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Leadership Strategies to Improve Volunteer Motivation in Nonprofit Organizations

Olukemi Omolola Oyedepo
Walden University

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Walden University

College of Management and Human Potential

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Olukemi O. Oyedepo

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

Review Committee

Dr. Matasha Murrell Jones, Committee Chairperson, Doctor of Business Administration
Faculty

Dr. Erica Gamble, Committee Member, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2024

Abstract

Leadership Strategies to Improve Volunteer Motivation in Nonprofit Organizations

by

Olukemi O. Oyedepo

MA, University of Oklahoma, 2009

BA, University of Oklahoma, 2006

AA, Tulsa Community College, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2024

Abstract

Nonprofit organization leaders rely heavily on volunteers as part of their workforce. However, a lack of volunteer motivation is an ongoing challenge for nonprofit organizations, which may cause gaps in achieving the organization's goals. Grounded in social exchange theory, the purpose of this qualitative single case study was to explore the strategies nonprofit leaders use to motivate volunteers. The participants were eight nonprofit organization leaders from one nonprofit organization who successfully motivated volunteers. Data were collected using semi-structured interviews, a review of the organization's volunteer handbooks, and a review of the organization's website. Through thematic analysis, three themes were identified: (a) relationships, (b) volunteer engagement, and (c) training. A key recommendation is for nonprofit organization leaders to provide adequate training to equip volunteers and boost their confidence to carry out their roles successfully. The implications for positive social change include the potential to successfully motivate volunteers, improve volunteer experience, and positively impact the community the nonprofit organization serves.

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Dedication

I dedicate this doctoral study to my Abba Father, who gave me the strength through Jesus Christ to begin, the grace to continue, and the will to finish this program. Thank You, Lord! I also dedicate this to my dear late father, Mr. Israel Olude, who encouraged me to further my education. I am sad you are not alive to see this day, but I remain grateful for your impact on my life. I know you are so proud of me! I also honor my mother, Mrs. Remi Olude, the strongest woman I know! Thank you for being the perfect example that a woman has no limits.

I appreciate my dear husband, Pastor David Oyedepo, Jr. Words cannot describe my gratitude to you. Thank you for inspiring me and for being an incredible support system. Thank you for making sure I flourish under your watch! God bless you and reward you abundantly, my love! To my children, Blessing and Paul, I hope you are inspired and motivated! One of my greatest desires is to show by example that you can be anything you desire with God on your side. You both shall be great!

Finally, to my brother and sisters, Mr. Ayo Olude, Dr. Bunmi Akintola, and Dr. Ope Udoka, thank you! Thank you for inspiring me and for always supporting me.

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Section 1: Foundation of the Study

Nonprofit organizations (NPOs) have a unique societal position, offering communities valuable services, resources, and support (Clear et al., 2018). The rise of nongovernmental organizations from 2008 to 2018 made volunteers roles critical, as many rely on unpaid laborers to build quality services (Lorente-Ayala et al., 2019). While NPOs rely on volunteers to achieve their social objectives (Aboramadan et al., 2019), NPO leaders face substantial challenges in terms of developing organizational capacity (Zhang et al., 2017). Groble et al. (2018) stated volunteers enable NPOs to reach more clients and more effectively fulfill their missions, which makes retaining volunteers a crucial factor in the success of NPOs. By understanding the needs of volunteers, nonprofit leaders can develop effective strategies to improve volunteer motivation and retain volunteers within organizations.

Background of the Problem

Volunteers are essential to the nonprofit labor force, and some organizations are mostly or entirely staffed by volunteers (Einolf, 2018). Communities increasingly rely on volunteers' kindness to contribute to services, which was previously the government's sole responsibility (Dawson et al., 2019). As NPOs depend on the effectiveness of volunteer involvement to carry out the organization's mission and purpose (Nesbit et al., 2018), influential organizational leaders strive to obtain high-quality volunteers, as they are an essential and indispensable resource that can reduce costs of projects and increase quality of products and organizations (Broby et al., 2018). High-quality volunteers are flexible, experienced, and have excellent character (Broby et al., 2018). Volunteers

showing up to contribute their time and energy is essential. Once volunteers arrive, nonprofit organizational leaders must ensure that the organizational environment elicits volunteer performance and makes volunteers want to remain in organizations (Akingbola et al., 2019). When nonprofit organizational leaders strive to understand and are committed to understanding what keeps volunteers satisfied, engaged, and motivated to volunteer, performances of NPOs are enhanced.

Problem and Purpose

Volunteers are crucial to the functioning of NPOs (Englert & Helmig, 2018). According to the Corporation for National and Community Service (2019), 77.3 million Americans (30.3% of the American population) volunteered in 2018, contributing \$167 billion to the economy. The general business problem was that some leaders of NPOs lacked strategies to motivate their volunteer staff to attain organizational objectives. The specific business problem was that some leaders of faith-based NPOs lacked effective strategies to improve volunteers' motivation.

The purpose of this qualitative single case study was to explore effective strategies used by nonprofit leaders to improve volunteer motivation. The targeted population was a minimum of eight leaders from a NPO in the United Kingdom who demonstrated the ability to motivate their volunteers. Results of this study contribute to positive social change by increasing volunteer motivation, thereby increasing volunteer engagement in various social and community programs that are organized by NPOs. When there is an increase in volunteer motivation and engagement, more programs and resources emerge to benefit communities.

Population and Sampling

The population from which this sample was drawn was participants who were leaders in a faith-based NPO in London, United Kingdom, with the proven ability to motivate their volunteers. Data were collected from participants using a semistructured interview process designed to obtain their personal experiences regarding effective strategies for volunteer motivation. I also reviewed organizational documents for relevant information.

Nature of the Study

Researchers use three methodologies to conduct studies: qualitative, quantitative, and mixed methods (Srivastava & Chandra, 2018). This study was a qualitative single-case study. The purpose of the qualitative research method is to explore human conditions, phenomena, and processes in depth, describing and explaining them (Pai & Nayak, 2020). In qualitative research, the researcher examines how or why a phenomenon occurs. Researchers collect data through words, texts, and images via interviews, observations, photographs, and document reviews (Moorley & Cathala, 2019). With the qualitative methodology, researchers are encouraged to reflect on the values and objectives they bring to their research and how these affect the research project (Pitard, 2017). The qualitative method was most appropriate for this study because the purpose of this study was to explore interviews, organizational document reviews, and NPO leaders' effective strategies to motivate their volunteers.

In quantitative research, researchers collect and analyze structured data that can be represented numerically (Goertzen, 2017). Ridder (2017) found quantitative researchers test hypotheses and use statistical analysis as the methodological basis for a study. The quantitative method was not appropriate for this study. Mixed methods involve intentional integration or combination of quantitative and qualitative methods to draw on strengths of each to answer real-life research questions (Kaur, 2016). Mixed methods were not appropriate for this study.

The research design for this study was a single-case study. Case study designs entail interpreting a participant's perceptions within the boundaries of their environment (R. K. Yin, 2018). One of the essential data sources in qualitative case study research is interviews, in addition to gathering documents and archival records to corroborate and enhance study findings (Alpi & Evans, 2019). The case study design was appropriate for this study because it includes interviews and analysis of organizational documents to explore effective strategies NPO leaders use to motivate volunteers and achieve organizational objectives.

In phenomenological research, the researcher emphasizes the perception and experiences of individuals from their point of view and aims to define the meaning of experiences (İşeri, 2019). The phenomenological research design was inappropriate for this study because exploring and interpreting lived experiences was not its purpose. Researchers use the ethnographic research design to analyze social and cultural practices in a specific context (Sharman, 2017). Ethnographic researchers primarily explore a cultural phenomenon through shared patterns of beliefs or behaviors over an extended

period (Krase, 2018). The ethnographic research design was not appropriate for this study because the purpose was not to learn about cultures.

Research Question

What effective strategies do faith-based NPO leaders use to improve volunteer motivation?

Interview Questions

1. What strategies have you used to motivate volunteers?
2. How were the motivational strategies communicated throughout the organization and to the volunteers?
3. How do you determine the best strategies to use to improve volunteer motivation?
4. What specific strategies have positively impacted volunteers?
5. What challenges have you experienced when implementing these strategies to improve volunteer motivation?
6. How do you overcome these challenges?
7. How do you assess the effectiveness of your strategies to motivate volunteers?
8. What, if any, modifications did you have to apply to improve the effectiveness of the motivational strategies?
9. How has implementing motivational strategies created success in the organization?
10. Is there anything else that you would like to share regarding effective strategies for motivating volunteers in your organization?

Conceptual Framework

The conceptual framework for this study was the social exchange theory (SET). Homans (1958) asserted individuals seek to maximize their benefits in the workplace and individuals seek rewards through social interactions. Blau (1964) established that individual voluntary actions are motivated by returns that are expected for their interactions. According to Ali et al. (2019), these interactions form a series of exchanges that create obligations between them. Blau (2017) explained human exchanges might be financial or social, and relationships are based on trust and feelings of belonging to coworkers and organizations.

By contrast, economic relationships refer to pay, performance, and other extrinsic rewards. Exchanges that have a basis of loyalty and trust increase performance of individuals and organizations (Ali et al., 2019). Where explicit value is absent within transactions, the exchange of services is a social exchange (Blau, 1964). However, economic exchange results if a value for exchanging services can be defined (Blau, 1964). The SET was the appropriate conceptual framework to explore NPO leaders' effective leadership strategies to improve volunteer motivation.

Operational Definitions

Extrinsic motivation: Factors that recipients value and are contingent on their behavior or results, such as paychecks, performance bonuses, praise, or some other form of recognition (Okorie et al., 2019).

Intrinsic motivation: Willingness of individuals to perform tasks because they are exciting or enjoyable, and they derive personal satisfaction from performing these tasks (Ronald & Dominguez, 2018).

Nonprofit organization: Organization where leaders rely on volunteers and donations (Shehu et al., 2016), focusing on solving social problems and maximizing social value rather than competitive positions or financial gain (Kusa, 2016).

Performance: Function of an individual's ability, skills, and knowledge that is influenced by work environment or motivation (Jain, 2014).

Volunteer motivation: Why volunteers are driven to engage in NPOs (Leonard, 2013).

Volunteer organizational commitment: One's approach toward an organization related to willingness to dedicate significant time and effort to the organization without monetary compensation (Bang et al., 2012).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations are critical parts of research. Researchers should openly and extensively report their research limitations, delimitations, and assumptions to improve quality of their findings and interpretation of evidence (Theofanidis & Fountouki, 2019).

Assumptions

Wolgemuth et al. (2017) defined *assumptions* as unexamined beliefs subject to critique in research. There were three assumptions in this study. The primary assumption of this study was that participants would provide truthful and precise answers when

questioned. Another assumption was that the results, based on the method, would be accurate and realistic. The final assumption was that the conceptual framework of Homans' (1958) SET would validate the findings from this study.

Limitations

Wong et al. (2017) defined limitations as hypothetical weaknesses in a study that limit reliability and generalizability of study conclusions. Durcikova et al. (2018) stated these weaknesses are not within the researcher's control. The first limitation of this study was the small sample size, which might lead to generalizations. Participants were leaders from one NPO because this was a single case study. The second limitation of this study was that the study might not have represented the population adequately. The third limitation of this study was the possibility of participants' unwillingness to share information on effective leadership strategies to improve volunteer motivation.

Delimitations

Crossman and Kazdin (2016) defined delimitations as study boundaries within the researcher's control. This includes research questions, choice of research design, and the population (Ellis & Levy, 2010). Participants were nonprofit leaders who used successful strategies for enhancing volunteer motivation. This study included eight leaders within the same NPO. The location of participants was London, United Kingdom.

