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Preventing Volunteers from Leaving Nonprofit Organizations

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Walden University
2022

Abstract

Preventing Volunteers from Leaving Nonprofit Organizations

by

Maurice Arthur Thorpe

MS, Louisville University, 2016

MS, Trident University, 2012

BS, Excelsior University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2022

Abstract

Increasing volunteer turnover hinders nonprofit organizational leaders' ability to promote transformative changes within local communities. Grounded in the Herzberg two-factor theory, the purpose of this qualitative multiple case study was to explore strategies leaders in African American-centric nonprofit organizations employ to volunteer turnover. The participants comprised five leaders from African American-centric nonprofit organizations throughout Washington, DC, District of Columbia, Maryland, and Virginia, successfully reducing volunteer turnover. Data were collected through semistructured interviews and organizational documents. Yin's five-step process was used to analyze data. Three themes emerged: open line of communication with the leadership, establishing and meeting expectations of volunteers, and clarifying roles for nonprofit volunteers. A key recommendation is for nonprofit leaders to assign volunteer roles synonymous with altruistic motives. The implications for positive social change include the potential to reduce crime, increase social-economic status, and increase unity throughout African American enclaves.

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Dedication

To God be the glory for, without Him, my journey in this program would not have been possible. Continued expressions of gratitude and thankfulness are warranted for the unlimited encouragement of my parents over a lifespan of 53 years. No measure of success would have been possible for this academic journey without their unwavering support. For these reasons, my research and the outcomes of this study are primarily dedicated to Joyce Carolyn and Melvin McArthur Thorpe. My brother Anthony Dant'e. Thorpe and my children Corri, Carolyn, Chantz, and Christol have also dedicated their lives to the service of others and for that I celebrate and commend them on their life's journeys. I dedicate my study about service to them as well. Lastly, two shining stars with bright futures in front of them, Nyah, and Tavia, the world is yours to mold should you decide to do so. I am blessed to be your uncle and cannot wait for you to chart the course for your success in the for profit, or nonprofit industries. In closing, I pray the contributions of my study to the nonprofit industry will serve as a continuance to my Families life's work.

Acknowledgments

Surmounting challenges such as retirement from military service, the pandemic, and unexpected life changes may have prevented the completion of this study into the nonprofit industry. If not for my faith providing me strength to overcome vulnerabilities, success at Walden University would not have been possible. My parents, brother, and extended family remained my rock during this entire journey. I am grateful for their support.

The staff at Walden University played an instrumental role in providing pathways to explore the nonprofit industry. My academic chairs, Dr. Ronald Black, Dr. Stella Rostkowski, and Dr. Judith Blando demonstrated patience, which helped overcome chokepoints. The Chairs insight and focus on assessments and expectations allowed for concentration on the framework and design of the study.

Jackie Robinson a baseball player and later civil rights leader once said, "A life is not important except the impact upon another." I am thankful for the impact my Personal Learning Network made upon me. My personal learning network, Dr. Auriesheaua Bell and Dr. Wendy Lindsey proved phenomenal. Collaboration with these two in the personal learning network simplified the task and spurred the energy to complete this research. Remaining open to constructive feedback was sometimes difficult but, was a pathway to success. Having friends and peers in my corner helped tremendously.

It was not easy to identify colleagues who traversed similar journeys, understood the doctoral process, and wanted to share their expertise. Clearly, from the onset, Dr. Tiffanie James Parker had the end goal in mind. Dr. James Parker is a professional who is passionate when sharing her expertise and offered significant insight.

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Section 1: Foundation of the Study

Nonprofit organizations add stability to African American communities (Sharkey et al., 2017); however, voluntary employee turnover is problematic to nonprofit organizations, especially those that rely on human capital and donor labor to deliver services to the local community (Selden & Sowa, 2015). Retaining nonprofit volunteers with experiences and client relationships in the community contributes to nonprofit organizations bolstering their efforts. Efforts of experienced organizational leaders lead to more accomplished strategic outcomes (Stid & Bradach, 2009).

Background of the Problem

Nonprofit organizations provide stability to local communities. Aside from some specific roles of nonprofit organizations, much of the internal operations are the responsibility of volunteers (Walters, 2020). Community citizens thrive when supporting the needs of their community (Narcy, 2011). Citizens from urban, suburban, and rural localities find purpose when volunteering in African American-centric nonprofit organizations, becoming multipliers for positive social change and profoundly impacting social-economic status (Sharkey et al., 2017; Walters, 2020).

Leadership strategies focusing on reducing volunteer employee turnover are significant to improving the capacity to support internal and external operations for nonprofit organizations. Substantiative internal and external leadership is a comprehensive motivational factor for improving local communities' social-economic status with the experiences of volunteers (Walk et al., 2014). Furthermore, leadership strategy is the most useful resource in the engagement of nonprofit volunteers with

citizens of local communities through donation labor (Walk et al., 2014). Leaders of nonprofit organizations should set high expectations when onboarding volunteers while encouraging the commitments of donor labor to achieve strategic outcomes.

Voluntary employee turnover is limits donor labor to nonprofit organizations (Sharkey et al., 2017; Walters, 2020). Increasing donor labor through combining community-based activities, families, and school support has had a significant positive effect on self-concept, achievement, and behavior when coupled with the efforts of nonprofit organizations (Latunde, 2017). African American-centric nonprofit organizations are essential to improving urban communities (Sharkey et al., 2017). Limited donor labor generates intended and unintended consequences. The lack of leadership strategies for volunteer retention programs is increasingly problematic with regard to donor labor.

Problem Statement

Increasing trends of employee turnover hinder collaborations and coalitions' ability to engage with communities promoting transformative changes in power, equity, and justice for minorities (Jones, 2011; Wolff et al., 2017). For every 100,000 urban residents, the presence of 10 local nonprofit organizations can reduce the frequency of homicides by 10%, violent crimes by 6%, and property crimes by 4% (Sharkey et al., 2017). Though researchers have focused on volunteers' intent to leave, few have addressed volunteers' decisions to leave African American-centric nonprofit organizations (Mitchell et al., 2020). The general business problem is that leaders of African American-centric nonprofit organizations struggle to retain volunteers, and high

turnover rates hinder a nonprofit organization's ability to achieve strategic objectives in urban communities. The specific business problem is that some leaders in African American-centric nonprofit organizations lack strategies to reduce volunteers from leaving the organization.

Purpose Statement

The objective of this qualitative multiple case study was to explore strategies leaders in African American-centric nonprofit organizations utilize to reduce the turnover rate of volunteers. The target population for this study was leaders of five distinct African American-centric nonprofit organizations located throughout Washington, District of Columbia, Maryland, and Virginia, who had successfully reduced the rate of volunteer employee turnover. The results of the study may contribute to social change by enhancing volunteer employee commitment to accomplish strategic outcomes benefiting the citizens of urban communities.

Nature of the Study

Three research methods considered for this study were qualitative, quantitative, and mixed (Saunders et al., 2015). A qualitative research design was chosen to explore strategies leaders of African American-centric nonprofit organizations use to reduce the turnover rate of volunteers. A qualitative method was appropriate for this study because qualitative research is based on studying participants with an interpretive approach in their environments, and it discloses a detailed description and understanding for addressing the research problem (Atkinson et al., 1991).

In contrast, quantitative research is driven by numeric and statistical evidence.

Additionally, most quantitative methods require a focus on conducting statistical tests for examining associations among variables related to a specific phenomenon (Yilmaz, 2013). Evidence from statistical testing was not considered since the study sought to identify and explore strategies leaders use to reduce voluntary employees' turnover without limiting responses to preexisting categories; therefore, a quantitative methodology was not appropriate for this study.

Mixed method research includes quantitative studies that increase the time and number of participants necessary to observe immediate results. Because the study did not examine the associations among variables, a mixed-method approach was not deemed appropriate. Furthermore, given that each method must adhere to its own standards for rigor, ensuring the appropriate quality of each component (Wisdom et al., 2012), a mixed method approach may have been difficult to accomplish in this study.

For the purpose of the study, a multiple case design was selected. Other designs that were considered are phenomenological, ethnographic, and narrative research designs. Using a multiple case (in contrast with a single case) design allowed the exploration of strategies used by multiple nonprofit organizations' leaders to prevent volunteers from leaving organizations, and it enhanced validity by comparing and contrasting the findings among the cases (Yin, 2017). The intent of phenomenological research is to seek evidence from participants of their own personal experiences with phenomena (Flynn & Korcuska, 2018). Ethnographic inquirers study the behavior of individuals belonging to a cultural group within a natural setting (Gioia et al., 2013). Narrative researchers rely solely on gathering evidence through precise and significant details in personal stories

and conversations that explore the meaning of participants' life experiences (Yin, 2017). Phenomenological, ethnographic, and narrative designs were not appropriate for this study because the purpose was not to explore the meanings of personal lived experiences, culture, or life stories.

Research Question

This study attempted to answer the following research question: "What strategies do leaders within African American-centric nonprofit organizations use to reduce the turnover rate of volunteers?"

Interview Questions

1. What strategies have you found most useful to retain volunteers?

2. What barriers did you encounter when implementing strategies for reducing voluntary employee turnover?

3. How did your organization overcome the barriers encountered when implementing the strategies to retain volunteers?

4. How do you measure the effectiveness of strategies for retaining volunteers?

5. What, if any, motivational factors have you found most significant to retain volunteers?

6. How have the volunteers responded to the strategies implemented?

7. What additional information would you like to share regarding strategies your organization uses to increase retention among volunteers?

Conceptual Framework

The conceptual framework that guided the study was Herzberg's two-factor

theory, which focuses on two factors existing in the workplace that help reduce job

dissatisfaction (hygiene factors) and promote job satisfaction (motivation factors). The

Herzberg two-factor theory continues to be the most suited leadership theory for this

phenomenon in the nonprofit industry as will be discussed in Section 3 of this study. The

two-factor theory highlights the lack of meeting the need of extrinsic hygiene factors

results in job dissatisfaction (Herzberg et al., 2017). Extrinsic hygiene factors include

company policies, relationships with coworkers, salary, job security, supervisory styles,

work condition, status, and personal life that do not relate to processes involving work

(Herzberg, 1966). Intrinsic motivational factors include recognition, achievement,

advancement, responsibility, personal growth, and work itself (Herzberg, 1966). When

organizations identify and address relevant hygiene and motivational factors, they can

motivate employees to contribute to strategic outcomes and remain with the organization

(Dubbelt et al., 2019). Therefore, Herzberg's two-factor theory of motivation was an

appropriate conceptual framework for this study's examination of the strategies leaders of

nonprofit organizations use to reduce nonprofit volunteer employee turnover.

Operational Definitions

The following definitions apply to terms associated with voluntary employee

turnover in nonprofit and for-profit organizations and permit a deeper understanding of

qualitative research:

African American-centric nonprofit organization: Organizations comprised of

members who identify as Black and the organizations' mission surrounds the

considerations of the Black community (Equal Employment Opportunity Commission,

2015; Lapovsky & Larkin, 2009; Mitchell et al., 2020).

Altruistic motivation: The motivation for individuals to maximize an opportunity to assert their position, personal values, and beliefs (Porter et al., 2019).

Grassroots advisory boards: Community-organization outside of organized labor that advocates for concerns and has an understanding of the working-class experience, culture, origins, aims, character, and constituencies of twentieth-century social movements (Lang, 2009).

Job embeddedness: Job embeddedness stems from positive or negative (usually negative) factors that keep employees in localities and places of employment (Allen et al., 2016; Mitchell et al., 2001; Rubenstein et al., 2018).

Organizational commitment: Organizational commitment comprises three dimensions: (a) a strong belief in and acceptance of the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization, and (c) a definite desire to maintain membership in the organization (Porter et al., 1974).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations set conditions and guide the study to remain within scope. Qualitative researchers generally begin their work by recognizing that the position (or worldview) of the researcher exerts an enormous influence on the entire research enterprise (Sutton & Austin, 2015); therefore, transparency throughout a study is important (Cypress, 2017). The more candid researchers articulate their own subjectivity throughout reports, readers can draw their own interpretations and study conclusions (Sutton & Austin, 2015). Complete transparency in a study begins when

identifying a phenomenon, problem, and scope (Sutton & Austin, 2015).

Assumptions

Assumptions in research are underlying constructs that researchers assume before participants share evidence (Simon & Goes, 2013; Wolgemuth et al., 2015). The primary assumptions in this study were that the participants would have the knowledge and experience to reduce voluntary employee turnover and that the participants would be honest when answering questions, as the quality of this research depends on the truthfulness of participants. I also assumed that participants would provide relevant organizational documents to support leader strategies for a more methodological triangulation.

Limitations

Researchers must recognize the limitations of a study in an effort to maintain credibility. Significant and progressive steps to define limitations and building theory include reasoning techniques such as problematizing assumptions, limitations, delimits, and considering the counterfactual (Byron & Thatcher, 2015). Limitations exist in the current study. First, a limitation was the accessibility to volunteers due to the boundaries of the COVID-19 pandemic. The second limitation was that nonprofit organizations might have inadequate administrative protocols and lack organizational historic data. Another limitation was that nonprofit organizations may have lacked documentation, including financials, short- and long-term plans, training programs, and personnel administrative records, limiting audit trails to successful leader strategies.

Delimitations

A clearly defined scope helps to recognize delimitations and keep research within set boundaries (Waller et al., 2017). Delimitations are inherent in the phenomenon and help the researcher remain within the scope of the study (Waller et al., 2017). Two primary delimitations considered for the study were (a) the study focused only on nonprofit leaders and leader strategies to increase volunteer member retention and not solicit input from volunteers and (b) the locality of the study, which was Washington, District of Columbia, Maryland, and Virginia.

