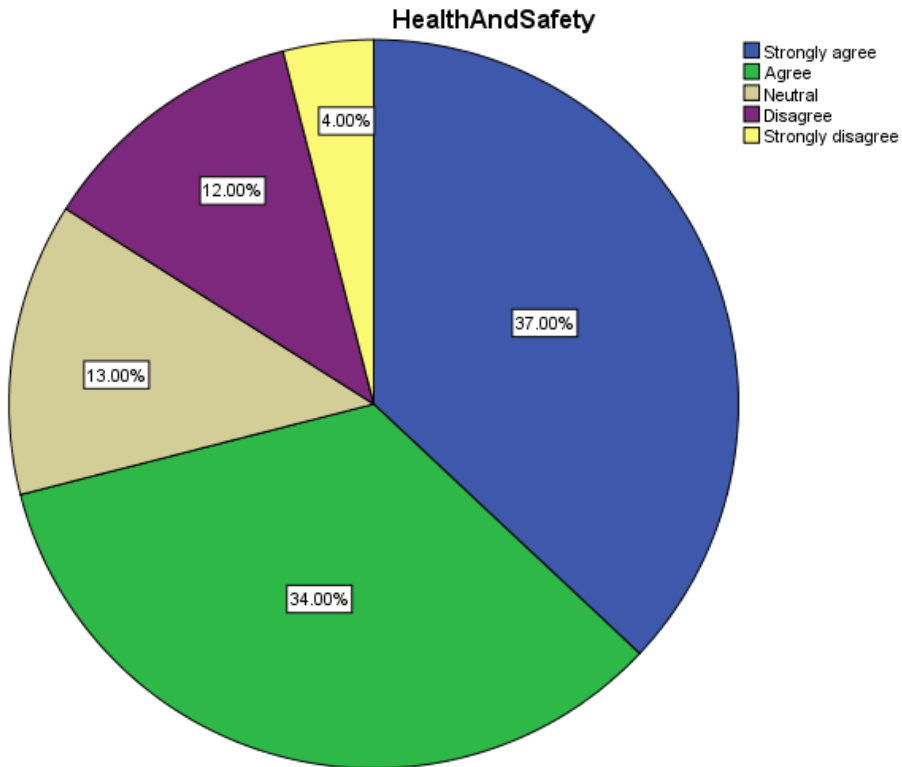


Figure 5. My company does a lot as regards the health and safety of its employees

Respondents strongly agreed that the company cares a lot about its employees' well-being, with 37% saying they agreed and 34% saying they agreed. According to the graph shown above

Thirteen percent of respondents were indifferent, 12 percent disagreed, and thought that the corporation would do little to protect its workers' health and safety, and four percent disagreed vehemently.

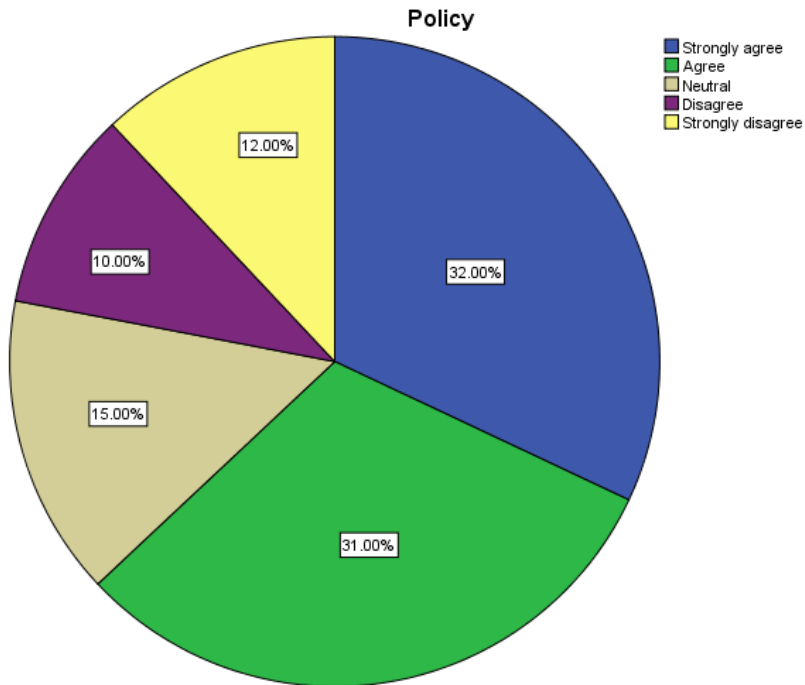


Figure 6. My company has a training and development policy applicable to all employees

A training and development policy for all employees was recommended by 32% of respondents, and this was agreed upon by 31%.