Significance of the Study

Results of this study might be valuable to the practice of business. Focusing on motivation of volunteers is key to establishing management policies to maintain and increase frequency of volunteer participation (Takase et al., 2019). Effectiveness of

strategies to improve volunteer motivation has significant implications that impact the performance of NPOs. Failure to improve motivation strategies may lead to adverse outcomes, such as inability to achieve organizational goals. Results of this study contribute to research on how effective nonprofit leadership can nurture and motivate dedicated volunteer workers. Business leaders may also use findings from this study to develop effective strategies to increase employee engagement and work performance.

Contribution to Business Practice

The nonprofit sector plays a crucial role in a social and economic life (Sirotkina et al., 2020). NPO leaders rely on the volunteering part of their workforce to a large extent (Traeger & Alfes, 2019). This study may improve current strategies NPO leaders use to motivate volunteers. This study may also be valuable for developing future policies, procedures, and effective strategies, particularly for keeping volunteers motivated as well as provide nonprofit organizational leaders with a better understanding of the potential for improving and retaining satisfaction, engagement, and motivation of volunteers. Finally, leaders of NPOs might find results helpful in creating better motivation methods for volunteers.

Implications for Social Change

Responsible leaders must be progressive and dedicated to social change (Voegtlin & Greenwood, 2016). Implications for positive social change include the potential to help NPO leaders review the organization's social mission, which is crucial to the success and wellbeing of key stakeholders. In addition, recognizing effective leadership strategies that are applied by successful NPOs might also provide leaders with necessary skills to

continue building sustainable communities. Implications for positive social change include the potential to increase volunteer motivation to engage in various social programs. As such programs continue to grow, the need for volunteers increases. Understanding effective leadership strategies to improve volunteer motivation could increase volunteer engagement and aid in terms of achieving objectives of NPOs.

A Review of the Professional and Academic Literature

The purpose of this qualitative single-case study was to explore effective strategies some NPO leaders use to motivate their volunteers. When NPO leaders apply relevant strategies to motivate volunteers, it may positively impact organizational performance. Relevant studies involved types of motivation, leadership styles affecting motivation, motivational theories, and motivation factors. A comprehensive review of all sources was conducted using a structured literature search approach. The following keywords were used: *volunteer motivation, volunteer engagement, volunteer commitment, volunteer satisfaction, leadership styles, nonprofit organization, and motivation theories*. I used the following databases: Walden University Library, Google Scholar, ProQuest, SAGE Journals, and EBSCOHost. Of the 300 sources, 235 were peer-reviewed, and 262 (87%) were published between 2019 and 2023.

Homans' SET was the conceptual framework for the study. The SET is a relevant conceptual framework for exploring nonprofit leaders' methods to motivate volunteers. Zoller and Muldoon (2019) said the SET involves behavioral interactions between two or more individuals and how these behavioral interactions reinforce the other's behavior. Volunteering is a way to express civic behavior through an exchange relationship in

which individuals offer their time, skills, and energy to assist others with the expectation they receive service returns (Stoian et al., 2018). Social exchange involves unspecified obligations and a series of interactions; thus, it explains the rule of reciprocity that results in mutual and complementary transactions between two parties (Gbededo & Liyanage, 2018; Pattnaik, 2018). Social exchange is also a systematic process of self-revelation in which individuals continually assess the quality of their interactions to determine whether they need to continue to invest (Zhang & Fei, 2022).

Social exchange involves interactions between employees and company leaders (Reader et al., 2017). In organizations, the employee-employer relationship is indispensable, and often, such a relationship is perceived to exist in an exchange (i.e., both parties expect a degree of benefit from each other) or psychological relationship (Ugaddan & Park, 2017). When employees and leaders establish positive relationships, they can naturally experience a sense of mutual respect and trust.

Chernyak-Hai and Rabenu (2018) contended the SET should be revised to accommodate work relationships in the new era of work in terms of a more diverse workforce with changing expectations regarding relationships between themselves and their organizational representatives. According to Zoller and Muldoon (2019), the SET consists of two building blocks of exchange: content and process. Content involves considering various resources between partners, while process involves how multiple partners can benefit from each other (Zoller & Muldoon, 2019).

The SET is driven by self-interest while adopting individual social rationality (N. Yin, 2018). Blau (1964) argued the SET can be used to visualize exchange relationships

between individuals or organizations as unconfirmed actions that involve satisfying reactions from others. The concept of SET is that one party reciprocates an action similarly to another party in a quid pro quo manner (Cooper-Thomas & Morrison, 2018). Blau (1964) explained that where explicit value is absent within a transaction, exchange of services is a social exchange. However, economic exchange results if a value for exchanging services can be defined (Blau, 1964).

According to Malmström and Johansson (2015), when individuals render services with the expectation of a return, the exchange results in mutually-rewarding transactions and developing interdependent relationships over time. This may increase the likelihood that volunteers will be motivated to engage in future volunteering behavior based on acceptable outcomes of their engagement. Hsu et al. (2017) stated trust increases as reciprocal behavior emerges. During the exchange process, individuals often expect mutual benefits involving personal affection, trust, gratitude, and economic return (Hsu et al., 2017).

Homans (1958) argued mutual dependence is the main consequence of any social exchange. People engaged in exchange give something, incurring what may cost them, just as what they receive may be considered a reward. The price and value of what they give or receive in return relates to the quantity they provide or obtain (Homans, 1958). If the relationship ends with a positive outcome, results will drive positive relationships and continuing working together (Homans, 1958). Relationship worth determines decisions that those who are involved make (Homans, 1958).

Theories of Motivation

Volunteers provide many essential services within NPOs to help meet organizational objectives. NPO leaders must understand various possible theories that influence individuals who volunteer in their organization, as this understanding will aid in recruiting and retaining volunteers. In the following subsections, a summary of theories of motivation is presented.

Herzberg's Two-Factor Theory of Motivation

The two-factor theory of motivation developed by Herzberg et al. is critical. Herzberg's two-factor theory emphasizes an organization's motivators and hygiene factors that affect employees' motivation and job satisfaction (Vijayakumar & Saxena, 2015). Herzberg et al. distinguished between motivators and hygiene factors in this two-factor theory. Motivational factors include achievement, advancement, the possibility of growth, recognition, the work itself, and responsibility. By contrast, hygiene factors include company policy and administration, technical supervision, interpersonal relationships with superiors, peers, subordinates, salary, job security, personal life, working conditions, and status (Prasad Kotni & Karumuri, 2018).

Maslow's Theory of Human Motivation

Maslow's theory of human motivation has remained influential, particularly in psychology and business management. It has been a tool to understand individuals' motivation for behavioral change (Acevedo, 2018; Dohlman et al., 2019). Maslow's theory of motivation is based on the idea that individuals have a hierarchy of needs, starting with the most basic and essential physiological necessities and ascending to the

need for self-actualization at the fifth level (Alajmi & Alasousi, 2019). Maslow's theory of human motivation presents these basic interrelated needs as and safety needs, the need for love and affection, need to belong, need for esteem, and need for self-actualization, with all these functions in a hierarchical set-up (Tripathi, 2018). Needs at the top of the pyramid cannot be fulfilled until the individual satisfies needs at the lower level (Zavei & Jusan, 2017). Maslow's hierarchy of needs is based on human motivation, and NPO leaders should implement effective strategies that meet volunteer needs and lead to volunteer fulfillment in the organization.

Path-Goal Theory

House (1971) created the path-goal theory to explain how leaders can use structure to motivate followers to accomplish established goals. Using the path-goal theory, managers motivate their employees to perform through different behaviors that are appropriate to work settings and subordinate needs, and leader behaviors affect the amount of effort exerted by employees, therefore impacting their overall performance (Rana et al., 2019). According to Parlak et al. (2017), leaders anticipate potential obstacles, work to remove those barriers and participate in practices that encourage goal fulfillment, motivating subordinates' expectations, valence, execution, and achievement.

The path-goal theory is relevant to improving volunteer motivation as leaders in NPOs guide volunteers to choose the best path to reach their personal goals for volunteering and still meet the organization's goals. The path-goal theory helps one to understand how leadership behavior affects subordinates' work performance in organizational settings (Magombo-Bwanali, 2019). Leaders who use the path-goal theory

see improved relationships between themselves, followers, and tasks, and there is an increase in follower motivation because of rewards for accomplishing goals (Bickle, 2017). There are two general assumptions involving the path-goal theory; first, a leader's behavior is acceptable and satisfactory to followers only if it is perceived as a source of current satisfaction or instrument for achieving ultimate satisfaction (Stojanović-Aleksić, 2016). Second, a leader's behavior is a motivating factor as they contribute to creating an environment that stimulates higher production, providing support and help (Stojanović-Aleksić, 2016). A project leader may also use transformational styles via the path-goal theory to achieve the same intrinsic motivation while still following the path that is necessary to achieve project success (Domingues et al., 2017). Therefore, leaders of NPOs must consider the best leadership style to use in motivating volunteers in their organization.

Self-Determination Theory

The self-determination theory (SDT) underlines the psychological importance of autonomy, competence, and relatedness as fundamental factors that promote human development (Turner, 2019). The SDT encompasses two types of motivation: intrinsic and extrinsic motivation. Intrinsic motivation involves behaviors that are generated toward inherent satisfaction, challenge, or enjoyment, while extrinsic motivation is built upon external factors (Rahi & Abd Ghani, 2019). Individuals need the satisfaction of innate and universal psychological needs to be motivated. These needs are autonomy (i.e., personal endorsement of one's action deriving from self), competence (i.e., self-

confidence in the ability to complete activities, and relatedness (i.e., positive interpersonal relationships with others; Dincer & Yesilyurt, 2017).

Public Service Motivation (PSM) Theory

The public service motivation (PSM) theory involves general altruistic motivation to serve the interests of a community of people, state, nation, or humanity (Syamsir, 2014). Individuals with high levels of PSM are highly concerned with serving the public interest and always intend to do good for others and foster society's wellbeing (Schmidhuber & Hilgers, 2019). PSM emphasizes the critical role of self-determined motivation, moral obligation, intrinsic motivation, and affection in terms of explaining work behavior and job performance in public organizations (Wang et al., 2020). NPO leaders must know what inspires volunteers to be part of their organization to apply the correct motivation strategies to engage them.

Expectancy Theory

Vroom's expectancy theory indicates individuals have choices based on what they perceive will lead to the best personal outcomes (Lloyd & Mertens, 2018). Vroom (1964) found individuals have different sets of goals and are inspired if they believe a positive relationship exists between effort and performance, their performance will result in a positive reward, and the reward will satisfy a critical need. Chopra (2019) identified three antecedents that motivate individuals to put forth effort to attain outcomes: expectancy, instrumentality, and valence. An employee is motivated to perform well to attain a reward. Employees are motivated when they believe their work will lead to desired rewards. Barba-Sánchez and Atienza-Sahuquillo (2017) stated these rewards involve

outcomes such as feelings of accomplishment, achievement, and using and developing skills and abilities.

Although volunteers in NPOs do not expect monetary rewards, feelings of accomplishment may drive their expectancy. Instrumentality is the belief by employees that leaders or organizations offer rewards for performance where transparency is essential (Vroom, 1964). Valence is defined as how desirable the reward is to the individual after the effort is made, which depends on the individual's perceptions of the reward (Vroom, 1964). Individual motivation is higher when expectancy, instrumentality, and valence factors are higher (Barakat & Moussa, 2017). Therefore, NPO leaders must understand what volunteers value, meet volunteer expectations, and increase volunteer motivation.

Goal-Setting Theory

Goal setting is a motivational strategy that enhances employee performance (Shoab & Kohli, 2017). A significant aspect of the goal-setting theory is that goal attainment relates to specific and challenging goals (Prah et al., 2017). A core tenet of this theory is that a specific and challenging goal leads to higher performance compared to no goal or an abstract goal, such as the goal to do one's best (Açikgöz & Latham, 2018). The goal-setting theory suggests that employees are highly motivated to work when specific goals are set and they have feedback about their progress (Aleksić-Glišović et al., 2019). Leaders of NPOs need to set specific goals and targets for volunteers to meet regularly. A higher level of responsibility exists when leaders set goals and create a vision.