Significance of the Study

Retaining volunteers limits turnover challenges, reduces strain on remaining volunteers, and may drastically decrease the use of resources needed for onboarding new volunteers. Leaders may identify solutions to improve resources' availability resulting from an increase in the retention of volunteers. Retaining volunteers may increase individual employee support and enhance the capacity to achieve strategic outcomes. Leaders could also use the study's results to increase their organizations' contributions to positive social change (Ogunnaike et al., 2017). The implications of this study for positive social change include a potential stabilizing effect on urban communities and society. Improved volunteer retention programs and sound business practices may lead to the benefits of reduced crime, increased social-economic status, and increased unity throughout African American communities (Sharkey et al., 2017).

Contribution to Business Practice

Nonprofit organizational leaders throughout the industry may develop business

practices that strengthen the industry. Leaders may gain knowledge to develop recognition programs in unison with motivational factors encouraging volunteers to achieve strategic outcomes (Battistelli et al., 2013). Recognition programs and individual ownership of strategic outcomes are potential antecedents to reduce employee turnover. Compared to other motivational theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory, results demonstrate that Herzberg's two-factor theory provides a comprehensive set of factors covering basic individual intrinsic and extrinsic needs to exert additional efforts in employee responsibilities (Herzberg, 1976). Leaders who understand the benefits of intrinsic and extrinsic motivation factors may benefit from the outcomes of recognition programs with employees in the domain of positive social change.

Implications for Social Change

Implications of the current study for positive social change include varying benefits and opportunities. Nonprofit organizations have a stabilizing effect on local communities and society. Improved volunteer retention programs and sound business practices may lead to the benefits of reducing crime, increasing social-economic status, and increasing unity throughout African American enclaves (Sharkey et al., 2017). New strategies could lead to positive social change in communities, which may eventually replicate throughout society. Increasing volunteer employee commitment levels could equate to growth in positive social change. More substantial commitments may positively affect social responsibility while expanding the potential to accomplish strategic outcomes benefiting citizens through community nonprofit organizations. As such, the

goal is to identify the most qualified leaders, retain non-volunteer experience, and reduce turnover while increasing service with a commitment to the community.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies leaders within African American-centric nonprofit organizations employ to reduce the turnover rate of volunteers. To gain an in-depth understanding of volunteer turnover, an extensive academic literature review provided formidable insight. Multiple academic sources created varying perspectives to understand the phenomenon leading to the lack of commitment of nonprofit volunteers. This review includes a synthesis of various studies comparing scholarly research findings and was used as a foundation for this qualitative multiple case study.

An analysis of past and present research into the phenomenon provided varying perspectives. Much of the available literature highlights the relationship between the executives of nonprofit organizations and the volunteer employee as a multiplier to nonprofit organizations and the ability to achieve strategic outcomes in local communities (Damon, 2019). African American-centric nonprofit organizations play a critical role in strategic outcomes and would significantly benefit from critical feedback designed to increase volunteer employee retention (Sharkey et al., 2017). Multiple thought processes surfaced in the selected literature, which provided a direction toward this investigation in the nonprofit industry. The first thought builds on nonprofit leader strategies and other management practices. The second emerges as programs and policies are established around retaining volunteers. Next, factors that summarize job satisfaction,

such as recognition programs, culture, and climates, are highlighted. Last, the literature shows a link between volunteer retention, strategic outcomes, and the performance of higher credentialed executives. The investigation provided evidence to help for-profit and nonprofit executives modify existing strategies and develop new approaches to identify organizational leaders, reduce nonprofit volunteer employee turnover, and increase commitment to community concerns.

The investigation began with searching specific keywords such as *leadership, management strategies*, *nonprofit organizations, African American-centric nonprofit and for-profit organizations, grassroots, onboarding, voluntary employment turnover, volunteer employee retention, job satisfaction, job dissatisfaction, motivation, motivational theories, motivational factors, hygiene factors, strategic outcomes, urban community strategic outcomes, intrinsic factors, extrinsic factors, nonprofit organizations productivity,* and *volunteer employee commitment.* The investigative research into non-volunteer employee retention within African American-centric nonprofit organizations and local communities started with the Walden University digital library. Research from the Walden University digital library led to easier identification of references using other existing academic platforms. Gaps in knowledge guided the research to other platforms such as Business Source Complete, Emerald Insight, SAGE Journals, ScienceDirect, and ProQuest. Google Scholar along with these databases were sources of knowledge on relevant research into the industry of nonprofit organizations. After synthesizing 400 sources of information for the literature review, a more in-depth understanding of the many phenomena that plague the nonprofit industry, specifically, the African American-

centric nonprofit organizations, was gained. The 400 sources of information included

both peer-reviewed and non-peer-reviewed articles and sources related to the

phenomenon: 350 peer-reviewed articles (87.5%) and 50 articles lacking a peer-review.

Also, 302 articles (86.25%) maintain dates of publication within the last 6 years (2015-

2021). Ninety-seven articles were outside the scope of 5 years. However, the 97 articles

offered new information about the origins of multiple leadership strategies, motivational

theories, and the phenomenon with nonprofit organizations.

The literature review begins with an exploration of Herzberg's two-factor theory,

which is the conceptual framework for this study. Also discussed are three alternative

theories: Vroom's expectancy theory, Kahn's engagement theory, and job embeddedness

theory. The critical analysis leads to a synthesis of past literature, providing an in-depth

view of past and present research on the topic, resulting in evidence-based decision-

making for nonprofit organizations dependent upon comprehensive literature searches

(Cooper et al., 2018). This examination sets the stage for the illumination of themes for

exploration to weigh the utility of nonprofit organizations, leader selection, leadership

strategies for nonprofit organizations, and volunteer employee turnover. Last, the

literature review explores the strategic objectives of community-based African American-

centric nonprofit organizations.

Motivational Theories

Herzberg Two-Factor Theory

Motivational theories play a significant role as they pertain to a nonprofit

organizational leader and the ability to meet the needs of urban communities. Herzberg

(1966) reported on the success of the two-factor theory and the utility to motivate

employees through intrinsic and extrinsic factors. As noted, the intrinsic and extrinsic

factors motivate employees by increasing job satisfaction. Leaders who employ the

factors in Herzberg's two-factor theory can drastically reduce voluntary employee

turnover, which is costly and detrimental to nonprofit organizations' successful daily

operations (Alfes et al., 2017).

Job satisfaction is affected by feelings related to work itself rather than working

conditions and environments (Hur, 2018). Herzberg et al. (2017) found that the opposite

of satisfaction is not dissatisfaction; rather, no satisfaction and dissatisfaction and no

dissatisfaction are located at the opposite ends of the same continuum. Lack of job

dissatisfaction among employees does not always equate to job satisfaction in the

workplace. As job satisfaction and job dissatisfaction exist on a separate side of a

continuum on the other side, motivational factors and hygiene factors are inputs into job

satisfaction and job dissatisfaction and are on separate sides of the continuum.

Moreover, motivational factors and hygiene factors are considered comprehensive

and are indispensable to employees in the workplace. The levels of job satisfaction and

job dissatisfaction of employees are weighted on varying these comprehensive factors

(Herzberg, 1966, 1987). Motivational factors include the following intrinsic related

factors: recognition, achievement, advancement, responsibility, personal growth, and

work itself (Herzberg, 1987). The extrinsic hygiene factors can lead to job dissatisfaction

and include company policies, relationships with coworkers, salary, job security,

supervisory styles, work condition, status, and personal life

nuances that do not relate to processes involving work (Herzberg, 1987).

Motivational and hygiene factors play significant roles in alleviating job dissatisfaction, but the use of factors without leader engagement may not encourage job satisfaction. Recruitment and retention of voluntary employees are episodic at best (Alfes et al., 2017). The ability to retain volunteers could improve by employing a comprehensive set of factors coupled with leader engagement. Formulating policy and programs around comprehensive factors has been successful in voluntary employee turnover (Alfes et al., 2017).

Maslow Hierarchy of Needs

Maslow's hierarchy of needs is a motivational theory widely known and accepted among researchers in the industry for motivation and organizational leadership theories. Maslow's theory focuses on understanding basic human needs and explores them to create pathways for success in the workplace (Maslow, 1943). The theory suggests that each need that builds up the hierarchy must be satisfied to achieve the highest level of motivation in humans. Likewise, satisfying the needs in the workplace could fulfill the needs of an employee's self-efficacy. Maslow suggested that the simplicity of the basic human needs simplifies the ability to achieve them. These needs are psychological, social, love/belonging, self-esteem, and self-actualization (Maslow, 1943).

Investigating techniques to motivate nonprofit volunteers provides insight into when budgets do not account for compensation. Non-monetary incentives have high motivational power in organizations for the age bracket of 30-40 years, as their needs fall onto a level of social and self-actualization (Jyothi, 2016). Within organizations where

needs are unmet, leaders have the potential to increase motivation (Jyothi, 2016).

Organizations that have frequently used non-financial incentives to motivate their

employees have measured a 22% increase in work performance (Robescu & Iancu,

2016). Motivation and employee work performance primarily equates to increased

production in for-profit and nonprofit organizations. However, incentives alone might not

help organizations reach a desired outcome (Robescu & Iancu, 2016).

Recruiting skilled nonprofit volunteers may be equally important as motivation

factors since it pertains to organizational outcomes. However, competency levels amidst

the workforce are often negated (Robescu & Iancu, 2016). The lull in some evaluations of

work performance is a lack of skills and talent. Many motivational theorists such as

Herzberg, Maslow, Kahn, McClelland, and Vroom have discussed the need for

knowledge transfer (Herzberg, 1966; Kahn, 1989; Maslow, 1943; McClelland, 1988;

Vroom, 1964).

The lack of motivation to work and the absence of the necessary skill set to

increase work performance are not the same. Motivation and performance are two

different phenomena that require very different strategies from organizational leaders

(Robescu & Iancu, 2016). Thus, the ability to distinguish the rest of the variations with

the leadership of the organization may predict successful outcomes. Motivation continues

to be a growing concern in the workplace by employers and organizations (Lloyd &

Mertens, 2018).

Expectancy Theory

Vroom (1964) offered significant insight into motivational theories in the

workplace. The expectancy theory links connecting work efforts to outcomes resulting from the same efforts. Employees develop an expectancy for recognition that demonstrates an appreciation for their efforts (Vroom, 1964). Heightened levels of motivation for recognition in the workplace lead to increased work effort. Motivational forces driving workplace behavior result from three variables: expectancy, instrumentality, and valence (Lloyd & Mertens, 2018). Expectancy refers to levels of work effort resulting in work performance (Lloyd & Mertens, 2018). Expectancy indicates outcomes achieved directly related to work performance, and the possible gratification arising from work engagement equates to valence when combining elements of the expectancy theory with the hierarchy of needs to deepen the desire for recognition and motivates employees to work. As the workplace evolves, the utility may exist when combining leader strategies for efficacy.

Leaders recognize a need to evolve; however, many motivational theories fail to address evolution and socialization. The lack of a foundational theory that fully assimilates socialization and its influence on the workplace represents an ongoing gap in the extant research on expectancy theory (Lloyd & Mertens, 2018). Relationships in the workplace and employees' need to work together were not prevalent when the expectancy theory was first introduced (Vroom, 1964). Vroom's expectancy theory, by itself, does not address the growing requirement of socialization (Lloyd & Mertens, 2018).

Employment Engagement Theory

Kahn (1989) introduced research about the engagement theory in relationship to

organizational leadership and management practices. The research has become the

framework for extended research projects focused on employee engagement strategies

(Kahn, 1989). Although there is evidence in theoretical research that has linked employee

engagement to job performance, Kahn did not explicitly outline a relationship between

employee engagement and job performance (Kahn, 1989). In contrast to Herzberg's two-

factor theory, the engagement and disengagement behaviors of Kahn's theory are on the

same side of the continuum. Research indicates that when organizational employees are

not engaged in the workplace, their interests may lie elsewhere (Kahn, 1989).

The presence of engaged employees in the workplace is vital to an organization's

success. Capable employees who are highly disengaged in their work roles withhold their

physical, cognitive, and emotional energies and are often reflected as robotic, passive,

and detached in task activity (Kahn, 1990). Pay and allowances are often a cause for job

embeddedness in employees with for-profit organizations. The pay only guarantees the

presence in the workplace; however, employees' presence in the workplace does not

always result in productivity toward strategic outcomes when employees are withheld

from performing at their best.

The employee engagement theory is a theoretical framework that includes

complex systems supporting bureaucracy, rationalization, and division of labor (Kahn,

1989). Engaged employees are necessary to make such systems work. Employee

engagement engenders better employee performance and contributes to the results of

organizations (Kahn & Fellows, 2013). However, employee engagement can also drain

an employee's energy, which entails a risk of burnout and over engagement (Kahn &

Fellows, 2013).

Needs for Achievement Theory

Organizational leaders must ensure employees' engagement behaviors benefit

their needs as much as the organization and its support systems. The needs of employees

are generally associated with the surrounding environment and culture (Osemeke &

Adegboyega, 2017). McClelland's needs for achievement theory was introduced to

address three specific needs of employees who require satisfaction: (a) power, (b)

achievement, and (c) affiliation; each need may manifest differently in employees (Sinha,

2015). The McClelland needs theory introduced in 1988 might be more relevant than

other well-known theories since it can be applied to any organization (Rybnicek et al.,

2019); however, McClelland's theory is not as practical as Herzberg's two-factor theory

(Robbins, 2009). The requirement to measure subconscious needs is difficult, primarily if

the needs are not known to the organizational employee. Additionally, the psychological

ramifications of the theory may make outcomes challenging to explore. In contrast to

other theories, McClelland's needs for achievement theory may fit better in for-profit

organizations than nonprofit organizations. This theory will also be highlighted later in

the study.