Instead, 15% of participants responded neutrally, 10% disagreed and proposed that the company did not have an applied training and development policy, and 13% disagreed strongly with all employees

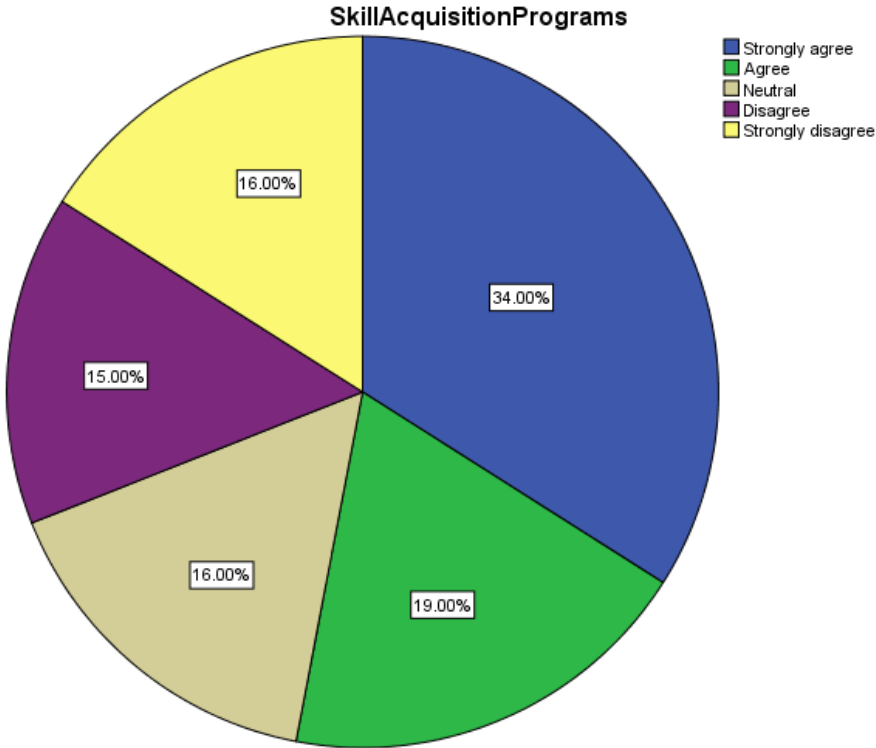


Figure 7. I have attended skill acquisition programs sponsored by the company

34 percent of respondents agreed to take advantage of company-sponsored professional development opportunities, while 19 percent made a verbal commitment to the above-described plan.

Those who disagreed strongly with the company-sponsored training program were 16 percent, those who were indifferent were 15 percent, and those who were neutral were 16 percent of those who took part in the survey.

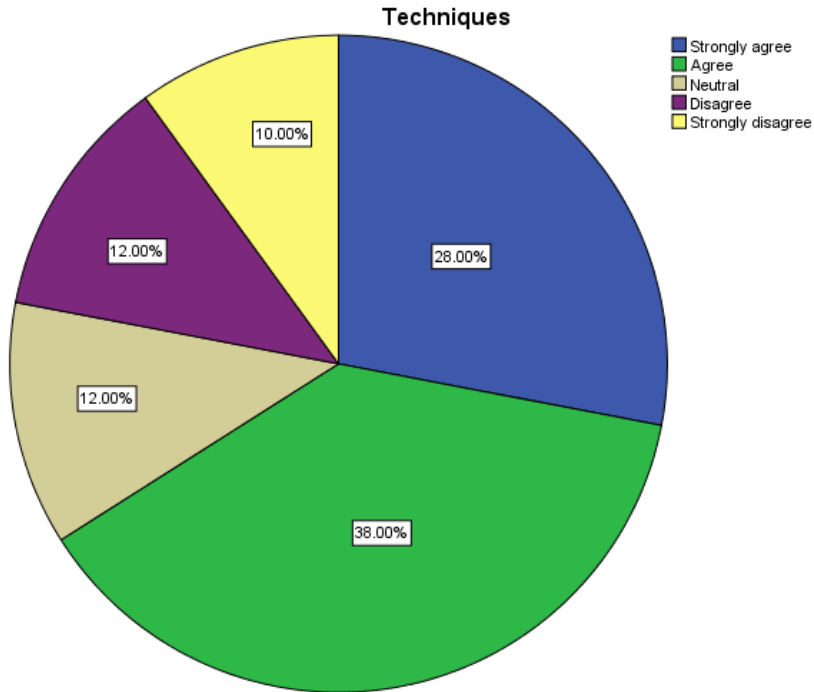


Figure 8. Supervisors support the use of techniques learnt in training that employees bring back to their jobs

28 percent of those polled agreed that managers should encourage employees to use preparation tactics that they develop as part of their jobs, while 38 percent agreed.