Existence, Relatedness, and Growth (ERG) Theory

Alderfer designed the existence, relatedness, and growth (ERG) theory to explain the range of human desires (Boluk et al., 2017). The ERG theory involves three categories of needs: existence needs, relatedness needs, and growth needs (Sangwoo, 2017). Existence needs are essential material needs for wellbeing, such as food, working conditions, salary, and fringe benefits, relatedness needs are consistent with belongingness needs, and growth needs involve the desire to be creative and have opportunities for personal development (Park et al., 2016). The ERG theory indicates that individuals can satisfy higher-level demands before lower-level demands are satisfied (Lăzăroiu, 2015). At any given time, more than one need may be operational. Therefore, NPO leaders should be ready to meet volunteer needs.

Theory X and Y

Theories X and Y represent assumptions about the manager's attitude towards human nature and behavior (Braha, 2018). The concept of theory X is that the average individual inherently dislikes work, shuns responsibility, lacks ambition, and seeks security (Hommelhoff, 2017). Managers who lead such a workforce believe that employees must often be monitored and supervised (Senarathne, 2020). The concept of theory Y is that individuals generally do not inherently dislike work, and it can be a source of satisfaction (Hommelhoff, 2017). The average theory Y individual is creative and imaginative, capable of exercising self-direction and self-control, and seeking responsibility and self-actualization (Hommelhoff, 2017). Theory Y managers operate under the assumption that workers are committed to working and can innovate to find

solutions to problems (Ravenelle, 2019). Leaders of NPOs who view volunteers in the theory X category find their workforce hard to motivate. However, NPO leaders who view volunteers from the theory Y category will encourage and engage volunteers, thereby motivating them.

Types of Motivation

Researchers continue to clarify volunteers' motives to understand what drives individuals to engage in this behavior (Ariani, 2017). The performance culture of an organization is impacted by the motivation of an organization's employees; therefore, determining whether motivation is intrinsic or extrinsic is helpful for organizations to see what is more of a motivation in their performance (Turner, 2017). Ryan and Deci (2000) described these motives under the SDT as intrinsic and extrinsic motivation. Whether intrinsic or extrinsic motivation depends on its relationship to the individual (Kachoui, 2018). Intrinsic and extrinsic motivation can lead to different behavior and performance (Ryan & Deci, 2000). However, the individual's performance is the most important outcome of these two motivation styles (Kuvaas et al., 2017).

Extrinsic Motivation

Extrinsic motivation primarily focuses on performance, rewards, praise, and feedback (Grajcevcic & Shala, 2017). Motivation originates from outside an individual, and motivation in this context can be considered extrinsic rewards, for example, financial incentives and status (Snelgar et al., 2017). Extrinsic motivation is most often influenced by the organization and work environment (Delaney & Royal, 2017). Misusing extrinsic motivation may result in employees shifting their focus toward only achieving financial

gain (Snelgar et al., 2017). Volunteers who may be extrinsically motivated may be driven more by peer pressure or promises of rewards.

Intrinsic Motivation

Intrinsic motivation refers to voluntary activities or behaviors for their desires and attaches to joy, satisfaction, interest, and enjoyment because of their participation (Ariani, 2017). Intrinsically motivated individuals are inspired by experiences that connect with self-concept and personal drives (Delaney & Royal, 2017). According to Snelgar et al. (2017), intrinsically motivated undertakings are the ones for which the action is the reward; the task or the related target satisfies a direct need.

Factors That Affect Motivation

Several factors affect motivation. Bassous (2015) stated that factors that affect motivation could be extrinsic, intrinsic, monetary, or nonmonetary. Therefore, in this subsection, some factors that affect motivation are presented.

Organizational Culture

Organizational culture represents the members' collective values, beliefs, and principles (Nikpour, 2017). Alshammari (2020) defined *organizational culture* as the actions and reactions of an organization in different situations. Several elements that establish patterns or models of interpretations constitute the organizational culture. These elements include formal and informal procedures and standards (Carvalho et al., 2018). According to Kokanuch and Tuntrabundit (2017), organizational culture is the customs of an organization, which have been continuously practiced in building up interactions by focusing on harmony, participation, and cooperation.

Laxton (2017) stated that the critical factors that contribute to the success of an organization are increased employee productivity and enhanced performance, which stem from a leader's ability to manage the organization's culture. Leading organizations can be differentiated because of the organizational culture they promote, not only for the safety and high-quality services offered (Camelia et al., 2019). The organizational culture within an NPO can lead to the volunteers' demotivation or motivation to invest their time and energy into the organization's cause. Leaders of NPOs should be deliberate about encouraging an organizational culture that provokes positive attitudes from volunteers.

According to Lut (2016), the following factors affect organizational culture: (a) the individuals working within the organization, (b) the business of the organization, (c) the gender of the employees within the organization, (d) the goals and objectives of the organization, and (e) the management and its style of handling the employees.

Organizational culture centers on the beliefs and values that have existed in an organization for a long time, the trust of staff, and the value of their work that will affect their attitudes and behavior (Setyaningrum, 2017). Organizational culture influences: (a) how the organization's leaders conduct business and treat employees, customers, and the wider community; (b) the extent to which freedom is allowed in decision-making, developing new ideas, and personal expression; and (c) how power and information flow through its hierarchy; how committed employees are towards collective objectives (Lut, 2016).

According to Chesley (2020), culture is a part of the organizational existence and experience and cannot be separated from the organization itself. Creating new ideas and

knowledge supports the organization's development and improves organizational performance (García-Fernández et al., 2018). NPO leaders must be deliberate about the type of organizational culture they create, as the culture can directly impact volunteers' experience.

Communication

Communication is an essential part of all activities within organizations (Touhidul & Sorooshian, 2019). Turaga (2019) defined *communication* as the lifeblood and the lifeline that lives through all employees in an organization. It is the ability to transfer information from leaders to employees to ensure that employees understand their duties' overall goals and objectives (Pratama et al., 2018). Communication results from the permanent exchange of messages, which generates the harmonization of knowledge about objectives and new ways of achieving those objectives in an organization (Botez, 2018). Communication is a powerful concept that can easily either make or break the performance and productivity of any organization (Turaga, 2019).

Volunteers will be positively impacted and motivated to engage in the NPO when there is a clear line and process of communication. The ability to communicate appropriately is considered a vital ingredient, and failure to communicate effectively can create stress, conflict, strained relationships, and problems between two or more individuals (Turaga, 2019). Communication can have a variety of meanings or features, depending on how it relates to different actions and situations (Botez, 2018). The flow of communication that generally allows the sharing of opinions, ideas, conventions, and emotions is also enriched by professional information that permeates employees'

workdays, allowing coordination and encouraging certain organizational behaviors, which significantly affect performance (Gara & La Porte, 2020).

Leaders of NPOs should deliberately engage in effective communication with volunteers to enhance volunteer motivation. If there is an error in communication interpretation, it will affect the organization's objectives (Irawati et al., 2021). Effective and successful communication can have many advantages, such as mutual understanding, successful business agreements, harmonious family life, conflict resolution, finding solutions to problems, and teamwork (Turaga, 2019). Mistakes are less likely to occur when communication is clear and precise; therefore, supervisors need to display competence in their knowledge by imparting information positively and authoritatively to those they supervise (Cox & Mainiero, 2017).

To facilitate effective communication, many companies host open forums that allow employees to share information, post questions to their management teams, and receive feedback, which management can use to gain a better understanding of the employee's needs so that improvements can be made to make the restructuring less threatening to employees (McManus & Mosca, 2015). Communication between superiors and subordinates is a strong predictor of job satisfaction among employees, and the language used by leaders can influence their subordinates' motivation at work (Robescu & Lancu, 2016).

Respect

Respect is an essential tool a leader can use to motivate their workforce. How individuals believe others treat them in the workplace provides an important source of

information regarding the extent to which they feel respected by them (Clarke & Mahadi, 2017). An organization's leaders must create a respectful atmosphere to run its operations efficiently and effectively because respect is a vital factor that encourages employees to perform better and feel satisfied (Abid et al., 2018). It is important for leaders of NPOs always to treat volunteers with respect.

Trust

Trust is crucial to business activities (Laroche et al., 2019). Trust is critical to establishing longstanding and value-adding relations with external stakeholders; it is essential to strengthen internal relations (Ozmen, 2018) and a soft skill that must be nurtured and cultivated within organizations (Lampton, 2017). Organizational trust refers to employees identifying with an organization and being willing to establish long-term relationships (Yu et al., 2018). A high level of trust should be the goal of any organization.

Building a culture of trust requires commitment from upper management, and individuals need to trust the system to be motivated and engaged (McManus & Mosca, 2015). To foster trust in supervisors, leadership that positively impacts the entire organization is required (Maximo et al., 2019). To achieve such leadership, loyalty, commitment, and the willingness to take risks should be the essential characteristics of organizational members (Maximo et al., 2019). These characteristics can only be achieved if leaders instill extensive trust in their subordinates (Maximo et al., 2019). Depending on the complex nature of exchange relations between employees and the

organization, an employee might consider various features to assess the organization's trustworthiness (Ozmen, 2018).

Trust can increase employee performance (Setyaningrum et al., 2017). To develop employees who have high performance, leaders who can build the trust of employees are needed (Setyaningrum et al., 2017). Leaders can build trust in four areas, which include: (a) physical, (b) mental, (c) spiritual, and (d) social/emotional (Lampton, 2017). Trust-building activities include encounters where leaders show their character, capabilities, and competencies (Lampton, 2017). These activities include staff meetings, focus groups, workshops, or other gatherings (Lampton, 2017). The result of trust-building activities gives employees the confidence to do a good job, which helps the organization in achieving its objectives (Setyaningrum et al., 2017). Employees are also willing to work hard and expend energy for their organization when they trust their employer (Yu et al., 2018). Leaders of NPOs should strive to build and maintain trust with volunteers to maintain their loyalty and desire to be productive in the organization.

Rewards and Recognition

Rewards and recognition are valuable tools that contribute to employee well-being and retention (Langove & Isha, 2017). Employee reward and recognition programs motivate employees to change work habits and critical behavior for the organization's benefit (Alzyoud, 2018). Without appropriate compensative packages, incentive systems, and motivational techniques, workers will most likely not be committed, and their performance level will be underhand (Abasili et al., 2017). Leaders of NPOs might consider avenues to reward and recognize volunteers to boost their morale and enhance

their productivity. To reward volunteers effectively, NPO leaders need to know about the nature of rewards and compensation while implementing policies.

While volunteers do not expect to earn a salary, volunteers are motivated when they receive awards and recognition for their efforts. Lu et al. (2019) expounded that positive reinforcement (i.e., recognition, awards, and gifts) influences participants to continue volunteering. Rewards may be intrinsic (i.e., internal to an individual), extrinsic (i.e., external to an individual), monetary (i.e., financial), non-monetary (i.e., non-financial), and direct (i.e., compensation for work conducted) or indirect (i.e., additional benefits) and may be used for a multitude of reasons and purposes (Victor & Hoole, 2017).

Recognition and rewards also help to retain current employees (Langove & Isha, 2017). Recognition is important because it is a form of feedback that helps inform employees of their performance (Alzyoud, 2018). When NPO leaders acknowledge the importance of recognizing and appreciating volunteers, the morale of each volunteer will be boosted, thereby prompting their motivation to volunteer within the NPO. Kumari (2020) ascertained that the inclusion of recognition practices for employees in the workplace has positively affected the behavior of employees toward their customers.

Performance Appraisal

A performance appraisal is a tool that adds value to organizational goals (Pegulescu, 2018). Performance appraisal provides a score for the employee's performance compared to predetermined standards (Singh, 2018). The performance appraisal is designed to show employees how they have done over time and to let them

know what benefits they would receive based on appraisal scores (Singh, 2018).

Evaluating performance is essential because it positively influences human capital development, resulting in higher performance (Imran et al., 2019).