Employee responses measured their achievements by higher pay, influential

leadership positions, and ownership of prestigious personal and professional artifacts

(Rybnicek et al., 2019). For-profit organizations are structured to produce financial

earnings, whereas nonprofit volunteers may view compensation as satisfying to achieve

the outcomes set by strategic organizational outcomes. Voluntary nonprofit employees

are one of the most important resources for nonprofit organizations (Devaney et al., 2015). The nature of nonprofit organizations creates an expectation on nonprofit employees to work to achieve the industry's strategic objectives rather than monetary compensation (Brown & Yoshioka, n.d.). Nonprofit organizations seldom have the revenue available to provide pay to employees, yet retention of nonprofit volunteers is critical. Evidence demonstrates that African American-centric nonprofit organizations may be at a considerable risk of failing to reduce volunteers leaving organizations (Sharkey et al., 2017). African American-centric communities overwhelmingly develop an interdependence to draw support from communities, churches, social support systems, and nonprofit organizations (Sharkey et al., 2017). When leaders of nonprofit organizations increase the retention of voluntary nonprofit employees, it strengthens the organizations' capacity. Retention programs also improve the ability to sustain adequate levels of experience and reduce voluntary nonprofit employee turnover (Devaney et al., 2015).

Nonprofit Volunteer Recruit and Retention Programs

Retention programs are a significant component to recruit and retain volunteers as they are crucial to organizational success. African Americans, among various other minority groups, pursue the American dream as a way of life (Prier, 2019). While in the pursuit of improving the way of life, nonprofit organizations have the capacity to provide resources that otherwise would be difficult for these citizens to access. These resources are often scarce in the nonprofit industry.

Because of the growing need for nonprofit-provided support, the need for

volunteers has increased; however, Febriani and Selamet (2020) reported that volunteers are a limited population to recruit. As a result, reliable recruiting programs are essential. Presently, multiple recruitment methods are used to recruit volunteers. Three common identifiable recruitment activities used by nonprofit organizations include: (a) existing members promoting the nonprofit, (b) well-placed advertisements, social media, and (c) the favorable reporting of successful efforts of organizational citizens in the news and network sites (Connolly, 2014). Nonprofit leaders must maximize public awareness strategies to seek new members for their organizations.

Facilitating a community organization's sense of support or helping neighborhood citizens develop a sense of community serves as a multiplier for retention programs. Recruiting of volunteers should consist of four relationship components: (a) the relationship in and to the organization, (b) the organization provides mediation, (c) the reputation and influence of the organization, and (d) the existing bond with the community (Peterson et al., 2008). Comprehensive intrinsic and extrinsic factors motivate volunteers to be more engaged in the workplace. Also, the relationship components may influence a sense of community and encourage citizens to join nonprofit employee efforts faster (Herzberg, 1966, 1976).

Onboarding

Nonprofit leaders can produce long-term benefits through the proper onboarding of the newest volunteer nonprofit employees. Establishing and meeting the expectations of the nonprofit organizations and the volunteer employee will increase job satisfaction and reduce volunteer employee turnover (Devaney et al., 2015). Leaders who employ

realistic training and self-development programs with relevant expectations substantially reduce a nonprofit volunteer employee's intent to leave the organization (Devaney et al., 2015). As volunteers interact with the communities and provide input into the decisions on courses of action for strategic objectives, volunteer employee engagement will increase, and attrition will be reduced (Devaney et al., 2015).

Meyer and Bartels (2017) concluded that organizational leaders routinely confront challenges with attrition but allow new employees to fail at completing onboarding programs. Onboarding programs are as essential as retention programs and should include at minimum four levels: (a) compliance, (b) clarification, (c) culture, and (d) connection (Bauer, 2010; Meyer & Bartels, 2017). Only 20% of new employees pursue the completion of onboarding programs at Level 4, and generally, organizational commitment increases for new employees who complete and exceed the level of connection (Meyer & Bartels, 2017).

The multiple levels of onboarding programs are designed to address particular challenges with new employees. For example, Level 1 refers to compliance with general rules of the workplace, initiation of pay and entitlements, and clarification speaks to expectations. Level 2 equates to culture policies, philosophies, vision, and mission statements are introduced, and lastly, the third level relates to a connection that creates the necessary link between employees and employers (Bauer et al.,, 2007; Meyer & Bartels, 2017). Meeting employers and properly welcoming new employees sets the stage for professional working relationships. This action eliminates confusion regarding who has the authority to make decisions.

Reducing employee turnover is the ultimate goal for retention and onboarding programs. Meyer and Bartels (2017) indicated 100% of new employees complete Level 1 (steps necessary to initiate compensation and entitlements) of onboarding programs, and only 50% complete up to the level of culture; thereby, leaving unanswered questions about decision making authority in over 50% of new employees, which leads to confusion (breakdown in communication) in the workplace. In general, a failure to accept and understand authority causes confusion and leads to ostracism, job dissatisfaction, and increased employee turnover (Wang et al., 2020).

Maintaining professional and reciprocally engaging relations with the leadership significantly offsets challenges in the workplace. Likewise, identifying factors that increase job satisfaction for paid nonprofit employees and nonprofit volunteers is essential (Boezeman & Ellemers, 2009). The satisfaction of relatedness needs is key to job satisfaction among nonprofit volunteers. Attitudes of the paid nonprofit employees on the job are likely contingent upon the satisfaction of autonomy needs (Baard et al., 2004; Gagne & Deci, 2005). Developing suitable plans that comprise all of these needs is quintessential to capitalizing on employees' experiences and maximizing the organization's resources (Boezeman & Ellemers, 2009).

Nonprofit employee successes are usually achieved as a result of lessons learned from vast amounts of experience. Experienced volunteers and the ability to maximize resources place nonprofit organizations in a position to play essential advocacy roles, elevating the needs of underrepresented communities while initiating disaster management policies that can serve to protect these communities (Chikoto-Schultz et al.,

2019). Relatedness and autonomy needs are satisfactorily met when volunteers are allowed to fulfill advocacy roles. Employee satisfaction creates a better climate and reinforces the organizational culture (Thome & Greenwald, 2020).

Organizational climate and culture are predicated on the actions of leaders and perceptions of employees and are equally important in nonprofit organizations. Volunteerism is paramount considering the perception of satisfaction levels derived from volunteer opportunities, the relationships that develop within volunteer activities, the experience gained, or the actions taken by leaders who recognize volunteers who contribute time to nonprofit organizations (Thome & Greenwald, 2020). Combining the contributions to job satisfaction is beneficial for the nonprofit organizational climate and strengthens the culture (Thome & Greenwald, 2020).

Job Embeddedness

A plethora of research that examines the link between job satisfaction and reducing employee turnover exists. Research about the relationship between job embeddedness and volunteerism has expanded. Some research addresses the need to investigate factors that motivate employees to leave organizations and examine the reasons causing employees to stay (Rubenstein et al., 2018). Rubenstein et al. (2018) found that job embeddedness may have positive connotations and lead to antecedents supporting nonprofit volunteers to stay.

In many cases, volunteerism is encouraged under the auspices of major corporations in local areas as a variable to community sustainment and positive social change (Rubenstein et al., 2018). An employee's motives for job embeddedness may also

contribute to the decision to remain with the nonprofit organization (Rubenstein et al., 2018). Implementing corporate policy tied to intrinsic and extrinsic factors can promulgate job embeddedness, employee embeddedness, and a need thereof (Ma et al., 2018). Obvious benefits exist due to an employee's desire to remain at the first place of employment and make themselves available to continue providing donor labor to nonprofit organizations. Relevant research suggests that altruistic motives often drive employees toward job embeddedness (Porter et al., 2019). Systems, policies, and programs designed to offset expenses (e.g., student loan repayments, accelerated management opportunities and training packages, as well as making charitable contributions to nonprofit organizations of the employee's choice) for employees reportedly heightens the sense of embeddedness (Ma et al., 2018).

Searching for reasons employees stay at the organization may prove to be more beneficial than attempting to identify ways to reduce turnover. Exploring the causation to job satisfaction and embeddedness identifies a higher probability when finding evidence of the triggers, grouping the causes, and replicating them. Coetzer et al. (2019) found that causation to embeddedness is linked to employees' personal values. Organizational leaders who tailor programs and policies to their climate, culture, and personal values will retain the more qualified employees, and increased retention will reduce costs (time and resources) associated with recruitment and onboarding programs (Meyer & Bartels, 2017).

Leaders who fail to recognize the stimuli to embeddedness may jeopardize the success of corporations, for-profits, and nonprofit organizations, placing all at risk. Three

sub-dimensions to consider when gauging levels of embeddedness in employees are links, sacrifice, and fit (Mitchell et al., 2001). Mitchell et al. (2001) asserted the extent to which volunteers develop links to other employees and neighborhood actors positively impacts volunteer retention. Also, the level of connection with places of employment and communities creates a linkage and increases employee embeddedness (Mitchell et al., 2001). Analyzing the three sub-dimensions as a stimulus to embeddedness (links, fit, and sacrifice) will provide a window into which motivational theories best lead to job satisfaction, more reliable retention, and lower cost for onboarding and retention (Ampofo et al., 2017).

Job satisfaction, coupled with life satisfaction, strongly influences employee embeddedness (Mitchell et al., 2001). Employers who successfully satisfy both quadrants of satisfaction (job and life) have also learned that the employees seek ways to pay their successes forward (Ampofo et al., 2018). Local communities are the benefactors of the generosity, care, and concern brought to task by nonprofit volunteers. Local community citizens benefit from community-based organizations (CBOs). Thus, nonprofit organizations can capitalize on altruistic motives to give back. Camargo et al. (2019) reported that civil society organizations could intervene in social reality when their social agents are skilled and when they can create and apply new organizational concepts such as providing relief to humanitarian crises and disasters. CBOs, many of which are nonprofit organizations, have strategic outcomes upon which urban communities rely. Ultimately, the success of strategic objectives depends upon nonprofit organizations and volunteers.

Strategic Objectives

The local community's strategic objectives are quickly becoming the same with volunteer nonprofit organizations within the local community. Levine (2016) reported that residents are dependent on nonprofit organizations or CBOs to bring resources to their neighborhoods. Members of the city government believe CBOs moving forward with a project is equal to a community moving forward. Nonprofit volunteers have assumed responsibility for outcomes in communities, as they have earned the trust necessary to advocate for local citizens. CBOs and neighborhood citizens take the responsibility of their communities seriously and rely heavily on elected representatives to continue to oversee resources and funds, creating space for organizational citizens to design and introduce initiatives (Levine, 2016).

Local communities and elected representatives continue to find ways to maximize political, public, and private organizational relationships. Levine (2016) found CBOs in urban communities did not simply coexist or partner with the government; they superseded elected politicians as the legitimate representatives of urban neighborhoods. In general, nonprofit organizations serve as an advocate for community citizens. Additionally, volunteer nonprofit employees serve as a conduit for information that gives a pathway to help rebuild cities (Levine, 2016).

Removing partisan politics from the equation and having elected representatives complement the capabilities of nonprofit organizations and will likely result in a lasting social-economic impact. Combining the ability of nonprofit organizations to operate outside of electoral accountability, resources of government officials, and the network of

public agencies can capitalize on market-based logic (Arena, 2012; Levine, 2016; McQuarrie, 2013). Working together may lead to revitalization and reduced crime, homicides, and theft against public and private properties (Levine, 2016; Sharkey et al., 2017).

In an effort to strengthen nonpartisan relationships, elected officials, public agencies, and volunteer nonprofit organizations need to combine efforts to achieve strategic outcomes in urban cities (Pacewicz, 2015). The power of unification amongst these organizations is the nexus to empowering nonprofit volunteers to make a difference in the lives of the less fortunate. Working in unison expedites outcomes for organizational leaders and places the nonprofit in a better position to serve underprivileged and underserved citizens in urban communities. According to Stone and Stoker (2015), cities and their politics are not static phenomena. As city environments grow and identify platforms for change, so do motives, politics, policy, and programs. African American-centric nonprofit organizations may help align the needs caused by growth in distressed cities by actively participating in community engagement. However, accessing the needs and advocating for resources is an ongoing process and is time-intensive.

Limited research exists to produce a descriptive account of leader requirements for considerations throughout the industry for African American-centric nonprofit organizations. Stone and Stoker (2015) found that new considerations emerge when cities experience growth and move away from the industrial age. Nonprofit organizations with staining from electoral accountability are better positioned to amplify needs and

coordinate resources (Pacewicz, 2015). This factor of growth in the industry provides evidence to support why varying organizations with differing resources should align their capabilities to yield substantial returns.

The relationship between different agencies is symbiotic. Collectively, the capacity exists to improve the social-economic status of community citizens. Stone and Stoker (2015) reported that neighborhood actors have protested to prevent infrastructure changes from ruining small communities, such as new highways and freeways. As these protests continue, the focus has shifted to gaining access to participate in policy and programs designed for inter-community improvements (Stone & Stoker, 2015). Neighborhood actors are familiar with the nuances of their cities and provide a perspective for corporations to invest in the agenda of nonprofit organizations.