While 12 percent of the participants were indifferent, 12 percent disagreed and stated that supervisors would not accept the use of training approaches that workers bring back to work, and 10 percent strongly disagreed.

5. Findings

The research shows that workers feel satisfied whether they are recognized at work and are empowered to make choices to fulfill the duties assigned. Another result was that workers satisfy themselves when NGOs provide a chance to expand anywhere they choose to fulfill their personal wishes and be pleased with their employers' management style. Again, workers are not satisfied with the way they

have been trained in operation and the kind of cash reward that is a cause of unhappiness.

The study shows that the qualification influences the success under the determinants of volunteers' performance, meaning the fact that if you go to an acquisition with any degree of skill, it improves your capacity to deal in all other aspects. The research also indicates that experience will increase the efficiency of volunteers and that the longer the amount of years, the better the performance. The working climate is another driver of success and according to the study results the kind of pay plan provided to volunteers (financial and non-financial) influences its performance. Employment protection influences success whether staffs are informed of a danger to their jobs; obtain assistance from other staff; age and health; and expectations for retirement and other benefits all determine performance.

6. Conclusion

The study shows that workers agree that jobs and advancement in the organization have a major impact on success. This means that management must make sure that promotions are reasonably handled in the organization to encourage regularly successful workers. An additional result shows that progress and accountability influence efficiency. The appreciation of job performed, salary, working arrangements and the interaction between executives and subordinates have a greater impact on the success of workers.

6.1 Limitations

There were several constraints encountered by the study and the following are listed:

- The study simply adopted a quantitative approach without taking qualitative methods into account. The quantitative methodology aims to collect data from a large sample, with the objective of the qualitative methodology, to carry out in-depth interviews to study their opinion on motivational impact on employee performance with the specified sample.
- Due to short time constraints, the amount being presented is deemed small. Because of anonymity and the shortage of information in Lebanon,

the researcher couldn't get a sufficient number of samples and some departments declined to provide details or to answer questions.

- Many respondents either declined to address the questionnaires because of security problems, or they might have answered inadvertently, whether they fear losing or dislike their supervisors over the long run.
- Minimal time because certain respondents did not waste time filling out the questionnaires, since they had been tasked with completing their job during the day, and several respondents answered the lunch break questionnaires.
- The research dealt with the variables specified. There are many other considerations, including salary incentives, talent acquisition, success evaluation and several more systems which can be introduced, which may affect employee engagement in the workplace.
- Work is deemed very broad because, without taking into consideration a specific case report, the Lebanese banking sector was commonly regarded. Nevertheless, owing to the time limitations, it is difficult to explore all facets of the study.

6.2 Recommendations

It is highly recommended to implement the following in further studies:

- Conduct quantitative and qualitative processes in order to preserve accurate information and research managers' opinions on the influences which may have an effect on the morale of staff in the working atmosphere. It will be achieved by conducting extensive interviews with executives inside organizations to gather data and administering a survey through broad populations to ensure data collection and interpretation was reliable.
- Discuss a particular case study of different departments to using a similar case study to discuss a larger number of samples. It lets the study remove the survey question and holds data from a larger population and a deeper view into the idea of encouragement and its effect on workplace efficiency.
- Address new variables such as compensation benefits, rapid tracking programmes, performance assessments and retention strategies for employees.

- Application of management programs to promote and attract skilled employees in the workforce. It will allow administrators to decrease staff turnover, and thus rising recruitment and payroll expenses of employing new workers.
- Lack of motivating understanding in the Lebanese sector because most companies have principle and not reality motives, that's the key explanation of the high attrition levels of workers, as motivational techniques fail and are not applied in the workplace.
- The shortage of the workplace recruitment and growth courses, forcing skilled workers to leave to pursue a new opportunity to implement their talents to progress their careers.
- Absence of occupational benefit gains while workers in Lebanon earn just financial rewards. Nonetheless, that is unfair as workers have multiple demands to be fulfilled. Others require financial incentives, for example rewards and some include non-financial benefits, for example promotions and recognitions.
- Study managers' point of view and suggest ways to increase workplace motivation and leadership skills to reduce turnover and boost productivity

6.3 Contribution to the Theory

The study refers to individuals identified as volunteers operating voluntarily without anticipating compensation and benefiting others (Cnaan et al. 1996).