Organizations utilize performance appraisals to determine pay increases and promotions (K. Moon, 2019). Providing employees with feedback can improve employee performance (K. Moon, 2019). The performance appraisal helps leaders form a basis for critical input in making decisions on employee issues such as pay raises, promotion, transfer, training, discharges, demotions, training and development, termination, and completion of probationary periods (Singh, 2018).

One of the key roles of the performance appraisal is to communicate the importance of investment in employees (Pegulescu, 2018). An effective performance appraisal can improve employee job performance by directing employee behavior toward organizational goals and monitoring that behavior to ensure the goals are met (Singh, 2018). Since the purpose of the performance appraisal is not merely to provide feedback but also to design avenues for improvement (Traeger & Alfes, 2019), as NPO leaders offer feedback, they must implement effective strategies to improve volunteer performance.

Training and Development

Employee training is essential for any organization or sector (Nethmini & Ismail, 2019). Practical training and development programs are significant determinants of corporate effectiveness (Anlesinya, 2018). Organizational training equips workers with skills, knowledge, new capabilities, and work attitudes to perform their current jobs

efficiently and effectively (Anlesinya, 2018). Training has helped employees do their current jobs or help meet current performance requirements by focusing on specific skills required for the current need (Nethmini & Ismail, 2019).

Training supports fulfilling the needs and demands of both the organization and the employees and increases individual productivity (Sendawula et al., 2018). Training also enhances the psychological state of involvement, commitment, attachment, and mood, which impacts an individual's performance (Sendawula et al., 2018). Leaders of NPOs should consider training opportunities for volunteers to enhance their knowledge of the organization and equip volunteers with the necessary tools required to meet organizational goals. Trained employees are more confident in their performance and decision-making skills (Nethmini & Ismail, 2019). Employees who are confident in themselves are confident in their daily work duties (Osborne & Hammoud, 2017). In addition, employees who receive regular training are more likely to accept change and develop new ideas (Nethmini & Ismail, 2019). Organizational leaders who emphasize developing employees' creativity are found to be more competitive than others (Chahar et al., 2019). Volunteers lacking the necessary skills to be productive in the NPO might be demoralized and not forthcoming with creative ideas.

Employees who learn new skills through training are good candidates for promotions because they have shown their ability to learn, retain, and use information (Nethmini & Ismail, 2019). Accordingly, companies must preserve the needed competence in their employees through sufficient training (Sweis et al., 2019). Reliable and skilled employees can also be empowered to train other employees, which reduces

pressure on the management team (Nethmini & Ismail, 2019). Training improves employee performance only when it is appropriately done and through proper identification and selection of trainees, timely scheduling of training, and based on the gaps identified in the areas of knowledge, skills, abilities, and change of attitude of the concerned staff (Sendawula et al., 2018).

Leadership Styles and Motivation

Leaders directly influence employee behavior, effort, input, and consequently output (Altheeb, 2020). An effective leader must know how to inspire and influence followers in the organization to go beyond mediocrity by achieving the goals with delight (Balbuena et al., 2020). In this subsection, leadership styles that may influence motivation are presented.

Transactional Leadership

The transactional leadership style highlights the exchange between leaders and followers (Sanda & Arthur, 2017). Transactional leadership styles focus on using rewards and punishments to achieve compliance from followers (Uzonwann, 2017). In this exchange, the leader discusses with others and specifies the conditions and rewards followers will receive if they fulfill those requirements (Sanda & Arthur, 2017). Transactional leadership is mainly focused on the outcome. A transactional leader respects the organization's existing structure and follows the company's protocol of rewards and punishment (Roibu et al., 2019). Burns (1978) noted that while this leadership style is effective, it does not change the organization or society but gives one the right to maintain the status quo.

Transformational Leadership

Transformational leaders are agents of change in their organizations who focus on inspiring followers to work toward a common goal (Cho et al., 2019). Nilwala et al. (2017) stated that effective leaders are distinguished by their ability to fulfill the goals of an organization. Transformational leadership involves effective communication to understand the strengths and weaknesses of subordinates and appeal to their emotional and cognitive abilities to effect positive changes in performance (Bonsu & Twum-Danso, 2018). Transformational leaders cannot only create a productive situation but also transform the interest of their followers through the prominence of organizational goals (Igbal et al., 2019). Bass (1990) stated that transformational leadership comprises inspirational leadership, consisting of charismatic behaviors such as role modeling and risk sharing, attributed charisma, and inspirational motivation, which includes communicating high expectations concerning a vision. Transformational leaders exhibit enthusiasm and optimism toward the employee's ability to effectively complete job duties and tasks, which results in increased productivity (Ogola et al., 2017).

Transformational leadership inspires employees to go beyond their interests and focus on the overall interests of the organization (Akbari et al., 2017). When volunteers are inspired by their leaders, they are often willing to stretch themselves for the organization's cause. There are four behaviors that transformational leaders exhibit including: (a) idealized influence, (b) individualized consideration, (c) inspirational motivation, and (d) intellectual stimulation (Bass, 1990). Transformational leadership inspires employees, celebrates the creativity of all organization members, and includes

employees' ideas in their decision-making (Akbari et al., 2017). These leaders hold charisma and can help get synergic effects through followers' strength (Igbal et al., 2019).

Autocratic Leadership

The autocratic leadership style places more emphasis on performance and low emphasis on people. The focus of power is on the leader, and all interactions within the group move toward the leader (Fiaz et al., 2017). The basic assumption underlying the autocratic leadership style is based on the premise that people are naturally lazy, irresponsible, and untrustworthy, and leaving the functions of planning, organizing, and controlling to subordinates would yield fruitless results, so the leader should accomplish such functions without the involvement of individuals (Fiaz et al., 2017).

Autocratic leaders can damage an organization irreparably as they force their followers to execute strategies and services very narrowly based on a subjective idea of what success looks like (El Khouly et al., 2017). Autocratic leadership could be beneficial in some instances, such as when decisions must be made quickly without consulting with a large group of people (Chukwusa, 2018). Effective autocratic leaders are strong and knowledgeable in their companies' information and are useful when group organization and focus are needed (Bertsch et al., 2017). Although autocratic leadership could be good at times, there may be many occasions where this leadership style could be a reason for inaction. Therefore, leaders who abuse the autocratic leadership style are often viewed as dictatorial (Chukwusa, 2018).

Charismatic Leadership

Charismatic leaders utilize different methods to motivate and inspire their followers. Charismatic leaders demonstrate a great desire to change the status quo and a high sensitivity to environmental opportunities, constraints, and subordinates' needs (Tuan & Thao, 2018). Charismatic leaders inspire and motivate their followers by speaking positively about the future and instilling positive ideas in their followers (Shao et al., 2017). Charismatic leaders facilitate change and communication in vision and high-performance expectations (Moura et al., 2019). Charismatic leaders are perceived as trustworthy, highly competent, and worthy of respect (Gaviria-Rivera & López-Zapata, 2019). When leaders in an NPO are charismatic, the followers are more engaged and fully dedicated to their assigned tasks.

Ethical Leadership

Ethical leadership is important in improving the organizational climate and may influence citizenship behavior (Aloustani et al., 2020). An ethical leader is one whose leadership style comprises universal values such as reliability and impartiality; justice reinforces these values through two-way communication with viewers and encourages the formation of moral thought (Kul, 2017). Ethical leadership is effective in preventing defiant behavior, whereas, at the same time, the leader can create an excellent organizational life (Aryati et al., 2018). The presence of ethical leadership can improve the ethical climate in an organization (Aryati et al., 2018). Ethical leaders' followers will emulate their leader's behaviors and, in turn, make ethical decisions (Eluwole et al., 2022; Tu & Lu, 2016;). According to Feng et al. (2018), ethical leaders encourage

employees to espouse the meaningfulness of work and to be self-directed to generate new solutions and ideas at work.

Servant Leadership

Servant leadership implies a balancing act between an overall humble attitude of service and behaviors that instill action and efficacy (Sousa & van Dierendonck, 2017). Servant leaders are uniquely effective in developing and nurturing service values among followers (Lacroix & Pircher Verdorfer, 2017). The servant-leader prepares the organization and its members for outstanding contributions to the broader society and seeks to build a better community inside and outside the organization (Kiker et al., 2019). Servant leadership offers a compelling ideal of self-sacrificing individuals who put the needs of others before their own and cultivate a culture of growth in their organizations (Liu, 2019).

Servant leadership embraces the notion that if the followers maximize their potential, this will directly translate to the organization's potential or organizational performance (Gandolfi et al., 2017). Irving and Berndt (2017) posited that when followers become the focus of leaders and are served by these leaders, followers become the primary agents through which the organizational goals are met.

Situational Leadership

Situational leadership proposes that all leadership styles effectively motivate the workforce and increase performance (Zigarmi & Roberts, 2017). This leadership style offers the benefits of combined strategies that consider individual and environmental needs (Walls, 2019). For this leadership style to be successful, leaders need to adapt their

style to the demands of the followers in different situations (Cote, 2017). Situational leaders emphasize inspiring, motivating, and developing their followers in different ways. Situational leaders strive to build their followers by assessing the workforce's performance, competencies, and commitment and are willing and flexible to partner with the workforce to remove barriers, thereby improving performance (Lynch, 2015). NPO leaders need to understand volunteers' needs and adapt their leadership styles to each individual. Being able to pose different identities as a leader creates both opportunities and constraints as the consequences that lead to different results and responses (Princes & Said, 2022).

Motivation in NPOs

Shaikh et al. (2018) defined *motivation* as a process and an act. Motivation is to inspire or urge another individual to remain loyal or committed, while the act of motivation is the undertaking of providing a purpose (Shaikh et al., 2018). One of the most promising solutions for preserving human capital in the workplace and increasing productivity is increasing employee motivation (Eliyahu et al., 2021). When choosing their careers, individuals consider their needs, values, and motivations (Word & Park, 2015). NPOs provide a vast array of human services, such as job training programs, childcare centers, and programs for seniors (Cadet & Carroll, 2019).

Employees who work for socially responsible organizations, as in the case of NPOs, will exhibit high levels of work engagement (Renard & Snelgar, 2016). NPO leaders also rely on volunteers to fulfill the organization's mission to stakeholders. Volunteers are organization members who do not receive monetary compensation for

their efforts and provide the services without expecting rewards (Tönurist & Surva, 2017). Understanding what motivates nonprofit volunteers is essential because their engagement can lead to the success or failure of the organization. It is consequently important that NPO leaders ensure that volunteers fit within their organization's culture.

Volunteer Motivation

Understanding volunteer motivation is imperative as it, directly and indirectly, affects many other organizational or human resource domains (Neely et al., 2022). The significance of the volunteering body with its economic benefits is gaining momentum as a crucial element of social service delivery (Erasmus & Morey, 2016). Unlike any other prosocial behavior, it is non-spontaneous since the helper actively seeks the chance to help and maintain assistance over time (Kwok et al., 2013). Leonard (2013) defined *volunteer motivation* as why volunteers are driven to engage in NPOs. There are several reasons why individuals choose to volunteer, and these reasons can be either broadly altruistic or related to the need to fulfill a specific goal (Kolar et al., 2016; Tönurist & Surva, 2017).

According to Otoo and Amuquandoh (2014), some individuals' motivations to volunteer stem from their desire to strengthen their ties to the community and their fellow volunteers. Pelczarski (2016) stated that some individuals' motivations to volunteer include building relationships, recognition, a feeling of pride and satisfaction, and improving their resumes. Socialization is another motivation to volunteer (Otoo & Amuquandoh, 2014). Motivated volunteers are usually willing to devote more time and effort to their responsibilities. Some leaders within NPOs appreciate the input of

volunteers to help with balancing their workforce; therefore, the deliberate effort to retain volunteers by keeping them motivated is a crucial factor in the success of an NPO (Sefora & Mihaela, 2016).