Combining efforts provides resources and the necessary support for nonprofit volunteers and the electoral representatives to pursue multi-faceted community improvements. Nonprofit organizations that make community-based considerations a priority provide volunteers for mentor programs and could aid in connecting the community needs to the servicing facility (Stone & Stoker, 2015). This category of volunteerism may lead to positive social change. Community citizens seek relief from nonprofit organizations for shelter, sustenance, counseling, grants, health, and medical support. Despite sharp reductions in funding from central government to local public services, recreational facilities and organizations that provide adolescent refuge need to be sustained (Parnell et al., 2019). The effects of considerations to reduce budgets or the capabilities to meet the needs within communities are multiplied in urban communities.

Urban communities often lack resilience to withstand budget cuts, increased taxes, and reduced support.

In some cases, this lack of resources may result in feelings of hopelessness. Odafe et al., (2017) reported that discrimination was shown to be associated with a high endorsement of hopelessness among African Americans. The presence of hopelessness has served as a mediating factor between perceived discrimination and depressive symptoms, as well as suicidal ideation. Heightened concerns of racial tension compound the anxiety and expand the need for support to overcome the lack of resources. Community citizens have expressed concern about the racial divide and feel remotely disconnected from the rest of the United States (Sharkey et al., 2017). African American communities rely heavily on the presence of nonprofit organizations to reduce impacts associated with impoverished enclaves (Sharkey et al., 2017). Nonprofit organizations help overcome concerns relative to the depressed community (Sharkey et al., 2017).

Selecting Nonprofit Leaders

Identifying the most qualified leaders as directors versus the most privileged is essential when leading nonprofit organizations and retaining volunteers. The National Association of School Psychologists (2016) defined ethnic privilege as "unearned advantages that are highly valued but restricted to certain groups" (p. 2). The sense of entitlement associated with privilege relative to race continues to exist in most cultures, within for-profit and nonprofit organizations (National Association of School Psychologists, 2016). Thus, credentials are not always part of the criterion for incumbent leaders. Leaders who are elected as directors of nonprofit organizations for popularity

rather than possessing the necessary qualifications often hinder the progress of initiatives raised by the organization. Damon (2019) found that for leaders to build relationships, develop trust and transparency, and establish diversity, they must learn that it starts with recruiting, hiring, and retaining qualified African Americans in leadership positions. Credentials promote credibility and are key to establishing networks that support the considerations of neighborhood actors. The absence of credentials can inhibit the strategic plans of nonprofit organizations.

Identifying more qualified African American leaders to fill vacant leadership positions in African American-centric nonprofit organizations may be challenging. Less than 10% of African American professional's work in nonprofit industries, including philanthropy (Damon, 2019; Medina et al., 2019). A limited desire to work in the nonprofit industry could result from the inability to compensate and retain talent in executive positions (Medina et al., 2019). Multiple vacancies leave the responsibilities of leadership to someone who is qualified rather than best qualified.

Leveraging recruitment programs to explore eligible candidates to serve as leaders of nonprofit organizations will result in a refined process and vetted applicants (Medina et al., 2019). Mentoring programs for future leaders of CBOs assist with early talent identification while also receiving on-the-job training for available opportunities (Medina et al., 2019). To maintain networks and develop expertise within organizational citizens, a successor program, in addition to mentors, can ensure there is never a lapse of leadership (Damon, 2019; Medina et al., 2019). However, successor programs may become problematic when the participant selection process is tainted with favoritism

versus the best qualified for responsibilities of leadership.

Removing the stigma associated with favoritism in the selection process of leaders is a step toward creating credibility in candidates (Yawson, 2019). Limited candidates who meet the necessary qualifications hamper the ability to develop a wide pool of best qualified candidate options (Damon, 2019). While recruiting from other organizations to fulfill positions is possible, the personnel structure of the organization must support such an endeavor (Yawson, 2019). As noted, the organization recruiting best qualified leaders may not be able to make offers to entice credible candidates.

Fraternal and veteran-based organizations may not accommodate cross-silo leadership, which will force them to select leaders from their membership. Community citizens who belong to local churches and fraternal and veteran organizations are the most familiar with community concerns; however, the influencers may lack the necessary experience to connect electoral representatives, government budgets, and community considerations for improvement (Pacewicz, 2015). City executives may choose to connect with nonprofit volunteer leaders and employees to bridge gaps in knowledge to reach progressive solutions. Thus, establishing grassroots-level advisory boards that routinely provide neighborhood assessments and requests for resources promotes interdependence. Grassroots advisory boards, often called community advisory boards, add value and utility when setting agendas in local cities. Generally, members of these boards are close enough to demonstrate the passion necessary to gain support. Community advisory boards seek formidable alternatives to alleviate bureaucracy that often impedes much needed rehabilitation (Cheney et al., 2016). According to Cheney et

al., (2016), grassroots involvement has become a welcomed intervention. Institutional partners and electoral representatives are seen as outsiders with limited understanding of the community and interpersonal dynamics, whereas nonprofit volunteers and neighborhood actors often maintain relationships within communities, have a depth of understanding for the veterans' needs, and will leverage expedient practices for resolution (Cheney et al., 2016).

Researchers continue to highlight nonprofit volunteers as the most significant multiplier of relationships established within local communities (Cheney et al., 2016). In addition, most of the volunteers are also neighborhood citizens. Therefore, many volunteers are familiar with community backgrounds and demonstrate a level of empathy that is widely accepted by members of local neighborhoods (Cheney et al., 2016). Notably, peer-to-peer advocacy simplifies the process of providing rehabilitation.

Institutions such as the Department of Veteran Affairs (V.A.), for-profit, and nonprofit organizational leaders, report increasing benefits due to more CBOs encouraging interpersonal engagement throughout varying communities. Nonprofit volunteers comprise neighborhood actors, employees with institutional partners, local corporations, organizational citizens, and members of multiple civic nonprofit organizations, including Masonic, Shriners, Greek, and military (alumni) veteran fraternities and auxiliaries. Organizational leaders working together through forged partnerships may produce greater results. Newly established partnerships provide valuable information regarding community resources, creating the capacity to build resource directories, including local, state, and national-level medical and nonmedical

supportive services (Cheney et al., 2016). Connecting these varying organizations may be the best way to apply resources for resolution. Leaders must emerge with strategic objectives that will allow the different organizations to better target the concerns of the community. The commonality that exists with the organizations is the heavy dependence on resources delivered by nonprofit volunteers. Many nonprofit organizations confront similar struggles.

Organizations have a different resource acquisition process, and utilizing the directories simplifies the process for identifying needs and for organizations to provide resources. The directories require frequent updating to adequately assist in influencing nonprofit organizations on successful ways to gain access to maximize available resources (Cheney et al., 2016). Replicating resource directories tailored to specific cities throughout the country will provide rapid assistance when overwhelming concerns are identified (Cheney et al., 2016).

Corporations and varying institutions provide resources that enable grassroots to organize volunteer organizations and volunteer services. Couto (1998) found that the term 'grassroots' describes a variety of approaches that can be distinguished by forms of representation and participation, strategies for change, and approaches to empowerment. Leaders of nonprofit organizations who understand the depth of these tactics can employ strategies to retain volunteers who have established credibility and maintain the support of the local populations.

The leadership of nonprofit organizations and grassroots advisory boards should have the knowledge commensurate with executive-level experience to maximize

acquisition and regulatory distribution practices (Couto, 1998). In addition, organizations

must employ strategies to encourage the provision of some alternative services

(organizations more qualified to deal with ongoing challenges) by their volunteers or

under their volunteer's direction (Couto, 1998). Leaders with the ability to operate in

strategic environments are best qualified to remedy many of the ongoing challenges in

segments of the United States. When a network of continuing support is established, it

may present leadership responsibilities at nonprofit organizations that are more attractive

to African Americans (Damon, 2019; Medina et al., 2019).

Cultivating Leaders in Minority Communities

The best time to capture the interests of African Americans for nonprofits is in

their youth (Mitchell et al., 2020). Early on, young African Americans seek the modeling

of collaborations that demonstrate locals and professionals working together to preserve

and present the past in a meaningful and inclusive way (Rudder, 2019). These lessons at

an early age may be necessary to cultivate future leaders for African American-centric

nonprofit organizations. The adolescent experiences may compel more accomplished

men and women of African American descent to choose positions of authority within

nonprofit organizations as a means of paying forward by assisting with the deficits in the

communities.

Nonprofit organizations must seek qualified leaders with relevant expertise to

manage programs and lead nonprofit volunteers through crises and chaotic

circumstances. Disproportionate challenges exist in neighborhoods and require

appropriate responses in a timely manner to bridge inequities plaguing predominately

minority enclaves (Bumby, 2018). The Centers for Disease Control and Prevention (CDC; 2011) published reports indicating that ethnically diverse populations often have poorer access to health care compared to their White counterparts because of transportation problems, difficulty in understanding English, lack of finances, environmental problems (crumbling infrastructural neighborhoods), biology and genetics (i.e., high rate of diabetes among North American Indians), and human behavior (i.e., disbelieving mainstream medicine). Patients are commonly not able to follow their health care regime due to this lack of access or limited understanding. Despite targeted interventions, injustices continue to consume segments of the underprivileged and underserved society. Many leaders have employed strategies to eradicate disparities among neighborhoods. While every attempt has resulted in some progress, current leader strategies have not made sufficient progress.

Increased intellectual capacity in candidates for future leaders is necessary to combat the inequities of society. The ability to steward is not merely a qualification but should be a requirement for nonprofit organizations. The best leaders can capitalize on intrinsic and extrinsic factors coupled with executive experiences to increase job satisfaction and reduce job dissatisfaction (Herzberg, 1966). Leaders who effectively maintain high levels of motivation and commitment may use these skills to increase the retention of the members in the workforce. Understanding hygiene and motivational factors is necessary for volunteer retention and the accomplishment of strategic objectives.

Given that nonprofit organizations play a significant role in African American

communities, retaining volunteers will ensure consistent incoming contributions and outgoing distributions to provide any necessary relief. Motivation is essential in efforts to increase job satisfaction in the workplace, and high levels of motivation prevent employee turnover (Bumby, 2018). Although a higher level of motivation is significant, it does not always translate to increased work performance (Bumby, 2018). A combination of average levels of motivation and higher levels of skills and talent in employees is likely to increase production in the workplace (Bumby, 2018).

Stid and Bradach (2009) claimed that more non-financial incentives might improve work performance for some; however, it does not escalate the levels of performance for all. Nonprofit organizations often experience tension between leadership and management, especially regarding receiving and distributing resources (Stid & Bradach, 2009). Moreover, the leaders often fail to establish strategic clarity within the organizations' distribution plans and policies (Stid & Bradach, 2009). Leaders who provide clarity with strategic plans for their organizations allow nonprofit organizations to gain alignment in systems and structures around a common objective (Stid & Bradach, 2009). Therefore, leaders should bring a concrete level of experience to their positions in the organization not only to correct managerial challenges but to assess if a need exists for strategies to improve motivation or access to knowledge management programs to increase skill levels.

Leaders who lack experience at the executive level fail to realize necessary change and growth. Gaps in experience often bring added challenges to the organization (Stid & Bradach, 2009). Stid and Bradach (2009) also suggested that as conversations

continue in the nonprofit sector about growth, unforeseen challenges will accompany change and new outlooks on old problems. Long-term success lies not in anticipating and pre-empting every challenge but in being receptive and prepared to take action when a new one arises. As a result, succession plans should be in place in nonprofit organizations (Damon, 2019).

Succession Plans

Succession plans may benefit incoming leaders. Specifically, they may provide insight into the knowledge of populations they wish to impact and what is necessary to provide the greatest impact (Stid & Bradach, 2009). Leaders in for-profit organizations are responsible for presenting the benefits of competitive advantages, organizational development, and the complexity of innovation. These leaders understand their roles and responsibilities with clarity regarding creating value and profits. Nonprofit organizational leaders should affect strategic outcomes from multiple advantages, which may not equate to tangible compensation. The ability to communicate with internal (nonprofit volunteers) and external stakeholders (suppliers) is essential to building interpersonal relationships extending to all partners of nonprofit organizations (Zhu & Cheung, 2014), adjusting the message to apply to all audiences (suppliers and supporters) and to those who are the complexity of innovation. Leaders of for-profits understand their roles and responsibilities with clarity as it pertains to creating value and profits.

Nonprofit organizational leaders should affect strategic outcomes from multiple advantages, which may not equate to monetary value. The ability to communicate with internal (nonprofit volunteers) and external stakeholders (suppliers) is essential to

building interpersonal relationships extending to all partners of nonprofit organizations (Zhu & Cheung, 2014). Adjusting the message to apply to all audiences (suppliers and supporters) and those in need of services and assistance is a dual responsibility of industry leaders (Chaidez-Gutierrez & Fischer, 2013). Communicating skills such as negotiating and advocating are not only a platform to expedite means to a need but an extension of public relations and tell the story that impels citizens to volunteer, simultaneously promoting the success in services provided by the nonprofit (Zhu & Cheung, 2014).

Communicating key messages to stakeholders and gaining buy-in from neighborhood actors is essential to sustaining nonprofit organizations and retaining nonprofit volunteers (McKee & Froelich, 2016). McKee and Froelich, (2016) asserted that predicted shortages of chief executives combined with the growing economic and social significance of the nonprofit sector in an increasingly complex operating environment highlight the need for executive succession planning. Therefore, leaders of organizations must have a broader perspective while maintaining a sense of urgency for the mission of the nonprofit organization and the direction of future leaders. Establishing succession programs is more than just developing future senior leaders; identifying possible successors also ensures proper alignment of priorities (Damon, 2019; Medina et al., 2019).