Their analysis extends the principle of the management practice. This contribution falls into a study stream that allows management ideas that extend to a non-profit and charitable based entity to be included and modified, as current analysis has not taken this concept into consideration, yet rather exclusively focuses on the business sector (Cuskelly et al. 2006).

Secondly, the study has advanced theoretical claims that parallels management experience should classify voluntary retention, a claim that has not received nearly any interest.

This initiative will enable charitable organizations, for example ongoing encouragement, preparation, assistance, recruiting, and promote successful results, to keep charitable staff longer than it is currently done by enhancing their management processes and acknowledging participation.

Thirdly, evidence indicates that, in the exchange between the volunteer and the charitable agency, volunteer happiness is important if the role of management experience is to be successful in the retention of volunteers.

It is suggested that if volunteer motivation is increased by sufficient appreciation and incentives, then volunteers are likely to stay with the organization for longer duration. This action of volunteers and charitable groups may illustrate the position of the philosophy of social interaction and HRM philosophy.

Previous study was mostly mainly used as a principle of social exchange (e.g. Pauline 2011) or as a justification for HRM. In the sharing of voluntary literature, fusion of two divergent hypotheses describes the corporate and person actions and forecast retention utilizing management practices.

Third, study has combined factors relevant to social interaction such as incentives, recruiting and appreciation with happiness and encouragement, which are important psychological constructions that have an effect on volunteer employees and on their potential intentions (Pauline, 2011).

In particular, analysis should not attach itself to a particular background, enabling the generalization of results in different situations where the participants are concerned to be modest. This claim has been reinforced by the idea of generalists and specialists. Although volunteering is often seen to have several different roles and therefore integrate into multiple organizational frameworks and cultures, the literature has not offered any systematic description about how such a beneficial tool should be maintained.

It claims that the correct incentive will be given by the required interactions between voluntary agencies and participants, thus rendering them more fulfilled and remaining longer with the organisation.

The research eventually allowed the classification of HRM correlations to be enhanced. Management theory is used in companies to base HRM activities more strongly in charitable organizations to clarify high-level HRM practices while literature does not talk regarding the universal collection of those practices. This study performed a quantitative review of management strategies that volunteer organizations should adopt thus maintaining a longer stay for volunteers in a business.

Although it does not display the current best strategic practices that a voluntary agency should adopt in the field of preparation and service, success management and rehabilitation, at least three associations have been identified through factorization and have incorporated the variables described as influencing volunteer retention. The exchanges between the charity and volunteer organization, and hence influence the volunteer behavior to remain longer with the organism, will help this checklist of management activities.

Although not supported by the results of Cuskelly, it was noted that the incorporation of mutual encouragement and happiness as psychological buildings and mediators was likely to continue to provide a new reason as to how the sharing conditions of preparation and care, acknowledgement and performance management could enhance volunteer retention.

6.4 Theoretical Implications

The theoretical model developed by the researcher gives an explanation of the relationship between voluntary management experiences as determinants of voluntary retention, the dependent variable, and provides a new way of explaining how such activity of voluntary management might be connected to voluntary retention on the basis of cross-sectional analysis.

The study model introduced by Cuskelly et al. (2006) has been extended by the model developed in this report. The model created by Cuskelly et al. (2006) was again evaluated and showed that there is no statistically relevant association between management practice and voluntary retention. Cuskelly et al.'s (2006) model was updated using the principle of social interaction and MRH.

In comparison, unlike Cuskelly et al. (2006) who studied their concept in the area of sports volunteerism have been evaluated in a context-free setting. While only two associations in the voluntary management practice, namely preparation, influenced the retention of volunteers, were identified in the research findings provided by Cuskelly et al (2006), three correlates of volunteer management have affected voluntary retention, although indirectly.

Thus it has been observed that three significant correlations of voluntary administration, namely voluntary development and assistance, voluntary management, and volunteer acknowledgement have indirectly affected preservation of volunteers in relation to the results of Cuskelly et al. (2006). The

usage of variables – voluntary engagement and volunteer happiness in the partnership between the volunteer management and voluntary retention – is a major contrast between the paradigm established by Cuskels et al. (2006) and the one produced in this study.

The voluntary management activities of Cuskelly et al. (2006) refer directly to voluntary retention, while the accompanying study methodology relate directly to the engagement and fulfillment of voluntaries, which in turn tend to do with the retention of volunteers. Such a divergence was considered appropriate to strengthen the principles suggested by Cuskelly et al. (2006) as established literature revealed that the relationship in volunteer management activities defined by Cuskelly et al.

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