Connection Between Organizational Outcome and Motivation

Motivation is a personal drive that leads an individual to act and behave in specific ways to satisfy themselves and live a life directed at specific points to achieve certain goals (Lidya Lolowang et al., 2019). Motivation in the work context expresses an individual's willingness to exert and maintain an effort towards organizational goals (Deressa & Zeru, 2019). Employees have different competing needs that are driven by various motivators (Deressa & Zeru, 2019). An employee's level of motivation determines the level of commitment the employee will display in their performance and in achieving their goals (Kuranchie-Mensah & Amponsah-Tawiah, 2016). The higher the level of workforce motivation is, the greater the chance of the organizational leaders achieving their goals.

Organizational performance is a vital indicator of any organization's success or failure (Rehman et al., 2019). Organizational performance is a significant indicator for organizations in the attainment of their objectives or goals in both developed and developing economies and in small or large organizations (Rehman et al., 2019).

Organizational performance is a crucial factor because it indicates to the shareholders the way the company is working, and it also measures actual output against the input or expected output (Rao & Zaidi, 2019). Any individual who has a high level of motivation

will also have a high level of work output or performance. The effectual working of employees can improve organizational performance (Rao & Zaidi, 2019).

Leadership styles play an essential role in determining organizational performance (Rehman et al., 2019). The likelihood of organizational leaders achieving their business goals comes from the skills and motivation of the workforce (Corcaci, 2016). Higher motivation in the workforce shows when a genuine relationship exists between work performance and the outcome of the work (Kuranchie-Mensah & Amponsah-Tawiah, 2016). When the level of workplace motivation is high, there is a greater chance of organizational leaders achieving their goals.

Leaders can use policies and other effective strategies to motivate their workforce to achieve their goals while taking into consideration the distinctiveness of their employees (Corcaci, 2016). Implementing motivational techniques and programs will also improve performance (Corcaci, 2016). Leaders can also create effective motivational programs, which lead to a positive organizational culture and higher performance (Kuranchie-Mensah & Amponsah-Tawiah, 2016). NPO leaders should create and implement processes and procedures to be applied toward the motivation of volunteers to meet organizational objectives.

Employee Engagement

Employee engagement is a critical driver of business success in the competitive marketplace (Chin et al., 2019). The engagement of employees can be used as a tool by organizational leaders to make a difference in the way they do things (Jehangir & Khan, 2018). An engaged employee adds value to organizational success through significant

contribution (Natrajan et al., 2019). Leaders of organizations seek to hire employees who can adapt themselves to changes and remain proactive, energetic, and creative while facing problems and challenges (Milhem et al., 2019). Leaders of NPOs should seek to keep volunteers actively engaged with relevant tasks in the organization. An engaged employee will not be absent from the job because they come to work every day feeling a connection to their organization and have high enthusiasm for their work (Chin et al., 2019). Engaged employees perceive the success of the organization as their success (Stoyanova & Iliev, 2017).

Engaged employees are observed to outperform disengaged employees in their respective organizations (Jehangir & Khan, 2018), and it has also been shown to increase employee performance in an organization (Nor et al., 2019). Leaders of NPOs should aim to nurture volunteers who buy into the vision of the organization and view the success of the organization as their success. Employees who are engaged in their work tend to make personal sacrifices for the organization with the feeling that they belong to the organization (Nor et al., 2019).

When an employee has high levels of engagement, they are more willing to increase their efforts to ensure the success of the organization (Stoyanova & Iliev, 2017). For example, if the employee is given a say in decision-making and has the right to be heard by their boss, then the engagement levels are likely to be high (Alzyoud, 2018). However, in the absence of a sufficient engagement strategy, the results could be otherwise (Natrajan et al., 2019). Many companies have realized this and are formulating strategies for empowering and engaging the employees for better performance (Natrajan

et al., 2019). Leaders who are actively involved with their employees also promote a higher level of engagement (Stoyanova & Iliev, 2017). Organizations with engaged employees tend to perform better and factors like enhanced productivity, less employee turnover and attrition rates, less absenteeism, enhanced loyalty and goodwill toward the organization, and positive word of mouth are visible in an engaged organization (Antony, 2018). When nonprofit leaders have volunteers with high levels of engagement, the organizational goals are better achieved.

Employee Turnover

Employee turnover is the rate at which an employee leaves an organization (Olajide & Okunbanjo, 2018). Employee turnover is the voluntary and involuntary permanent withdrawal from an organization (Tripathi & Pandey, 2017). When employees leave the organization, this may not only impact the organization but also the workforce (Buzeti et al., 2016). The critical problems of employee turnover for the company are the loss of skills possessed by the employee and the associated costs (Buzeti et al., 2016). High turnover rates result in increased recruiting, selection, and training expenses (Tripathi & Pandey, 2017). According to Pierce (2016), some reasons why employees leave an organization include: (a) burnout, (b) unattractive or no rewards, (c) not enough focus on training or advancement opportunities, (d) lack of communication, and (e) employees do not feel the organization values them. To reduce turnover, NPO leaders must acknowledge volunteers as significant contributors to the organization's success and implement vital strategies to keep volunteers motivated within the organization.

Transition

In Section 1, I provided the foundation of the study, which included the identified problem, what factors contribute to the problem and why it is significant, ways to explore the problem using a resource-based research lens, and a review of relevant academic literature.

Section 2 includes a thorough overview of my role as the researcher, participants for this study, and research method and design. Population and sampling, ethical procedures, data collection instruments and techniques, data organizing techniques and analysis, and the study's reliability and validity are also addressed in Section 2.

In Section 3, I provide a detailed account of my research. This includes a presentation of findings, discussion regarding the applicability of professional practice, implications for social change, recommendations for action and further research, reflections, and a conclusion.

Section 2: The Project

Section 2 includes my role as the researcher, a description of the qualitative method, case study research design, population, and sampling procedures, standards for conducting ethical research, data collection instruments and techniques, data organizing techniques and analysis, and reliability and validity of the study.

Purpose Statement

The purpose of this qualitative single case study was to explore effective strategies NPO leaders use to motivate their volunteers. The sample population for the study was leaders from a faith-based NPO in London, United Kingdom who had proven the ability to motivate their volunteers. Implications for positive social change include the potential to increase volunteer motivation, thereby increasing volunteer engagement in various social and community programs organized by NPOs. Volunteers add value to society because they are crucial in most community-based programs (Jensen & McKeage, 2015). As nonprofit leaders are more deliberate about motivating volunteers, they will continue to retain more volunteers, thereby leading to higher output and impact.

Role of the Researcher

The researcher's role in a case study is to reasonably collect, present, and analyze data and close the study (R. K. Yin, 2018). Data collection occurred through interviewing participants. I was familiar with the topic of this study because of my experience as a volunteer leader for about 20 years, and I had the opportunity to interact with several other volunteers and leaders within the organization. I served as this study's primary data collection tool, with direct access to participants to interview them and analyze

organizational documents. Research questions aligned with the topic and my experience as a NPO volunteer and leader.

Researchers are responsible for adhering to ethical standards to ensure confidentiality of all participants (Hetzl-Riggin, 2017). Data collected were trustworthy and adhered to protocols outlined in the Belmont Report. Participants were made aware of all procedures and requirements for participation. They were told there were no incentives for participating in this study and they could withdraw at any time. Participants were informed of the general principles highlighted in the Belmont Report: respect for persons, beneficence, and justice. Participants received due respect and decided whether they wanted to participate in the study.

I ensured that information was well understood and no harm was brought to participants before, during, or after the study. Member checking was implemented to minimize bias during interviews and the data collection process, and no assumptions or personal interpretations were made about participant responses. Adherence to Institutional Review Board (IRB) protocols was maintained, and notes from each interview were transcribed. With participants' permission, interviews were recorded to review any areas of bias and engage in reflexive journaling. Reflexive journaling is a process in which the researcher reflects on outcomes of the study and the research process itself (Kross & Giust, 2019).

Semistructured interviews were conducted virtually as the primary method for collecting information from participants. Semistructured interviews are used to understand the area of research and appraisal of existing evidence to develop a flexible

set of questions or themes to prompt responses (Qureshi & Rankin, 2019). Researchers who incorporate transcript reviews during data collection increase reliability and validity (Naidu & Prose, 2018). I used the 2019–2020 Baldrige Excellence Framework. An interview protocol (see Appendix A) was used to collect data and ensure all participants were asked the same questions (see Appendix B). An interview protocol increases the effectiveness of interview processes by providing comprehensive information that is obtained within an allocated time (Yeong et al., 2018).

Participants

Researchers choose participants because they have critical information that is relevant to research questions (Cruz & Tantia, 2017). Participants in this study were leaders in a faith-based NPO in London, United Kingdom with a proven successful track record of motivating volunteers as identified via lack of turnover and longevity of volunteers. I had no affiliation with the NPO for this study. To be eligible, participants were over the age of 18. Second, they had at least 3 years of leadership experience in managing volunteers in the organization. Third, participants had increased their team's number of active volunteers by at least 5% within the last 3 years. Leaders were contacted by email with a consent form once IRB approval was received.

Research Method and Design

The research design for this study was a qualitative case study. Researchers need to select the most suitable research method as this serves as the guide for them as they seek to answer questions that form the basis of their research project (Cypress, 2018).

The objective of this study was to explore effective strategies NPO leaders use to improve volunteer motivation.

Research Method

Researchers choose research methods according to the aim, objectives, nature of the topic, and research questions to identify, collect, and analyze information and increase understanding of an issue (Basias & Pollalis, 2018). Researchers use the mixed methods approach by combining qualitative and quantitative research approaches to thoroughly evaluate a topic (Venkatesh et al., 2013).

Researchers use quantitative research for a systematic and empirical investigation of phenomena through statistics and mathematics, including numerical data (Basias & Pollalis, 2018). Quantitative research is objective, time-independent, and context-free, and the researcher is detached and uninvolved, maintaining an outsider's perspective (Raines, 2013). Quantitative researchers formulate and test hypotheses to draw inferences and use close-ended questions (Taguchi, 2018). In a quantitative study, the researcher tests existing theories while concentrating on a specific and measurable research question (Raines, 2013; Ünal, 2013). Within quantitative research, researchers analyze numerical data statistically (Zyphur & Pierides, 2017). The quantitative methodology was not appropriate for this study because I was not testing an existing theory.

The qualitative research method includes the researcher as the primary data collection tool, identifying a purposive sample, using interviews as a form of data collection, and writing narratives as the mechanism of reporting findings (Butina et al., 2015). According to Kılıçoğlu (2018), researchers use the qualitative process to describe

events in natural environments realistically and holistically. The qualitative research method was appropriate for this study because I was the primary collection tool as the researcher, and conducting interviews was critical to the data collection process.

Research Design

The research design for the proposed study was a single-case study. Case study research is a qualitative approach in which the researcher explores a real-life, contemporary bounded system (a case) or multiple bound systems (cases) over time, through detailed, in-depth data collection involving various sources of information, and reports a case description and case themes (Alpi & Evans, 2019). Researchers use a case study to explore a phenomenon from multiple perspectives within a bounded context, allowing the researcher to provide a thick description of the phenomenon (Taylor & Thomas-Gregory, 2015). Researchers using the case study design can get in-depth and multifaceted explorations of phenomena; however, selecting, collecting, and analyzing multiple sources of evidence can be challenging and complex (Houghton et al., 2017).

Researchers use the case study research design by focusing on a small number of cases to conduct their analysis, but researchers collect detailed information while utilizing different collection methods (Starr, 2014). The objective of this study was to explore the effective strategies NPO leaders use to motivate volunteers and achieve organizational goals. To achieve this, interviews of participants and the analysis of organizational documents took place. Researchers can reach data saturation by collecting various forms of documents or reports (Le & Needham, 2019).

Researchers use the phenomenological research design to understand how particular individuals experience certain events and life episodes (Zahavi, 2019). The phenomenological research design was not suitable for this study because exploring and interpreting lived experiences was not the focus of this study. Researchers use ethnographic research design to focus on certain cultural groups (Knobloch et al., 2017). The ethnographic research design was not used because the objective of this study was not to learn about groups or communities.