Transition

The purpose of Section 1 was to provide a rich description for a qualitative inquiry into the problematic locust to nonprofit volunteer organizations. Section 1 also

established the foundation of the investigation into techniques phenomena surrounding

nonprofit organizations. The problem, purpose, and significance of the study clearly

defined the phenomena, research method, and the journey to discovering evidence for

transformation within the nonprofit industry. Limited literature exists to describe

practices by successful leaders to improve employee retention in nonprofit organizations.

Therefore, the literature review focuses on adding clarity about the study and illustrates

pathways to follow with a primary goal of lessening the impact of the phenomenon. The

literature review explores (a) motivation strategies, (b) policy and programs, (c) job

satisfaction, and (d) strategic objectives for CBOs and neighborhood actors in the Black

community. These factors highlight the significance of retaining volunteers.

Section 2 lays out an ethical and chronological plan to interpret evidence from

respondents to include viewpoints, shared experiences, and stories. The evidence

collection process consisted of semistructured interviews, documentation analysis, and

direct observations. The qualitative inquiry used the data collection methods to obtain

tacit and unadulterated feedback to seven open-ended, fact-finding questions designed to

explore the nonprofit industry then emerged into vulnerable conversations that will set

conditions for the future of the industry.

Section 3 is the investigation into the focal point of the study, which began after

IRB approval was granted. One research question drove this qualitative inquiry. Seven

interview questions with a narrow perspective were designed to identify salient, often

problematic, and significant insight into the phenomenon. The study avoided overarching

questions, as they are too broad and generate a large magnitude of evidence that cannot

be interpreted in a single study. Additionally, Section 3 comprises the following

components: (a) presentation of findings, (b) application to professional practice, (c)

implications for positive social change, (d) recommendations, (e) possible future

research, (f) reflections, and (g) the conclusion.

Section 2: The Project

Purpose Statement

The objective of this qualitative multiple case study was to explore strategies leaders in African American-centric nonprofit organizations utilize to reduce the turnover rate of volunteers. The target population for this study was leaders of five distinct African American-centric nonprofit organizations located throughout Washington, District of Columbia, Maryland, and Virginia, who had successfully reduced the rate of volunteer employee turnover. The results of the study may contribute to social change by enhancing volunteer employee commitment to accomplish strategic outcomes benefiting the citizens of urban communities.

Role of the Researcher

Researchers have a plethora of responsibilities in qualitative research. The most significant responsibility is safeguarding evidence and the participants (Sutton & Austin, 2015). Safeguarding extends to the process of collecting evidence to include interpretation, coding, and reporting of evidence (Yin, 2017). Additionally, the researcher is responsible for mitigating circumstances that have the capability to taint the findings of a study. In this study, I safeguarded the collection process and provided anonymity to participants as a priority. I maintained membership in multiple nonprofit (fraternal and civic) organizations designed to support neighborhood communities. I codified those relationships while capitalizing on varying experiences and familiarity with the organizations. My relationship with nonprofit organizations parallels my 32 years of military service in varying senior leadership positions, which yielded multiple lenses to

examine leader actions. As the researcher, understanding objectivity mitigates vulnerabilities, eliminates bias, and adds credibility to the findings of the study; therefore, maintaining objectivity and credibility in this study was crucial and inherent.

Additionally, the *Belmont Report* shares principles to sustain and organize provisions of human protections (Kimmelman, 2020). Principles outlined in the *Belmont Report* call for ethical research guidelines. I used the feedback from the *Belmont Report* to ensure respondents found comfort in the process of this study. Guaranteeing privacy was also significant in my role as the sole researcher. Protecting research and its findings increases the level of privacy and keeps the study within ethical research guidelines (National Commission for the Protection of Human Subjects, 1979). I also adhered to the interview protocols outlined in the *Belmont Report* to add an additional level of security and scrutiny. Protocols help remove the filters of the researcher by explicitly detailing such filters within the limitations and delimits of the study (Sutton & Austin, 2015). In the role of the researcher, I explained all risk mitigators to the study participants in a confidentiality agreement before the commencing of any interview.

Further, mitigation techniques to eliminate bias and implement safeguards to a study increase the level of credibility in findings. Explaining risk mitigators to participants within a study is a process that protects against bias (Sutton & Austin, 2015). Thus, researchers should identify and suppress internal beliefs and opinions pertaining to the study findings (Yin, 2017). A researcher's internal inventory of a phenomenon could heighten the necessity for internal controls and self-awareness. Preconceived notions left unchecked can pose a threat to the confidentiality of the study. A mitigation plan will

ensure that after the interviews, the research findings are transcribed, interpreted, coded, and themed (Yin, 2017). The more accurate the transcripts, the easier it is for a researcher to capture and reiterate the findings, making it important to think about the inferences that can be made from the interviews (Tavory, 2020). Researchers should not underestimate how contributions (internal and external) to their understanding of the relationship among situations occur.

Approval must be given by the Institutional Review Board (IRB) before participant invitations, and confidentiality agreements are sent to possible respondents and prior to any interviews (Yin, 2017). Immediately after receiving IRB approval, all data, meetings, interviews, and evidence were classified and treated as confidential. As the researcher, I safeguarded all confidential material. Electronic storage components such as USBs and removable hard drives served as a resource to maintain and safeguard all data and identities retrieved throughout the study (Lee et al., 2018).

Participants

One leader each from five African American-centric nonprofit organizations was selected for this study of phenomena related to the nonprofit industry. The leaders were selected from African American-centric nonprofit organizations located in Washington, District of Columbia, Maryland, and Virginia. It was expected that executives of African American-centric nonprofit organizations could provide feedback, which gains increased support from for-profits, electoral representatives, and grassroots advisory boards. Therefore, the participant selection process started with the assumption that respondents could offer insight into varying nonprofit organizations and illustrate the ability to share

ideas to assist leaders in retaining nonprofit volunteers. Researchers are required to validate the qualifications of every participant (Yin, 2017). Thus, the participants in this study verified their current position. In addition, they provided incorporation certificates when applicable. The academic accomplishments of the leaders may have impacted outcomes. Participants informed me of any education credentials relating to the business and endeavors of the nonprofit. Credible participants were able to speak to leader strategies, retention programs, and local efforts with impacts of nonprofit volunteers without fear of reprisal.

Collaboration with executive officers in major local cities helped identify the more prominent leaders of nonprofit organizations. After identifying the most resourceful nonprofit leaders, initial contact was made through digital correspondence. Upon acknowledgment of correspondence, the next priority was to establish connections with the study participants, provide an overview of the research, establish confidentiality, ascertain immediate feedback from informants, and schedule a time and place for a semi structured interview.

The interviews were semistructured with open-ended, fact-finding questions to probe, yielding in-depth responses about participants' experiences, perceptions, opinions, feelings, and knowledge of measures taken to prevent volunteer turnover. Prior to any formal introduction, I ensured that consent forms guaranteed confidentiality. It was expected that the privacy of the participants and evidence would lead to thick and rich data.The anonymity of all participants also remained a priority. Coding began with selecting the nonprofit organizations and identifying the respondents from the nonprofit

organizations. Each organization received a numerical identification, and the respondents also received numerical identification; their identities were not affixed to any evidence relating to the study. Documentation connected to the study was secured on digital hard drives. The hard drives will remain in a secure container at a location only known to me for the entire safeguarding requirement of 5 years.

Initially, I encouraged 100% participation, contending that a greater number of informants may increase the sharing of new knowledge and improve the study. When informants deliver in-depth and accurate responses, it often leads to an ability to reach and identify data saturation. Saturation is determined by the researcher and is achieved when participants yield no new evidence leading to new codes or key themes interview questions (Sutton & Austin, 2015). Regardless, participation in this study was strictly voluntary for the collection process, and participants were made as comfortable as the professional setting allowed. Digital correspondence simplified the data collection process and served as the primary means of communication before and after each interview.

Research Method and Design

The three primary research methods used by researchers are quantitative, qualitative, and mixed methods (Saunders et al., 2015). Methodology has been defined by the approach, methods, and procedures with some justification for their selection (Sutton & Austin, 2015). Sole researchers should have a firm grasp of how understanding methodology and design helps define the positionality of researchers and ensures alignment on position, research questions, and objectives (Sutton & Austin, 2015). The

qualitative method was appropriate for this study to explore and collect data based on observations and feedback from volunteers of nonprofit organizations throughout the industry. The qualitative method for this study allowed participants to discuss topics openly and provide the ability to share without constraint. Relevant views and experiences ascertained through semistructured, face-to-face interviews comprise led to identifying and highlighting themes (Yin, 2017).

Method

This study used the qualitative research method because it is based on studying participants with an interpretive approach in their environments, and it discloses a detailed description and understanding for addressing the research problem (Atkinson et al., 1991). In contrast, quantitative research is driven by numeric and statistical evidence. Additionally, most quantitative methods require a focus on conducting statistical tests for examining associations among variables related to a specific phenomenon (Yilmaz, 2013). The study did not consider any evidence from statistical testing because the goal was to identify and explore strategies leaders use to reduce voluntary employees' turnover without limiting responses to preexisting categories; therefore, a quantitative methodology would not have been appropriate for this study.

Mixed method research includes quantitative studies that increase the amount of time and number of participants necessary to observe immediate results. Since I did not examine associations among variables, a mixed method approach was not appropriate. Given that each method must adhere to its own standards for rigor, ensuring the appropriate quality of each component, a mixed method study may have complicated the

study since my intentions were not to seek statistical data (Wisdom et al., 2012).

Design

A multiple case design was selected for this study of volunteer employee turnover. The other three designs considered were phenomenological, ethnographic, and narrative research designs. Using a multiple case (in contrast with a single case) design allowed exploration of leader strategies. Nonprofit organizations can increase the retention levels of volunteers, retaining the employees to best support nonprofit organizations; the evidence gathered from multiple case studies can enhance the validity by comparing and contrasting the findings among the cases (Yin, 2017). The purpose of the other designs led to their non-selection. For example, the purpose of phenomenological research is to seek evidence from participants of their own personal experiences with phenomena. Ethnographic inquirers study the behavior of individuals belonging to a cultural group within a natural setting (Gioia et al., 2013). Narrative researchers rely solely on gathering evidence through precise and significant details in personal stories and conversations that explore the meaning of participants' life experiences (Yin, 2017). Phenomenological, ethnographic, and narrative designs were deemed inappropriate for this study because I had no intentions of exploring the meanings of personal lived experiences, culture, or life stories in evidence while seeking saturation.

Population and Sampling

One leader, each from five distinct African American-centric nonprofit organizations located throughout Washington, District of Columbia, Maryland, and

Virginia, constituted the sampling population for this study. One of the goals was to use

the population to conduct a qualitative study and attain saturation by using a minimal

number of respondents to achieve the objective (Yin, 2017). The size of the pool is

important, as qualitative methods do not require as many participants as other methods

(Yin, 2017). A subsequent goal was to identify five executives fulfilling leadership

positions in African-American nonprofit organizations. The respondents' resumes

included (a) being elected to a tenure of presidency in an African-American nonprofit

organization, (b) process knowledge of how strategic objectives of the organization

influences Washington, District of Columbia, Maryland, and Virginia, and (c) the ability

to produce credentials reflecting authority to operate under incorporation of one of the

three previously mentioned localities.

Techniques for gathering different types of evidence from a population of

participants are crucial in deciding proper sampling techniques to ensure sound

qualitative research (Yin, 2017). The feedback of this qualitative study regarding the

nonprofit industry was derived from purposeful sampling while following guidelines set

for minimal information techniques. Contacting participants is a practice widely accepted

in qualitative research with purposive sampling. Minimal information techniques suggest

the researcher may not know if all informants have enough experience or knowledge to

add value to a study (van Rijnsoever, 2017); therefore, all participants were contacted to

assess their potential for valuable information. Once the validity of the informant was

determined, a private and professional setting was agreed upon to conduct interviews.

Establishing security and safety before, during, and after an interview is intuitive

to a successful evidence-gathering process (Saunders et al., 2015). Establishing protocols allows for a thoughtful and thorough uninterrupted interview with limited distractions, if any. Proper preparation by the researcher improves the chances of increasing the confidence and credibility of value-added responses (Rabie & Burger, 2019). Employing necessary measures to reduce the loss of data through unsuccessful interviews, prevent deceptive responses, and improve practices of identifying key themes and coding minimized the necessity of inviting additional participants to compensate for invalid interviews while pursuing data saturation.

During initial contact with the participants, I established rapport by demonstrating the possible outcomes in the current study. The request for participation, overview presentation, and consent forms are three opportunities to prevent negative consequences from the semi structured interviews. The in-person interview opportunities illustrated the need for in-depth and accurate responses that could increase rich feedback. Sustaining rapport during the data collection process produced outcomes that may benefit the nonprofit industry.

Successful research must reach saturation, which is determined by the researcher (van Rijnsoever, 2017). I identified when interviews stopped producing new codes, themes, and knowledge. Member checking helped transcribe evidence and allow respondents to immediately review transcripts of interviews. Such expectations allowed for in-depth interviews to produce the necessary evidence to accurately acclaim data saturation had been met (van Rijnsoever, 2017).

Data Saturation

Data saturation is a goal and part of the process of evidence gathering. Researchers achieve data saturation when no new data emerge from data collection (Tran et al., 2017; van Rijnsoever, 2017). Trust and confidence allow researchers to gain rich data, especially from respondents who have the experience to expound on the topic (Tavory, 2020). Achieving data saturation is more than the lack of uncovering new information. Saturation includes a halt to identifying new codes and indicates the probability that new themes are no longer plausible (van Rijnsoever, 2017). There is no need for any predisposition when conducting interviews. Interviews are conducted until researchers determine data saturation has been attained (Tran et al., 2017).