Population and Sampling

I used the purposive sampling method to select the participants for this study. Purposive sampling is the most described means of sampling in qualitative methods literature today (Gentles et al., 2015). Purposive sampling enables the researchers to select only the samples that meet specific criteria for the study (Eze & Elegbe, 2018). Using purposive sampling also ensures a researcher has a diverse range of opinions and experiences, which will enhance the credibility of the findings from the study (Forero et al., 2018).

When researchers use purposive sampling, they must also specify reasons for selecting participants, which align with the purpose of the research (Palinkas et al., 2015). The population for this qualitative study comprised a minimum of eight leaders from a faith-based NPO in London, the United Kingdom who exhibited the ability to motivate their volunteers. Choosing participants is a component of qualitative research. Researchers who use purposive sampling use their judgment to identify the individuals

they think will provide the best insights (Pawelz, 2018). Purposive sampling is also one way of achieving a manageable amount of data (Ames et al., 2019).

The sample size was a minimum of eight participants who are leaders in a faith-based NPO in London, United Kingdom with the proven ability to motivate their volunteers. Researchers who use the qualitative research method focus on generalizability or the ability to ensure the findings of the study are a representation of the population of the study (Palinkas et al., 2015). The eligibility criteria for participants of this study were: (a) either be a senior staff or a volunteer leader at the assigned NPO, (b) must have proven success at motivating volunteers as confirmed by other leaders within the organization, (c) must have demonstrated the ability to achieve their organizational objectives, and (d) must have consented to participate in an interview for this study.

The nonprofit leaders included volunteer leaders of a single NPO in the United Kingdom. The participants understood the challenges, operations and needs, dynamics, and culture of the organization. The participants responded to a semistructured 40-minute in-depth interview with open-ended questions, which I conducted virtually at a convenient time for each participant. All participants answered the same questions with follow-up questions to add further information. Semistructured interviews generate useful insights and add quality to research (Sinha & Yadav, 2017). To ensure the data were rich, an organizational assessment of the NPO also took place.

The qualitative research gold standard for quality research is data saturation (Hancock et al., 2016). Data saturation helps in ensuring the validity of this study. According to Moser and Korstjens (2018), an essential criterion for data saturation is the

availability of enough in-depth data showing the patterns, categories, and variety of the phenomenon under study. Researchers reach data saturation when no additional data emerge, data are repeated, and further data collection becomes redundant (Hennink et al., 2017).

A researcher needs to know when they have collected the maximum amount of data for a study. In addition to conducting interviews and reviewing organizational documents and websites, member checking was used to ensure data saturation. Member checking is a widely used technique in qualitative research (Livari, 2018). Member checking is an intellectual process for researchers to engage in and involves participants in the interpretation of data to enhance the trustworthiness of the results (Birt et al., 2016). Implementing member checking ensured that there were no biases in any of the interpretations. During the member-checking process, the participants were invited to confirm, clarify, or elaborate on the research outputs (see Livari, 2018). After the interview process, participants in this study were provided with their answers to interview questions with the opportunity to verify and confirm the accuracy and meaning of their responses.

Ethical Research

As indicated by the Walden University IRB, it is the researcher's responsibility to protect human subjects from any psychological and physical harm (see Wallace & Sheldon, 2015). The researcher must foresee, tackle, and prevent any ethical dilemmas that may arise (Udo-Akang, 2013). One of the significant ethical concerns about the

conduct of research is the researcher's integrity, the ability to be impartial and independent, and to avoid undue influences and conflicts of interest (Hansson, 2017).

To comply with the Belmont Report's ethical guidelines, detailed steps were taken to ensure the confidentiality and rights of the research participants were secure. Informed consent letters were sent to prospective participants via email. The first important step was to ensure that before participants began scheduling interview appointments, they read and accepted the information on the consent form. It is essential to confirm that every participant is aware of any pertinent information to enable each potential participant to weigh options or any potential harm and be free to accept or decline involvement in a study (Udo-Akang, 2013).

Informed consent letters were used to explain the intent of this study. The participants were required to acknowledge their understanding of what was expected of them and send acknowledgement via email to me. Participants could withdraw from the study at any time by contacting me directly via phone or email. The participants could also withdraw from this study after the conclusion of the data collection. The interview notes, recordings, and any other information related to a participant that withdrew were not included in the study. Holm and Ploug (2017) stated that participants can withdraw from a study without explanation and for any reason. When this happens, researchers should destroy any data collected from participants.

An interview schedule was available for all participants. Incentives should not be made available to avoid biased answers from participants (Bernstein & Feldman, 2015). Participants in this study did not receive an incentive. According to Cronin-Gilmore

(2012), any printed information should always be tamper-proof and destroyed after 5 years. All printed materials will be destroyed by secure shredding. As an additional level of security and confidentiality, a password-protected electronic file, only accessible by me, will contain all materials to be destroyed after 5 years.

Data Collection Instruments

The researcher is the primary instrument in case study methods; therefore, researcher bias should be recognized and minimized as much as possible (Campbell, 2015; Clark & Vealé, 2018). Data were collected using open-ended interview questions and interview notes. The goal of the interviews was to explore the effective strategies nonprofit leaders use to motivate volunteers to achieve organizational goals. After receiving approval from the IRB, I followed the interview protocol (see Appendix A). I used the semistructured interview questions with each participant (see Appendix B). A reliable interview protocol is the key to obtaining useful quality interview data and increases the effectiveness of an interview process by ensuring comprehensive information is received within the allocated time (Yeong et al., 2018).

The Baldrige Performance Excellence Program (2019–2020) formed the basis of the interview and analysis. I asked participants 10 open-ended interview questions using the criteria provided in the 2019–2020 Baldrige Excellence Framework. The framework is used to explore and assess the information client leaders provide, which includes workforce, strategy, customers, measurements, analysis and knowledge management, results, operations, and leadership. Semistructured interviews, where the researcher has some predefined questions or topics but then probes further as the participant responds,

can produce important data that provide insights into the participant's experiences or opinions (Peters & Halcomb, 2015). The researcher becomes a listener in the interview process and acts to reduce any researcher bias (Campbell, 2015). Rich qualitative data helps researchers to gain a better understanding of the participant's experiences and identify crucial elements relevant to the subject matter (Yeong et al., 2018). The interviews had a time limit of 40 minutes with extra time of up to 60 minutes if necessary.

Member checking was used to develop reliability and validity. After the interview, participants were asked to member-check the transcripts for accuracy and clarity. Member checking is common in qualitative research to maintain validity (Candela, 2019). Participants were allowed to review and provide any additional information and corrections. Member checking promotes trustworthiness and can lead to the conclusion that the performance of a study was rigorous (Chase, 2017).

Member checking is the process of synthesizing participants' responses and having the participants validate the researcher's interpretation (Warchol et al., 2019). This check involves taking the findings back to the participants and asking them (in writing or in an interview) about the accuracy of the report (Candela, 2019). Participants were allowed to assess the validity of the analysis and receive a redacted copy of the case study to review and approve before publication.

Data Collection Technique

The primary data collection techniques were document analysis and semistructured interviews. By drawing on interviews, the researcher can gain insightful

data on such things as individuals' subjective experiences, perceptions, and group attitudes, which may be less or entirely inaccessible through other methods (Kaliber, 2018). The participants responded to 10 open-ended interview questions (see Appendix B) during the interview. Further questions were asked to clarify answers. The interviews were recorded to assist with the transcription.

There are many advantages of using an interview as the data collection technique. Interviews give the most direct and straightforward approach to gathering detailed and rich data regarding a particular phenomenon (Barrett & Twycross, 2018). Using interviews also aids the researcher with gathering data directly from the participants in their own words to learn the rationale behind the results (Dixon, 2015). Using interviews as the data collection technique also has many disadvantages. Most interviews are recorded and will need transcribing before analysis, which can be extremely time-consuming (Barrett & Twycross, 2018). In addition, the analysis of the interview could be slow requiring transcriptions to be checked over word-for-word and line-by-line (Barrett & Twycross, 2018).

Interviewing is an activity that requires skill, which means, the researcher must allocate resources for the training of the interviewer (Gale et al., 2013). Interviews also present the problem of bias; hence, the researcher needs to take care to avoid leading questions or providing nonverbal signals that might influence the responses of participants (Barrett & Twycross, 2018). Documents from the organization such as the volunteer handbook, leadership notes, and organizational policies were analyzed to gain

an understanding of the structure of the organization and the effective strategies leaders use to improve volunteer motivation.

To obtain the data required, records were retrieved as made public by the organization. Additional information about the client organization was collected through online searches. The analysis of data represents the most critical and difficult step in the qualitative research process (Sechelski & Onwuegbuzie, 2019). Not all researchers have experience in managing the analysis of large sets of qualitative data; however, a researcher's skills improve the more they analyze data (Gale et al., 2013). To ensure that the interview interpretations and document analysis for this study were accurate, I used member checking.

Data Organization Technique

An accurate and systematic plan for organizing data improves the study in qualitative research (Gaya & Smith, 2016). To organize data, reflective journals were used to gather my thoughts on various topics and findings. Reflective journals show what occurs during the implementation of any program or change and the participants' perception of these occurrences (Bashan & Holsblat, 2017). Jaber et al. (2021) identified journaling as a method that researchers can use to capture self-reflections about possible bias while conducting semistructured interviews and reviewing company documents. Each participant received a code to enhance accuracy. Using individual codes ensures the accuracy of themes and patterns and reduces misrepresentation in organizing the data (Feldman et al., 2016).

A crucial duty of the researcher is to protect the confidentiality and identity of participants throughout the research process (Winkler et al., 2018). To maintain the confidentiality of participants, the data are stored securely on a password-protected hard drive, and all hard copies will be held for 5 years in a locked box in compliance with the IRB and Walden University requirements. Researchers should remove any identifying information of participants to ensure privacy and confidentiality (Ross et al., 2018). To reduce the risk of violating the confidentiality of the participants, researchers should not publish the names, age, gender, company, or any other information that might enable a third party to identify a specific participant (Morse & Coulehan, 2015). Participants in this study will remain anonymous. All printed materials will be destroyed by secure shredding, and for added security and confidentiality, the password-protected electronic file, only accessible by me, will contain all materials to be destroyed after 5 years.

Data Analysis

Researchers use the data analysis process to learn new ideas, increase the understanding of the phenomenon, and answer the research question (Ganapathy, 2016; Stewart et al., 2017). Data analysis was applied in this study to create a framework to understand the effective strategies NPO leaders use to improve volunteer motivation. The methodological triangulation method was used to ensure the accuracy of this study. Methodological triangulation reflects efforts by researchers to acquire data from a range of different sources and affords validation of data through cross verification using two or more methods (Lodhi, 2016; Tan, 2019). Data were collected through semistructured interviews and reviewing documents relevant to the NPO. To ensure a structured and

well-coordinated data analysis process, notes were taken during the semistructured interviews, and each interview was recorded.

Following the interview, member checking was applied to confirm the interpretation of the participants' responses and to increase the reliability and validity of the data collection. I used NVivo® 12 software to organize data, apply coding to the interview transcript and identify themes. Researchers utilize software to assist content analysis in qualitative studies (Guo, 2019). In the coding process, the researcher carefully reads transcribed data, line by line, and divides the data into meaningful analytical units (Ganapathy, 2016). Central to the coding process is ensuring that coding procedures are defined, rigorous, and consistently applied to conform to validity and reliability standards associated with qualitative research (Williams & Moser, 2019). Researchers code data to correlate data within the interview questions (Fusch & Ness, 2015).

I used the thematic data analysis process to identify themes based on the participant responses to answer the central research question. The goal of thematic analysis is to identify themes (i.e., patterns in the data that are important or interesting, and use these themes to address the research; Maguire & Delahunt, 2017). Thematic analysis is commonly used by qualitative researchers using semistructured interviews to investigate the subjective experiences of things (Percy et al., 2015). I followed the six phases of thematic analysis as outlined by Clarke and Braun (2013), which include: (a) familiarisation with the data, (b) coding, (c) searching for themes, (d) reviewing themes, (e) defining and naming themes, and (f) writing up.

Reliability and Validity

Reliability and validity are long established as central tenets of ensuring good quality research (Jordan, 2018). Ahmed and Ishtiaq (2021) stated that reliability and validity are among the most important and fundamental domains in the assessment of any measuring methodology for data collection in good research. In this subsection, reliability and validity are discussed.

Reliability

Reliability assesses the consistency of results over time (Hayashi et al., 2019). Reliability in qualitative research studies generally covers the accuracy of the research results (Gökmen et al., 2017). Member checking was used to address reliability and dependability, and triangulation was used to clarify the data. Triangulation helps increase the validity, reliability, and legitimation, which encompass the credibility, dependability, confirmability, and transferability of research findings (M. D. Moon, 2019).

Validity

Validity is the extent to which a concept is accurately measured (Heale & Twycross, 2015). According to FitzPatrick (2019), without validity research, findings are not trustworthy. The data collection process included methodological triangulation, member checking, and data saturation to increase the validity of this study. In the member checking process, participants verify, clarify, or elaborate on the research outputs (Livari, 2018). Participants confirm the researcher's interpretations are accurate and correct any errors. The participants correct any inaccurate interpretations (Livari,

2018). Member checking can also be used to help the researcher capture the voices of the participants (Candela, 2019).

Criteria to assess trustworthiness include credibility, transferability, dependability, and confirmability (McInnes et al., 2017). Triangulation is another technique for establishing credibility (Daniel, 2018). What the researcher produces matters as much as their actions, particularly in the case of ethical integrity in the process of collection, analysis, and presentation of results (Abdalla et al., 2018). An accurate description of the data analysis and verification of sources of data obtained establishes credibility (Daniel, 2018).

Transferability implies that the findings of a study accurately reflect the views of participants involved in the study (Daniel, 2018). Researchers can address transferability by providing adequate information about the participants, and the research context so readers can decide how the findings of the study will be relevant in other situations (Hoover & Morrow, 2015). Dependability refers to coherence across the methodology, methods, data, and findings, and transparency and suitability of the research process (Tong & Dew, 2016). Researchers should record and transcribe the data when possible. Also, researchers should use computer software to facilitate a traceable coding process (Tong & Dew, 2016). Researchers can prove confirmability by carefully linking the data, analytic process, and findings together, and by using an audit trail to track the processes (Hoover & Morrow, 2015). Confirmability ensures that the findings and interpretations reflect the views of the participants and prevents the researcher's preference or personal

agenda from swaying the outcome (Tong & Dew, 2016). With confirmability, researchers can achieve the best possible results from a study.

Incorporating member checking and using triangulation after the interviews will enhance conformability. I included an interview protocol (see Appendix A) while using the analysis techniques and data collection for this study. I also ensured data saturation. Data saturation is exemplified by the number of interviews that are conducted until there is no additional useful information because of saturation (Hayashi et al., 2019). FitzPatrick (2019) stated that when researchers reach saturation, they attain the completeness of data gathering that is necessary to make valid conclusions.

Transition and Summary

In Section 2, an overview of the purpose statement, description of my role as the researcher, and data collection process were presented. The research methodology, research design, and data analysis were discussed. Finally, components of ethical research, data instrumentation, collection, organization, and analysis techniques for this study were explored.

Section 3 includes interview data and company documents with analysis, interpretations, and presentation of key findings, themes, and patterns. A detailed profile of the NPO and breakdown of participant leadership and effective motivation strategies are also included. Finally, results of this study, applicability of professional practice, implications for social change, recommendations for action and further research, reflections, and a conclusion are presented.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative single case study was to explore effective strategies that nonprofit leaders used to improve volunteer motivation. In this section, I present findings from semistructured interviews with eight nonprofit leaders in a faith-based NPO located in London, United Kingdom and review of documents provided by the organization's leaders. Through research findings, I identified effective strategies nonprofit leaders use to motivate volunteers. Findings may improve nonprofit leaders' ability to apply better strategies that are required to keep volunteers motivated and provide the support they need, thereby achieving objectives and enhancing productivity of the NPO.

Presentation of the Findings

The central research question for this qualitative single case study was: What effective strategies do faith-based NPO leaders use to improve volunteer motivation? The primary source of data collection was in-depth semistructured interviews via Zoom with eight nonprofit leaders from a NPO in London, United Kingdom. Interview questions were used for participants to share how they implemented strategies to improve volunteer motivation. I followed the interview protocol by asking for consent first from participants. Then, I asked participants the same questions in the same order during interviews. I also assigned participant codes to maintain confidentiality (P1, P2, P3, P4, P5, P6, P7, and P8). I recorded interviews, took notes, and conducted member checking after interviews with participants to validate their responses. After interviews, I provided

participants with a summary of my interpretation of their responses. Researchers use member checking to confirm participant responses (McGannon et al., 2021).

I used NVivo to search for codes, identify themes, review themes, and produce a report. I identified three themes from eight nonprofit leaders. The themes were relationships, volunteer engagement, and training. Interview findings were compared to a review of organizational documents and publicly accessible information to answer the research question. I discuss findings related to this doctoral study's developing strategies and conceptual framework.

Theme 1: Relationships

The first theme from data was the importance of deliberately building close relationships with volunteers. While all eight participants shared varied strategies to build relationships with volunteers, they agreed that relationships between nonprofit leaders and volunteers improved the overall experience and increased motivation of volunteers. P1 stated, "Building relationships with volunteers is important to keep them interested in being in the organization." P2 said, "Applying a caring approach and checking in on them regularly to ensure they are fine in other areas of their lives goes a long way."

P3 stated:

It is important to foster team spirit and let volunteers know that they are not just there to work but that they are valuable. Outings, activities, and various programs of interest to help the team build relationships have kept them motivated and committed to the vision and organization.

P4 stated, “Forming relationships with them helps with better understanding between us which helps to determine the best strategy to use to keep them motivated.” According to P5, “Getting involved in their families, and sharing home time and resources with them, are some ways relationships have been built.” P6 stated, “One-on-one meetings with the volunteers make them feel valued and push them to do more.” P7 stated, “Building authentic relationships with the volunteers and having a genuine interest in what they do and who they are has made a difference.” P8 stated, “Being part of their key events in life helps their motivation to do more in the organization.”

P2 claimed, “Applying a caring approach with regular check-ins and deliberately having conversations about other areas of the volunteer’s life makes it easy to foster relationships.” P1 said, “Building relationships between leaders and volunteers promotes trust and is a critical step to keeping a volunteer interested in being a part of the organization.” P3 stated, “Challenges are easily overcome when a quality and working relationship is established with the volunteers.” Participants revealed volunteers are essential to the NPO, and building and maintaining a relationship with them enhances their motivation to volunteer in the organization.

Theme 2: Volunteer Engagement

The second theme in this study was volunteer engagement. P1, P4, P5, P6, and P8 stated they motivated volunteers by encouraging and engaging them with responsibilities that create a sense of belonging and accomplishment. P1 stated, “Our volunteers are often reminded that they have a purpose within the organization, which acts as a motivator.” P4 said, “Assigning responsibilities does not only keep volunteers engaged, but it also brings

about a sense of accomplishment and it builds capacity in them.” P5 stated, “Giving responsibilities and tasks to each person has made them feel like they are adding value to the team.” P6 stated, “Another strategy to get them engaged is encouraging volunteers to use their skills to impact the organization.” P8 claimed, “Giving volunteers responsibilities makes them accountable and dedicated.” After reviewing publicly accessible information on the organization’s website, the need for and importance of volunteers was stressed. It was also stated on the website that the organization’s leadership is committed to supporting volunteers, and some opportunities that were available to volunteers were listed.

P3, P4, P6, and P8 said regular meetings are held where volunteers were asked for feedback and assigned tasks for a specific period based on their strengths. P3 stated, “Regular meetings where the vision and goals of the organization are reiterated and explained inspire the volunteers to become engaged.” P4 stated, “At our meetings, explaining the vision of the organization regularly and helping each volunteer see their part in fulfilling the mission helps them believe in the vision of the organization.” P6 stated, “General meetings with the volunteers are held where they are given the opportunity to share their own ideas and give feedback. This makes them feel like they are adding value to the organization and inspires them to do more.” P8 claimed, “Something as simple as bringing the volunteers on board by always asking for their comments, feedback, and what they feel they can add to the organization has worked for us.”

P3, P5, and P7 shared that leading by example impacted volunteer engagement. P3 stated, “Personally being involved in various tasks has inspired volunteers on my team to do the same.” P5 stated, “When the leader sets the example, it shows that they value the volunteer’s time also.” P7 stated, “Volunteers often become more motivated to engage when they are inspired by the leader and feel valued and appreciated; once this happens it shows that this strategy is effective.”

Theme 3: Training

The third theme in this study was training. P1, P2, P3, P4, and P7 stated providing ongoing training for volunteers was essential to both volunteer and organizational effectiveness. P1 claimed “When necessary, individual training is put in place to help each volunteer become better at their assigned tasks.” P2 stated, “Training has been a great and valuable tool to motivate our volunteers. Equipping volunteers makes them confident and builds new skills in them.” P3 explained, “Training has also led to mentoring the volunteers which also enhances the overall volunteer experience, and it has improved volunteer motivation.” P4 stated, “Our volunteers are critical to the organization’s success. We therefore develop and invest in them through training. Providing them with the right tools, information, and skills ensures each one achieves the goal.” P7 said, “From the training comes appraisal/performance reviews. This is a good form of motivation for the volunteers.”

P2, P4, P6, and P8 specifically confirmed the use of internal documentation for volunteer training, such as the volunteer handbook, orientation programs, and policy

documents. P2 confirmed this by stating, “Frequent training programs, using the organizational volunteer handbook has added a lot of value to our volunteer training.”

P4 added,

With the handbook and policies, we can develop and invest in the volunteers by encouraging them to step out of their comfort zones and build their capacity. This not only makes them better for their purpose but better for the organization.

P6 added, “The handbook is there to guide us with how to equip our volunteers, so we get the best out of them.” P8 stated, “Training and developing volunteers on my team with the handbook provides useful strategies to motivate them.”

Relevance to the Literature

The first theme that emerged was relationships. The participants stressed the importance of building relationships with volunteers because it can positively impact the volunteer experience and the organization’s productivity. This theme aligned with the literature. According to Cropanzano and Mitchell (2005), generating high-quality relationships will result in positive workplace outcomes. Yu et al. (2018) ascertained that building relationships makes employees willing to trust leaders and maintain longterm relationships with the organization. The findings from Theme 1 revealed that building a relationship between volunteers and leaders was an effective strategy to enhance volunteer motivation. Hager and Brudney (2011) stated that best practices are crucial in retaining volunteers, including providing volunteer support that encourages strong relationships and less volunteer turnover. When there is a strong relationship between a leader and the employee, it promotes feelings of reciprocity, gratitude, and trust, which

are characteristics of SET (Wang et al., 2019). These relationships also encourage formal or informal connections between the employee and the leader (Yu et al., 2018).

Pelczarski (2016) stated that some individuals' motivations to volunteer include building relationships, and when nonprofit leaders meet this expectation, volunteers become more willing to remain with the organization.

The second theme that emerged was volunteer engagement. This theme aligned with the literature. Dedicated, engaged employees contribute significantly to completing the tasks assigned in the organization and often have a long tenure (AON Hewitt, 2013; Li et al., 2019). Englert and Helmig (2018) stated that volunteers must be motivated to perform, making them more likely to perform more effectively. When volunteers are adequately engaged, they are more willing to give their best to the organization. Besieux et al. (2018) ascertained that if employees are to be entirely engaged, they must focus on the visions and goals of the organization. Kreye (2016) added that by recognizing the strengths of the unique ways in which individual employees work, a leader can effectively engage and support employees in their actions, which creates a more positive work environment.