Ethical Research

Conducting ethical research is important. Researchers must remain astute to the implications of failing to meet ethical standards (Saunders et al., 2015). This research adhered to Walden University's policy on privacy as it pertains to participant confidentiality. As the researcher, I maintained an unbiased scientific approach to the interpretation of evidence and the translation of data, themes, and codes. Verifiable ethical research was paramount to a successful conclusion of a study. Permission was obtained from Walden University's IRB (07-21-21-0757433) before interacting with participants and beginning the data collection process.

Compliance with the process of transferring evidence, translating data, and identifying themes and codes is a sensitive process. Therefore, the study participants' selection process is necessary to establish procedures that protect the participants'

identity and rights before, during, and after the interviews. Techniques to establish

confidentiality in the current study included: (a) ensuring participants understand the

confidentiality associated with their roles, (b) ensuring respondents recognize their rights

to abstain, (c) disclosure statements that indicated committing to an interview are strictly

voluntary, and (d) creating an atmosphere where the comfort of informants is a priority.

Participants had the right to withdraw from the interviews at any time.

Every participant of the semistructured interviews acknowledged their rights by

endorsing and returning consent forms to the researcher. While protecting the rights of

participants, the researcher also maintained the responsibility of upholding the security of

collected and coded data (Saunders et al., 2015). Each participant received information

strictly prohibiting monetary compensation for their responses; there were no

compensation or incentives for participation in the study. Within the study, I followed

Walden University's protocol to conduct a successful study. Requirements of the

university mandate safeguarding consent forms and all coded data on removable digital

storage devices for five years.

To fulfill the requirements, protocols were initiated, calling for electronic

presentation and submission of consent forms to all participants. Throughout the

proposed study, digital forms and a digital signature were acceptable. I used USB,

removable hard drives with other secure storage capabilities to maximize the capabilities

necessary to safeguard and encrypt data (Lee et al., 2018), thereby preventing access and

unauthorized use. To maintain the anonymity of the participating organizations, the

respondents and study evidence depended heavily on technology. Technology provided a more simplistic and secure means for maintaining the necessary data for five years.

Data Collection Instruments

Data collection instruments are tools that allow researchers to collect data, identify themes, and properly code evidence. There are several instruments for collecting evidence to support studies; qualitative research relies primarily on interviews, documentation analysis, and observations (Saunders et al., 2015). The study of the phenomenon in the nonprofit industry was conducted in person to improve the utility of responses during the interview. Computer technology such as digital recorders and translators during semistructured interviews may make the transitions from interview to analysis seamless. Heydari et al., (2016) reported that qualitative data includes the meanings and narratives of individuals on the matters of their own trajectories, the causal or emotional relationship between events, and the relevance and impact of certain events; these factors contribute to a stronger qualitative study. The researcher was the data collection instrument in the current study.

Semistructured Interviews

Semistructured interviews are a data collection method frequently used in qualitative research. Kallio et al. (2016) reported that semistructured interviews are simple and allow for reciprocity between the researcher and respondents. Purposeful sampling was used to identify participants. The use of interviews, observations, and evidence shared by the respondents, along with document analysis, led the researcher to identify themes, proper coding, and data saturation (Saunders et al., 2015).

Sutton and Austin (2015) asserted that the benefits of semistructured interviews are they allow for some defined questions and provide the interviewer considerable latitude to adapt questions to the specific direction of responses. The researcher builds questions with semistructure to allow for more intuitiveness and natural conversations during the interviews. Although this study was driven by one research question, seven open-ended fact-finding interview questions were formulated to determine the type of strategies nonprofit leaders use to increase volunteer employee retention. In addition, face-to-face interview questions yielded evidence to identify the process of implementation for sound volunteer retention strategies of nonprofit organizations.

Documentation

Collecting retention policies, onboarding procedures, and incentive programs surrounding retention served as a method for gathering evidence during the interviews. Documentation, as evidence, was a delimitation to the inquiry into the nonprofit industry; therefore, as the researcher, I ensured such evidence was recorded so as not to instigate scholar scrutiny (McLaughlin et al., 2019). Documentation such as organizational policy, onboarding procedures, training, programs, strategic plans, and documentation supporting processes to recognize the performance of nonprofit volunteers was used to provide validity to evidence collected from interviews. Research documentation throughout this study was solicited to record techniques and identify new tactics for nonprofit volunteer employee retention. Participants who chose to provide documented evidence helped simplify the process of replicating success with future challenges to nonprofit volunteer employee retention.

Data Collection Technique

Data collection for the qualitative study included semistructured interviews and collection of documentation. One leader from five nonprofit organizations accepted the invitation to participate in the study. No incentives were offered for participation in the study. COVID-19 protocols caused challenges with scheduling, such as time and location for face-to-face interviews. Video and telephone conferencing mitigated those challenges. Note-taking during the interviews helped to capture keywords and phrases mentioned by the participants. Member checking allowed for follow-up with participants and added accuracy and clarification to participant responses leading to data triangulation and saturation.

Semistructured Interviews

One leader from five nonprofit organizations agreed to participate in the locust of the study. The organizations were located in Washington, District of Columbia, Maryland, and Virginia. Face-to-face interviews under COVID-19 restrictions and protocols, combined with purposive sampling, were the best approach and allowed the researcher to explore the knowledge participants offered to the study. As the single researcher, I used published directories from African American-centric nonprofit organizations, a contact list, and purposive sampling to gather insight into the focal point of a study (van Rijnsoever, 2017).

I conducted a pilot study after IRB approval to validate the interview questions. The pilot study verified the utility of the interview questions designed for this study. The pilot study also allowed for rehearsal and procedures to establish rapport using computer-

assisted recording devices and processes involved in transferring and safeguarding evidence from the investigation. The study was conducted for familiarization of the data collection process; it explored techniques to ensure rapid rapport building and solidify techniques to build confidence with respondents while validating methods for secure data collection and compliant means for storage (Yin, 2017). Ten executive leaders from nonprofit organizations were selected to participate in this study. Three participants declined, and seven agreed to participate.

According to Yin (2017), developing and maintaining rapport and credibility with participants throughout the interview process may provide benefit to a study. The sole researcher should capitalize on the time to prepare correspondence illustrating the purpose of the study, a brief overview of the research, and the value participants will bring to the study. Also, the contact information should be verified in the event questions arise throughout the interview and data collection process (Yin, 2017). Rapport building continued after the introductions via email or telephone conferences. Before the actual interviews, I met with participants to become comfortable with the interview process. I anticipated that comfort levels might increase when completing the brief overviews of the possible outcomes of the study. I was also aware that more familiarity with the nonprofit industry and participants could allow for more productive interviews.

Sharing pertinent details while soliciting volunteer participation throughout the study is significant (Yin, 2017). To meet credential requirements in the sampling process, the participants were afforded an overview of the study, which contained a summation of the research while providing opportunities for dialogue on the phenomenon. Every

participant received an email copy of the seven open-ended, fact-finding questions to establish the tone of trust while building confidence in the data collection process.

I used semi structured interviews to provide the ability for the collection of data systematically and simplify the process for data analysis. Yin (2017) stated that a quality interview should not exceed 45 minutes. I discussed the importance of the study with participants; this could have helped maintain focus which could have affected the data from interviews. Tracy et al., (2014) asserted that well-structured interviews might allow the researcher to become immersed in the data, connect with the participants, and develop second-order interpretations. In this study, rich evidence such as responses to the interview questions and personal testimony describing organizational success about retention of volunteers from the participants generated insight into leader strategies with the intent to increase retention in nonprofit volunteers.

Documentation

Qualitative research often calls for the correlation of multiple data collection techniques to ensure triangulation and data saturation. Documentation methods allow for a simple process to gain in-depth insight and best practices to develop an understanding of the problem (Merriam, 2019). Documentation analysis provides researchers with evidence from data selection, wherein they choose the documents that offer rich evidence to support other data collection methods (Wolff et al., 2017). Collecting documents as evidence becomes complex when specific documents for collection are not previously identified by researchers, or the documents are obscure and add no relative evidence. In this study, the documents, including forms, membership rosters, policies supporting

onboarding programs, and policies and incentives for donor labor and retention of

volunteers, contributed data from the participants. I requested access to such

documentation during the overview and introduction process and recorded receipt in a

daily research diary. The documentation was uploaded to NVivo 12.2 to assist with

coding and developing themes. Only documentation pertaining to employee retention,

organizational policies, and onboarding was solicited where available.

Some of the best evidence in qualitative research is documents (Sutton & Austin,

2015). In this study, insight from onboarding documents and retention policies proved

useful information on nonprofit volunteer turnover in some cases, participants provided

more documents than others. Those cases where documentation was lacking indicated

that sound policies and procedures for onboarding might not exist. To achieve total

objectivity when documentation is involved, researchers should remove their own lens of

previous conduct and past experiences to help eliminate possibilities of subjectivity

(Sutton & Austin, 2015). When documentation was absent, I followed up with questions

in the interviews about metrics for measuring success. The goal was to focus on objective

data, which is most advantageous to qualitative research.

Data Organization Technique

The process to collect, retain, and safeguard evidence for five years is significant

to remaining in compliance with Walden University, maintaining credibility and

transferability of findings within the study. Maher et al. (2018) put forth that a need exists

to document the research methodology and data analysis procedure, provide a transparent

audit trail, and communicate the rigor of the process adopted. Sound organization and

management may assist in extrapolating analysis of key findings as a prerequisite to documenting and distributing the advantages and disadvantages of the research (Maher et al., 2018).

Collecting Evidence

When collecting data, I grouped the participants by labeling and numerical identification. This was done to protect the identity of the leaders and the nonprofit organizations. Building confidence in the study started with the care of the participants and the protection of personal identification information.

Retaining Evidence

The evidence, including interviews, forms, notes, member rosters, and recordings, was retained with removable encrypted thumb drives. Files, including respondent feedback, transcripts, and other documentation such as email communication, were scanned and retained on secure devices. I ensured the names of the organization and identification of the personnel were not stored in the same location as the encrypted files. I maintained a rigid audit trail, including an electronic journal and daily research diary, to increase trust in the process.

Safeguarding Evidence

Evidence stored on my computer was placed on secure thumb drives at the conclusion of the study. The devices are safeguarded in two safes, one to store identification and any raw data and the other to secure data used in the study analysis. The data will be stored for five years in accordance with Walden University's policy. I will maintain sole access to the encrypted data. Data organization techniques made it

necessary to use voice recorders, transcribing applications, journals, and NVivo Version 12.2 data analysis software. I employed safety and security precautions specified by Walden University to remain in compliance with academic standards. I secured evidence and will maintain findings for five years. Lee et al. (2018) confirmed the method by which data is stored electronically on encrypted removable hard drives is an acceptable and secure means.

Identifying a secure compartment to store the computer devices was expected to add a level of security; therefore, I employed protocols to enhance the credibility of the study and the confidentiality of participants, including digital data organization tools (excel spreadsheets, diagrams, and charts to assist with coding and to identify key themes) coupled with imaginative insight help to understand data and generate an understanding of theory through interviews and documentation (Maher et al., 2018). I used a computer and notes as digital research logs and kept a written daily reflective journal to document findings throughout the interviews. Digital research to include logs and journals was safeguarded when not in use and stored for the five-year requirement. I destroyed paper materials in burn bins after uploading them to NVivo.

Data Analysis

Researchers should devise a suitable plan to properly interpret data (Yin, 2017). Several automated tools were available for the purpose of this study to provide a digital path to data analysis. Qualitative researchers find NVivo, ATLAS.ti, and computer-assisted qualitative data analysis software (CAQDAS) advantageous since they expedite mundane processes through technology (Paulus & Bennett, 2017). I selected the NVivo

12.2 software, as it presents the best method to eliminate the need for researchers to immerse themselves in whiteboards, huge charts, and other methods for coding and identifying themes. NVivo expedited this study more so than ATLAS.ti and CAQDAS.

Novice qualitative researchers find solace in the foundational model consisting of five iterative cycles: (a) memoing, (b) inspection cycle, (c) coding cycle, (d) categorization cycle, and (e) modeling cycle (Kalpokaite & Radivojevic, 2019). Memoing is a continuous cycle taking place during the entire time of the data collection and analysis process (Kalpokaite & Radivojevic, 2019). However, all of the cycles are designed with the intent to support inductive reasoning and qualitative research. The foundational model laid out a systematic approach for the researcher to collect and interpret data and was used during this study.

Memoing

Electronic journals and digital research diaries are a means for researchers to become more reflective during their studies. Kalpokaite and Radivojevic (2019) found the practice of writing memos forms an integral part of this qualitative data analysis approach. A digital research diary was selected for this study. The daily research diary I used to capture notes increased my capabilities to be more reflexive and heighten critical thinking.

Inspection Cycle

The inspection cycle serves as the first inductive approach to the data in this research. The inspection cycle allows the primary researcher to familiarize themselves with datasets from the study (Kalpokaite & Radivojevic, 2019). The inspection cycle is

the genesis of preliminary qualitative content analyses and the initial phases of auto-coding. This cycle allows researchers to identify relevant concepts and gives way to subsequent cycles.

Coding Cycle

The coding cycle is an informative and encompassing cycle for this research. This step is valuable in linking the conceptual framework to the data analysis (Kalpokaite & Radivojevic, 2019). The informative steps in the process of coding are selecting, focusing, simplifying, abstracting, or transforming the data derived from the full corpus of information. Doing so allows for condensing data from the research and begins the process of interpreting the data in a more systematic approach.

Categorization Cycle

The categorization cycle is where researchers begin to identify and formulate overarching key themes and categories. Also, at this point, researchers group different inductive and deductive codes into possible categories (Kalpokaite & Radivojevic, 2019). In-depth reviews of the conceptual framework of Herzberg's two-factor theory, code frequencies, and feedback from other cycles provided meaningful answers to research questions in the study. Data triangulation and saturation are formidable concepts beginning with data collection and validated with data analysis through categorization.

Key themes are identified in the modeling cycle during the process of collecting evidence. Once proper correlations are identified, and an in-depth analyzation is underway, proper courses of action and recommendations can be made to significantly impact the phenomenon. When the data collection process is completely exhausted, the

goal is to formally declare data saturation (Denzin, 2012). As the researcher in this study, my focus was on data saturation, the point of no new information, and triangulation, which is the means of collecting data from multiple sources. Such indicators increase the credibility of the study. Kalpokaite and Radivojevic (2019) found that as a result of this cycle, researchers begin to crystallize their framework by clearly distinguishing the different dimensions of the categories as well as how these different categories are related to one another.

Modeling Cycle

The last phase to define and support the conceptual framework is the modeling cycle in this foundational analysis process. The modeling cycle implies the final elaboration of the conceptual framework that has been corroborated with the empirical analysis (Kalpokaite & Radivojevic, 2019). By this stage, a comprehensive picture representing the research data was developed, then the outputs from all the analysis were combined to accurately present a conclusive narrative of the analyzation and findings. Key themes emerged from the analysis.

Introducing technology into the four iterative cycles assisted with data triangulation, identifying themes, proper coding, and study outcomes. In this study, the interviews were recorded applications and software on computer-assisted devices then transcribed using NVivo 12.2 software to code and identify any emerging key themes. I also analyzed evidence by reviewing written notes and recorded interviews for any information that may justify the findings. Proper analysis is a significant responsibility and a role of the researcher (Cypress, 2017). Credible findings are dependent upon

thorough research, rigorous analysis, and trustworthiness in the evidence (Cypress, 2017).

Proper data analyzation and codification depend on the researcher upholding the

characteristics that build trust (Moon, 2019). Transcribing interviews then allowing the

respondents to approve the interpretation (member-checking) of the data ensures

accuracy and allots time for interpreting, identifying key themes, and coding (Cypress,

2017). Triangulation is derived from the feedback from multiple respondents combined

with the evidence collected from documentation (Cypress, 2017).

Establishing reliability and validity within the findings of a study is quintessential

to its credibility (Hayashi et al., 2019). Reliability and validity are developed in the study

through a series of techniques from the inception of the study to its publication (Hayashi

et al., 2019). In the role of the data collector, as the sole researcher, I was responsible for

the method and design of the study. I provided a thorough analysis of findings while

safeguarding collecting and codifying data. The data triangulation ensured evidence was

verified by more than one source and was a significant step towards establishing data

saturation and study credibility.

Reliability and Validity

Reliability

Researchers have a responsibility when interpreting data to ensure the reliability

and validity of the data it presents (Cypress, 2017). Rigor and trustworthiness are two

characteristics that signify the competency of qualitative research (O'Neil et al., 1995).

Rigor is defined as the strength of the research design and the appropriateness of the

method to answer the questions (O'Neil et al., 1995), and trustworthiness relates to the

degree of confidence audiences of subject matter experts place in a study (Yin, 2017).

Therefore, I followed strict criteria to increase the level of trust. To prevent investigator

bias, four strict criteria must be agreed upon to support reliability and validity: credibility,

transferability, dependability, and confirmability (Cypress, 2017).

One of my roles as the researcher was to ensure protocols were established

throughout the study. Researchers in qualitative inquiries should seek to deeply

substantiate their analyses and claims, pursuing prolonged engagement, varying

techniques for member checks, and audit trails when exploring phenomena in the

nonprofit industry. Allowing the participants to review their transcripts may yield the best

outcomes. Research that follows strict trust protocols, including member checks, is de

facto more likely to constitute research that makes a difference.

Dependability

Completing a study with thorough findings allows future researchers to build on

the outcomes of the study. Dependability in a study requires explicit audit trails,

specifically describing processes that allow replication of study findings (Yin, 2017).

Replicating study findings will allow future researchers to use feedback throughout the

nonprofit industry that has challenges with employee turnover.

In the current study, I employed varying measures to increase dependability in

findings through member checks. Johnson and Parry, (2015a) asserted recordings and

transcripts could be inspected to account for possible mistakes. I analyzed transcripts

detailing interviews, interpretations, and coding for feedback. Participants received

familiarization with methodologies surrounding themes and coding. I explained how the

codes were developed and how themes were derived from the analysis with the assistance of NVivo. Familiarization was a part of building trust and ensuring all data accurately reflects the evidence from inquiries.

Validity

Trustworthiness is paramount within a study and leads to findings that are capable of being replicated in future studies and like phenomena. Credibility is one characteristic of trustworthiness and measures the intent of the study as a true reflection of participants' reality to study findings (Yin, 2017). Prolonged engagement, coupled with member checks, are two strategies among a plethora of qualitative techniques I used to increase credibility for methods in this study. Where COVID-19 restrictions allowed, I spent considerable time with the five executives in the interviews to become more familiar with organization practices to develop a concrete understanding of mannerisms, personalities, and the weight of such activity in the participant feedback.

Hayashi et al. (2019) asserted that validity is a process that begins with qualitative research through the publication of a study. Validity is constantly built throughout the research and not the isolated result of a test, metrics, or preventive measures (Hayashi et al., 2019). Maintaining rapport with the five executives served to increase trust with the participants and peer researchers. As the sole researcher, ensuring validity encompassed the corpus of the study. One important aspect was to ensure validity was established at the genesis of research with transferability, confirmability, and credibility.

Transferability

Transferability requires the elimination of investigator bias in the data collection

and analysis process. Transferability also depends heavily on a thick description of data and its ability to transfer findings to another context (Yin, 2017). Peer debriefing may assist with verifying transferability early (Johnson & Parry, 2015a). I intended to ensure peer researchers with nonprofit industry subject matter expertise had an opportunity to critically review study outcomes, but no peer researchers were included in the findings due to COVID-19 restrictions.

Confirmability

Findings within this study were confirmed by audit trails. As a result of explicit interpretations and accuracy in transcribing, I anticipated the ability to audit conclusions through the evidence and back to the participants (Johnson & Parry, 2015b). Confirmability is synonymous with the responsibility to ensure the findings of a study are supported by data collection (Cypress, 2017). High reliance on the use of direct participant/researcher interactions such as interviews and telephone calls require levels of trust and comfort (O'Neil et al., 1995). Accurate transcribing and interpretations of data support audit trails and increase trustworthiness when investigating findings.

Credibility

Permitting participants to verify transcriptions can provide additional insight to either confirm or disconfirm theories or data. In my debriefings, I sought to confirm or disconfirm findings as an approach to test data collection and analysis (Johnson & Parry, 2015b). Peer review and feedback limit the probabilities of misinterpretations or omissions of critical feedback to interview questions (Davis & Lachlan, 2017). Credibility is dependent upon the researcher's ability to present credible interpretations of

original data (Cypress, 2017; Davis & Lachlan, 2017). Rigorous research protocols such as reflexivity, participant labeling, consistent interview techniques, succinct interview questions, and accounting for and transcribing evidence ensure evidence and data sources remain free of investigator bias (Bochner, 2018). Triangulation and saturation are other responsibilities of the researcher. Credibility in the finding when achieving triangulation and saturation is data-driven.

Triangulation within a study is a means to legitimize research findings. Researchers depend on triangulation to increase levels of validity in pursuit of credibility, dependability, confirmability, and transferability within research findings (Moon, 2019). Johnson and Parry, (2015b) claimed by addressing a phenomenon from multiple directions, researchers can more clearly and accurately locate that phenomenon. In this study, I used multiple data collection strategies, including semistructured interviews, document collection, and memoing, to assist with triangulation. Confirming triangulation becomes easier with qualitative codes, themes, and thorough analysis from coherently justifying the converging coherence from multiple collection sources.

The purposeful intentions of the researcher assisted in identifying consistent and repetitive evidence through multiple sources, helping to better understand nonprofit industries' phenomena. Collecting evidence from varying sources Semistructured interviews, documentation, and memoing and highlighting similar responses from participants served as indicators of data saturation (Sechelski & Onwuegbuzie, 2019), which occurred after five interviews. Saturation through the collection and codification of evidence is achieved when the interviews yield no new information. Sechelski and

Onwuegbuzie (2019) claimed saturation is the litmus for factual and consistent feedback in a qualitative study. In the current study, I declared data saturation once I received repetitive evidence and uncovered consistent findings in the semistructured interviews, leading to the same outcome with no new information.

Participant Validation

Reliability and validity of a study can be supported by participation strategies. McGrath et al. (2019) found trustworthiness in qualitative data-driven explorations, including member checking, debriefings, and audit trails are categorized as respondent validation or participant validation activities. Researchers who invest in solidifying accurate transcriptions of responses may serve to increase trust within the evidence for conclusions in proposed studies (Creswell, 2013). Literature suggests that participant validation strategies are relatively simple to complete and add weight to the study findings (Yin, 2017).

Member reflections is an approach I used throughout the study. Systematic reflections helped dismiss investigator bias and verify the accuracy of responses. Johnson and Parry, (2015a) asserted subjectivity and reflexivity are paramount in qualitative research processes. Recognizing the significance of research bias in a study forces self-introspection of politics, intent, motivation, and other internal personality traits that might influence outcomes (Johnson & Parry, 2015a). Reflection strengthened the overall findings and led to rich data by eliminating investigator bias, allowing the focus to be on insightful articulation within the discussion and conclusion components of this study.

Evidence gathered through semistructured interviews included feedback from five participants. As the single researcher, I provided a copy of the probing questions of the study to participants during formal introductions. Additionally, I provided interpretations of the evidence to the respondents for member checks, perusal, and feedback. The correct translation of evidence significantly influenced the trust and confidence of the findings in this research.

In my role as the researcher, I relied on member checking as a process to ensure accuracy and trust within the evidence. Johnson and Parry, (2015a) reiterated that the researcher is the primary data collection instrument. A researcher should present accurate and trustworthy facts. Allowing informants to verify their input extends even greater credibility. To support reliability and validity, I conducted member checking, where I provided the participants of the study with a summary of the interview to validate their responses.

Transition and Summary

In Section 2, I discussed the methodology and framework for the study. Information in Section 2 was written to support and defend the use of a qualitative multiple case study. Section 2 illustrated the role of the researcher, as the roles of the researcher and participants are significant to the outcome of the study. Criteria for the participants, including the population and sampling, were also presented in this section. Section 2 demonstrated the utility of the research method and design, ethical research, data collection instruments, collection techniques, and organization techniques. The section concluded with the significance of reliable and valid findings. Section 3 will

present the results and how such findings relate to professional practice and the potential

impact on positive social change in the nonprofit industry.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The objective of this qualitative multiple case study was to explore strategies leaders in African American-centric nonprofit organizations utilize to reduce turnover rates of volunteers. I conducted semistructured interviews with five leaders of African American-centric nonprofit organizations located in the Washington, District of Columbia, Maryland, and Virginia. Each leader demonstrated success with increasing nonprofit volunteer employee retention. The findings from interviews, combined with document collection and memoing, identified strategies leaders of nonprofit organizations used to prevent nonprofit volunteer employee turnover.

Presentation of the Findings

The overarching research question in this study was "What strategies do leaders within African American-centric nonprofit organizations use to reduce turnover rates of volunteers? Semistructured interviews uncovered findings for this qualitative multiple case study. The semistructured interviews were conducted under COVID-19 restrictions and newly identified Delta-variant protocols in the 2020 and 2021 pandemic. Tele-communications, digital platforms, and Zoom technology allowed for a secure and comfortable environment to complete data collection. Each leader's identifiable information was converted to a numeric sequence, and to maintain the highest level of privacy and confidence in the research, their organizations were not disclosed in the study. Each participant was asked seven questions (see Appendix A) in a succinct manner to identify the strategies used to reduce turnover with nonprofit volunteers. Data

collection also involved member checking, memoing, and journaling.

Once data saturation was achieved and no new information was revealed in participant interviews, the data were triangulated and analyzed. All responses to the seven interview questions (see Appendix A) were uploaded to NVivo version 12.2 for query analysis, codes, and themes. Analysis of data provided insight into the best strategies to reduce nonprofit employee turnover. Throughout the process, all data sets were maintained in bio-digital safes located in my office designed to ensure participants' privacy. To ensure validity and reliability of the emerging themes, each participant was given 2 weeks to review their responses through member checking. Four of five participants added information to their responses. As a result, three themes supported with accurate accounts from leaders about strategies emerged.

Data were collected from one leader of five distinct African American-centric nonprofit organizations located in the Washington, District of Columbia, Maryland, and Virginia. Research and findings aligned with the conceptual framework of this study. The conceptual framework was founded in Herzberg's two-factor theory, which focuses on two factors existing in the workplace that help reduce job dissatisfaction and promote job satisfaction (Herzberg et al., 1959). Findings confirmed that hygiene factors and motivational factors have a significant impact on the retention of volunteers through job satisfaction.

The extant literature review of this study provided a solid foundation for insight into leader strategies. Recent literature was added as a resource for the study since the proposal. The new literature provided enhanced knowledge on drivers to altruistic

motivations, onboarding programs, and volunteer behaviors. In contrast, the recent

literature helped better understand responses from the participants. Capitalizing on

altruistic motives and onboarding programs was a golden thread throughout the five

semistructured interviews. The leaders of the nonprofit organizations were familiar with

strategies supporting volunteer employee retention. Three emergent themes support the

findings of the study, which will be discussed in the following section.

Theme 1: Communication—Open Line of Communication with the Leadership

Theme 1 had the greatest number of similar responses. Every participant affirmed

that open lines of communication with the nonprofit volunteers provided the greatest

return on investment. Effective communication with leadership helps volunteers manage

task and role uncertainty and leads to higher levels of satisfaction and willingness to

recruit others (Kramer et al., 2021). Leaders can provide clear insight into the objectives

of the nonprofit organization. More episodes of leader engagement explaining anticipated

outcomes motivate volunteers. Participant 7 stated that direct communication with the

members was a key factor to keeping members involved and active in the organization.

Hearing the importance of the charitable objectives directly from the leader increased the

level of volunteerism and commitment to the organization. Similarly, Participant 1 added,

"Direct contact with the membership, use those communication factors often worked with

instilling motivation, face to face verbal communication."

Every participant emphasized the significance of communication with nonprofit

volunteers to promote increased retention rates of volunteers. The Herzberg two-factor

theory highlights how the necessity of meeting the need of extrinsic hygiene factors

reduces job dissatisfaction (Herzberg, 1966). The Herzberg two-factor theory continues to be the best suited leadership theory for this phenomenon in the nonprofit industry. Leader engagement on extrinsic hygiene factors like policies and lines of communication help to reduce volunteer turnover. Townhall meetings, podcasts, robot (robo) calls, and all direct communication may lead to an increase in retention rates at nonprofit organizations. Implementing extrinsic hygiene factors aligns with the conceptual framework. NVivo identified communication as a theme. Communication was mentioned in responses 200 times by the participants.

Theme 2: Onboarding Programs and Establishing and Meeting Expectations of Volunteers

The consensus among participants was met throughout the interviews when reporting about new volunteer efforts. Leaders reported onboarding programs gained a new focus under their leadership. Onboarding was the first chance to make a powerful first impression on new volunteers, and not to seize such an opportunity was viewed as a lead to increasing volunteer turnover. Participant 7 shared,

> When receiving new volunteers, discussing the importance of organizational missions with volunteers upfront helped to manage expectations. Receiving accolades is a motivator. But in the initial interactions with new employees, it is stressed individual accolades were second to charitable efforts. Once the charitable events were complete, it was my job to get those who made those contributions recognized for their efforts. It is important the volunteers get recognized and not solely the organization.

Participant 1 stated, "The members that I encountered directly supported, and I used their enthusiasm to encourage other members to support the endeavors of the organization." Participant 4 shared, "Establishing meet and greets as part of the onboarding programs all leaders to engage directly with new volunteers and increase enthusiasm."

Many nonprofit leaders who participated in this research discussed how they use intrinsic motivational factors within their African American-centric nonprofit organizations. Motivational factors include the following intrinsic related factors: recognition, achievement, advancement, responsibility, personal growth, and work itself (Herzberg, 1987). Leaders who discussed the intrinsic factors as a part of onboarding programs observed benefits. NVivo identified that leaders and volunteers encouraging other volunteers was expressed 137 times in the interviews.

Theme 3: Clarify Roles for Nonprofit Volunteers

Assigning volunteers to work in roles synonymous with their altruistic motives was a topic the participants reported as a priority. Giving the ability for volunteers to demonstrate beliefs, personal values, and levels of passion is a form of compensation (Kramer et al., 2021). Restricted budgets do not allow for monetary compensation equal to the levels of donor labor performed by volunteers, but the clarity of roles and assignments in areas where volunteers feel they can serve is a form of compensation, leads to increases in volunteer contributions, and substitutes as a form of compensation (Kramer et al., 2021). Participant 4 stated, "Clarification of roles is a key strategy in reducing volunteer employee turnover. Ensuring volunteers understand organizational objectives and aligning volunteer efforts with those objectives promotes an increase in

volunteer contributions." Participant 1 expressed, "When you fail to keep members informed of what is going on with the organization, and you do not allow them to participate, volunteers are more apt to just quit." Participant 4 shared:

> Recognition like volunteer of the year, most valuable volunteer, and things like that, I have found really motivate our volunteers, causing them to stay with the organization. Rewarding them for their work, I have found everyone wants to be a part of something good, and they want to know their work is not being overlooked.

Recognizing the efforts of nonprofit volunteers could start with a clarity of roles and responsibilities. Intrinsic motivational factors include recognition, achievement, advancement, responsibility, personal growth, and work itself (Herzberg, 1966). Finding opportunities to celebrate the success of volunteers may lead to job satisfaction and increased retention rates. Implementing intrinsic motivational factors aligns with the conceptual framework of this study. NVivo 12.2 identified that taking ownership and responsibility weighted heavily in the analysis and was mentioned over 100 times in responses. Further, nonprofit leaders highlighted that the ability to recognize and advance members in their organization in the absence of means to compensate monetarily was overwhelmingly received by nonprofit volunteers.

The conceptual framework of this study was based on Herzberg's two-factor theory. The framework supports the themes discovered in this research. In addition, the participants' responses support that implementing intrinsic motivational factors leads to job satisfaction. As stated, intrinsic motivational factors include recognition,

achievement, advancement, responsibility, personal growth, and work itself (Herzberg, 1966). Furthermore, research suggests that when organizations identify and address relevant hygiene and motivational factors, they can motivate employees to contribute to strategic outcomes and remain with the organization (Dubbelt et al., 2019). This study's findings confirm that identifying strategies to compensate employees for donor labor intensifies a person's commitment to remain a volunteer.

Applications to Professional Practice

Leaders for African American-centric nonprofit organizations use (a) open lines of communication between leaders and volunteers, (b) onboarding programs that include establishing and meeting expectations for volunteers, and (c) processes to clarify roles for nonprofit volunteers based on the findings in this study. In addition, extrinsic hygiene factors and intrinsic motivational factors increase volunteer employee job satisfaction. Leaders of nonprofits who find themselves in positions without sufficient budgets or organizational structure to support the implementation of the two-factor theory but understand Herzberg's theory could find meaningful ways to reward volunteers and gain similar relevant and tangible impact.

Nonprofit leaders influence the organization by capitalizing on donor labor of volunteers. Also, leaders are responsible for increasing volunteerism and recognizing employees for their efforts. The increased donor will produce a higher return on investment when accomplishing strategic outcomes. In addition, recognition programs and individual ownership of strategic outcomes are potential antecedents to reduce employee turnover.

Implications for Positive Social Change

Nonprofit leaders who capitalize on recommendations for action from this research will create environments that increase volunteer retention rates while promoting positive social change. Kleinschafer et al., (2018) found improving nonprofit volunteer commitment also improves the salience of nonprofit organizations. Implications of this study for positive social change support the potential for a stabilizing effect on urban communities, strengthening grassroots advisory boards, increasing the commitment of organizational citizens, and effects on society. Improved volunteer retention programs and sound business practices will promote benefits of reduced crime, increased social-economic status, and increased unity throughout African American communities (Sharkey et al., 2017). In addition, salient nonprofits inside African American-centric communities can employ influence to connect business with citizen leaders to overcome shortfalls in African American-centric communities.

Recommendations for Action

Leaders of African American-centric nonprofit organizations should consider a systematic approach to reduce nonprofit volunteer employee turnover. The systematic approach may include the following recommendations. Nonprofits should (a) regularly schedule onboarding opportunities with new volunteers, (b) establish channels of communication where leaders can have direct and indirect communication with all members, and (c) adopt personality and value assessments to assess the strengths of new employees and assign volunteers according to the outcomes of the assessments. When nonprofit leaders focus on building relationships with volunteers, the relationships will

increase the desired effects of job embeddedness.

Volunteers place a high value on intrinsic motivational factors. Extrinsic factors and intrinsic factors are on two sides of the continuum (Herzberg, 1966). Both sides of the two-factor theory need to be addressed to reduce levels of job dissatisfaction (Herzberg, 1987). Employing leader strategies focused on the two-factor theory may increase job satisfaction and assist with reducing nonprofit volunteer employee turnover.

Recommendations for Further Research

The qualitative multiple case study yielded knowledge to immediately affect the ability to increase retention rates in African American-centric nonprofit organizations. Also, two considerations for further research were uncovered. First, is exploring the impact crisis communication has on volunteer turnover. Haupt and Azevedo (2021) found that interest grew for corporate organizations as society and businesses began to realize how negative consequences of improper management could have a resounding impact on their bottom line and ability to provide services to their customers. Aspiring scholars may also want to investigate strategies to maintain communication and volunteer efforts during a crisis. Another consideration for research is the leader strategies female leaders believe prevent volunteer turnover in nonprofit organizations.

Haupt and Azevedo (2021) stated that nonprofit organizations should generate a crisis communication plan and create adaptations to this plan depending on the crisis being faced, along with setting aside time to practice the plans with members of the organizational hierarchy and community partners. The COVID-19 pandemic presented some interesting scenarios in this research. Future studies may consider how leaders

manage during a crisis and how it may impact volunteer retention. Scholars may also explore actions female leaders take to reduce volunteer employee turnover and further explore how crisis management affects African American-centric nonprofit organizations.

The nonprofit industry is heavily dependent upon African American communities. The most efficient means of disseminating the information in this report is in leader training and working group settings. Implementing leader training will provide varying nonprofits a platform to share the research and explore remedies for volunteer turnover. Working groups researching strategies to improve employee retention can use the study as the genesis for rich academic discussion. This research will be maintained in ProQuest and be accessible to researchers investigating phenomena in the nonprofit industry.

Reflections

Completing this research into the nonprofit industry has been a rewarding experience. The significance of direct communication with leaders of African American-centric nonprofit organizations weighs heavily on a volunteer's decisions to leave nonprofits. Findings in this study highlight opportunities available to leaders to increase volunteer retention. The ability to measure success could help identify the necessary future actions of nonprofit leaders. During the study, I observed that tools, such as metrics for success and policies on recruiting and retention of volunteers that leaders could use to measure success, were absent from discussions on leader strategies.

Two unexpected outcomes were highlighted as a result of this study. First, participants struggled to identify tools to measure the success of leader strategies that

reduce volunteer employee turnover. However, research findings indicate an awareness of the need for growth opportunities within the organization. However, no tools exist to measure the opportunities. Second, each participant underwent formal leadership training prior to ascending to leadership positions in nonprofit organizations. It may be more than a coincidence that success as a nonprofit leader was predicated by formal leadership training.

Conclusion

The purpose of this qualitative multiple case study was to explore strategies leaders within African American-centric nonprofit organizations employ to reduce the turnover rate of volunteers. The target population for this study was one leader from five distinct African American-centric nonprofit organizations located throughout Washington, District of Columbia, Maryland, and Virginia, who had successfully reduced the rate of volunteer employee turnover. The leaders shared strategies to reduce turnover rates and identified barriers necessary to overcome to sustain nonprofits.

The study results may contribute to social change by enhancing volunteer employee commitment to accomplish strategic outcomes benefiting the citizens of urban communities. Retaining and assigning volunteers and aligning them with altruistic motives increases competencies and abilities to implement successful strategies. In addition, donor labor influences communities. The needs of urban communities are expeditiously met when volunteers are familiar with nonprofits, the needs of the organization, and best leader strategies.

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Appendix A: Interview Questions

1. What strategies have you found most useful in retaining volunteers?

2. What key barriers did you encounter when implementing strategies for
   reducing voluntary employee turnover?

3. How did your organization overcome the key barriers encountered when
   implementing the strategies to retain volunteers?

4. How do you measure the effectiveness of strategies for retaining volunteers?

5. What, if any, motivational factors have you found most significant for
   retaining volunteers?

6. How have the volunteers responded to the strategies implemented?

7. What additional information would you like to share regarding strategies your
   organization uses to increase retention among volunteers?

Appendix B: Interview Protocol

Guidelines

1. The interview will take place in the participant's office or private room.

2. The interview will require 45 to 60 minutes of uninterrupted time.

3. I will show interest, care, and concern for all research participants.

4. I will use interview skills so that participants may share their experiences

5. I will have a notepad to write down key information.

6. With the participant's approval, I will record the interview.

Opening Script

My name is Maurice Thorpe. The purpose of this study is to explore the strategies preventing volunteers from leaving nonprofit organizations. The interview will consist of a brief conversation about the research purpose and obtaining your consent to proceed with the remainder of the interview. I would like you to feel comfortable while answering the questions. There are no right or wrong answers. Please review this consent form (I will hand out the consent form). If it is okay with you, I will audio record this interview, as stated in the consent form (I will turn on the recording).

Interview Questions

1. What strategies have you found most useful in retaining volunteers?

2. What key barriers did you encounter when implementing strategies for reducing voluntary employee turnover?

3. How did your organization overcome the key barriers encountered when implementing the strategies to retain volunteers?

4. How do you measure the effectiveness of strategies for retaining volunteers?

5. What, if any, motivational factors have you found most significant for retaining volunteers?

6. How have the volunteers responded to the strategies implemented?

7. What additional information would you like to share regarding strategies your organization uses to increase retention among volunteers?

Closing Script

Thank you (Name). This study can add value to your stakeholders and contribute successful employee retention strategies to industry research. I will provide you with a summary of my interpretations of your answers to the interview questions. I will send you an e-mail with this information for you to review to ensure that I interpreted your responses and information correctly.