The third theme that emerged was training. This theme aligned with the literature. Training programs provide the necessary knowledge and skills for meaningful volunteer experience. Therefore, nonprofit leaders should provide ongoing training to volunteers. Leaders should allow increasing volunteer competencies or skills, including providing training opportunities and recruitment and selection opportunities, which are aligned with organizational objectives (Rogers et al., 2016). Nonprofit leaders should determine what

volunteers need based on their roles and provide it. Organizational leaders who emphasize developing employees' creativity are more competitive than others (Chahar et al., 2019). When volunteers have the necessary skills to be productive in the NPO, it prevents them from being demoralized and encourages them to be more forthcoming with creative ideas. Englert and Helmig (2018) explained that volunteers' abilities contribute to their effectiveness as volunteers. Leaders who use volunteer training and development programs increase the likelihood of volunteers gaining ability and possibly improve the retention of volunteers (Grossman & Furano, 1999). NPOs should implement a volunteer orientation and onboarding program to enhance the volunteer training provided (Biron et al., 2011). Nonprofit leaders use training to provide volunteers with the guidance and required skills to fulfill their volunteer roles successfully.

Relevance to the Conceptual Framework

The conceptual framework for this study was the SET developed by Homans (1958). The main idea of SET is that individuals, groups, and firms form, engage in, and maintain relationships with the implicit or explicit expectation of receiving rewards or benefits (Homans, 1958). Parties enter and sustain relationships by believing rewards will be positive (Blau, 1964; Homans, 1958). Blau (2017) explained that human exchanges might be financial or social. Social refers to relationships based on trust and feelings of belonging to co-workers and the organization, whereas economic relationships infer pay, performance, and other extrinsic rewards.

The first theme in this study was relationships. Homan's proposition, the success proposition, aligns with the theme of relationships. The success proposition states that the

more often a particular action is rewarded for all actions taken by individuals, the more likely the individual is to perform that action (Homans, 1961). When nonprofit leaders deliberately build and maintain quality relationships with volunteers, volunteers are motivated to keep volunteering in the organization. Individuals begin and maintain relationships because of expected outcomes, and for the relationship to continue, the expectation of reciprocity is key (Homans, 1961).

The second theme in this study was volunteer engagement. This theme of volunteer engagement aligns with the proposition Homans tagged as the stimulus proposition. The stimulus proposition states that behavior rewarded on a given occasion in the past will be repeated in similar situations (Homans, 1961). According to Homans, the recurrence of conditions associated with successful outcomes makes repeating the actions that led to the outcome possible. The stimulus proposition emphasizes that the rewards for action will likely be repeated in similar situations. SET suggests that individuals choose their commitment level based on the perceived support they receive from a relationship, and individuals need trust and commitment to build and maintain exchange relationships (Blau, 1964; Homans, 1961). Volunteers add value to NPOs through engagement. When nonprofit leaders continue to give volunteers the support and encouragement they need through different avenues, the result will positively influence their work, encouraging volunteers to continue to perform such actions as required.

The third theme, training, aligns with what Homans called the value proposition. Homans stated that the more valuable to an individual is the result of his action, the more likely they are to act. According to Homans (1961), the value or benefit of the resource

exchanged determines the recipient's reciprocal action. If the reward that comes is of great value, the individual will keep acting. As NPO volunteers receive the training they need to be confident and effective in their roles, they will likely keep volunteering. A positive exchange produces norms that increase efficiency (Homans, 1961). The three themes from this study aligned with the conceptual framework of SET. For volunteer efforts to be sustained over time, the rewards to the volunteer must exceed, or at minimum, balance out the costs (Schafer, 1979).

Applications to Professional Practice

For this study, I focused on eight leaders from one NPO in London, United Kingdom, to obtain the effective strategies they used to motivate volunteers. NPOs are different from for-profit organizations and rely largely on volunteers as a part of their labor force. Burde et al. (2017) stated that many NPOs have a volunteerism focus and generally serve the public or a community. Maki et al. (2016) stated that volunteerism is an individual's free action for the greater good and for intrinsic reasons rather than extrinsic ones. Volunteers must be motivated to perform, making them more likely to function effectively (Englert & Helmig, 2018). Leaders of NPOs often use volunteers to fill an employment or financial gap, and the need to understand how to motivate volunteers aids the recruitment and retention process.

Three themes emerged from the responses of the semistructured interview and follow-up questions. The strategies focused on building relationships with volunteers, volunteer engagement, and offering training for volunteers. I identified the findings of this study to reveal how eight nonprofit leaders from one NPO in London, United

Kingdom, successfully used strategies to motivate volunteers in the NPO. The results contained in this study may help establish or improve motivation strategies in other NPOs locally and internationally. The results of this study may also be beneficial and significant to nonprofit leaders who may be faced with volunteer motivation, retention, or turnover challenges. The nonprofit leaders from this study agreed that volunteers are critical for the operation of NPOs. The results from this study may also help other nonprofit leaders enhance their volunteer programs and improve the overall volunteer experience, satisfaction, and motivation.

From the results of this study, nonprofit leaders might motivate volunteers to improve themselves through new skills and other personal and professional development. Nonprofit leaders might find that using the strategies from the study may increase volunteer commitment and satisfaction. Training for volunteers and using the techniques recommended in this study may enhance the productivity of the NPO. The strategies suggested in this study may also improve the volunteer experience, the volunteers' well-being, the organization's productivity, and the satisfaction of those they are serving. Finally, nonprofit leaders may also apply these strategies to enhance the reputation of the NPO, which might help achieve the objectives of the NPO.

Implications for Social Change

This single case study was conducted to explore the effective strategies nonprofit leaders use to motivate volunteers in NPOs. The results of this study may contribute to positive social change by providing nonprofit organizational leaders with effective strategies to motivate volunteers. Leaders in NPOs may benefit from the strategy to

improve nonprofit corporate sustainability, volunteer experience and satisfaction, and volunteer retention. Nonprofit leaders who value these strategies might build better relationships with volunteers, provide enhanced training programs, and effectively engage volunteers. Englert and Helmig (2018) stated that volunteers must be motivated to perform, making them more likely to function effectively. According to Alfes et al. (2017), leaders of NPOs should provide volunteers with opportunities to use their skills and motivation during their volunteer tasks, provide support through teamwork and social interactions, and enable volunteer engagement through decision-making and feedback opportunities, which is positively aligned to volunteer retention. Volunteers with improved training, motivation, and engagement might impact further social change directly for themselves and the community the NPO serves. Using strategies to improve motivation might also lead to improved human resources practices and reduced turnover in the NPO.

A meaningful and satisfactory volunteer experience will significantly impact the NPO and the community. Nonprofit leaders who do not place importance on the motivation of volunteers may not experience rewarding and meaningful volunteer relationships and may miss out on qualified and competent volunteers. By implementing the strategies from this study, nonprofit leaders might improve the volunteer experience and meaningfulness of volunteering, which might lead to increased community impact.

Recommendations for Action

The recommendations for action in this study might interest nonprofit leaders in NPOs, especially nonprofit leaders working directly with volunteers. Leaders may use the

identified recommendations to transfer knowledge and reduce volunteer turnover.

According to Kang (2016), retaining volunteers can be the key to maintaining organizational growth and viability in the nonprofit sector. The first recommendation for action involves building relationships with volunteers in a way that makes volunteers feel valued and willing to commit to the cause of the NPO. Volunteers want to feel valued, appreciated, and supported by the organization's leader (Hager & Brudney, 2015). In the long run, the relationships established will help improve volunteer motivation.

Additionally, nonprofit leaders should deliberately build trusting relationships through effective communication, which includes the opportunity to share feedback and give their input. Nonprofit leaders who deliberately build relationships accomplish volunteer motivation and enhance organizational productivity.

The second recommendation for action involves engaging volunteers. Volunteers are an essential service for NPOs. Therefore, nonprofit leaders should take responsibility for engaging volunteers appropriately. Leaders should cultivate existing volunteers with interesting volunteer assignments to retain volunteer engagement (Hager & Brudney, 2011). To improve volunteer engagement, nonprofit leaders should involve volunteers in other roles and tasks. Leaders of nonprofits should provide volunteers with opportunities to use their skills and motivation during their volunteer tasks (Alfes et al., 2017).

The third recommendation for action involves providing training for the volunteers. Biron et al. (2011) stated that training is a critical element of an effective volunteer program. It is critical for nonprofit leaders who do not currently have formal or informal training programs to begin implementing a volunteer training program.

Nonprofit leaders should use training programs to invest the necessary skills and knowledge to accomplish their volunteer duties. When nonprofit leaders implement volunteer training programs, they reduce the potential for confusion and frustration and increase the potential for a meaningful and positive volunteer experience. Biron et al. ascertained that nonprofit leaders should implement a volunteer orientation and volunteer onboarding program to enhance the volunteer training provided. Training might also consist of onboarding, orientation, and socialization, which might enhance volunteer motivation.

Recommendations for Further Research

The findings of this study might help to expand knowledge of effective strategies nonprofit leaders use to motivate volunteers in NPOs. The participants of this study met the criteria for eligibility which required each one to be over the age of 18, have a minimum of 3 years of leadership experience in managing volunteers in the organization, and increased the number of active volunteers on their team by at least 5% within the last 3 years. Each participant was knowledgeable and experienced in the focus of this study. Although this study helped to understand and recommend effective volunteer motivation strategies for NPOs, limitations exist, and further research is necessary.

A single case study design with eight participants from one NPO is a small sample and might have limited the depth of the knowledge that was possible to achieve by using a larger sample size. I recommend using a larger sample size of nonprofit leaders or expanding the research to include more than one NPO. Expanding the research may generate different results. The second limitation of this study is that the participants

could withdraw at any time; however, no participant withdrew from this study. I recommend using a larger sample size to avoid disappointment as that would delay the research and may affect the results. The third limitation of this study is the possibility of participants' unwillingness to share information on effective leadership strategies to improve volunteer motivation. The occurrence of these limitations cannot be eliminated. In further research, a recommendation is to create questions that may require an increased explanation of experiences past the open-ended question to add additional valuable knowledge that may drive volunteer leaders to develop strategies to boost volunteer motivation. Future researchers may not produce similar results; however, the results could broaden the perspectives on this topic. Additional perspectives on motivation strategies could strengthen existing ones used by nonprofit leaders.

Reflections

I aimed to explore effective strategies nonprofit leaders used to improve volunteer motivation. I selected this topic based on my experience as a volunteer and a volunteer leader in NPOs for over 20 years. As a volunteer, I witnessed how leaders struggled to motivate volunteers to become committed to the organization and saw how this affected the organization's performance. As a leader, I have also learned some strategies to apply to keep volunteers motivated in the organizations I have served in. Based on these experiences, I researched effective strategies nonprofit leaders use to improve volunteer motivation in NPOs. As the researcher of this single case study, my role was to lessen bias in data collection, analyze, and state the findings. The Doctor of Business Administration program was overwhelming, challenging, and often frustrating. However,

I learned how to manage my time and improved my writing skills. Researching this study has also added to my knowledge of the effective strategies nonprofit leaders use to enhance volunteer motivation.

Conclusion

The purpose of this qualitative single study was to explore effective strategies nonprofit leaders used to improve volunteer motivation. The eight participants of this study were nonprofit leaders in one NPO in London, United Kingdom. Following the semistructured interviews, a review of the organizational documents, and the data analysis, three themes emerged in response to the research question. The SET and the supporting literature on volunteer motivation supported the three themes. The themes that emerged were: (a) relationships, (b) volunteer engagement, and (c) training. NPOs are heavily reliant on volunteers. Therefore, a deliberate investment in volunteers is critical to the organization's success. Nonprofit leaders should engage in motivation strategies to maintain volunteer retention and minimize volunteer turnover. Only motivated and engaged volunteers are a disadvantage to the NPO, and eventually, become a hindrance to achieving organizational objectives. Nonprofit leaders who understand and adapt to the reasons volunteers choose to volunteer are more effective in volunteer motivation and, ultimately, volunteer retention.

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Appendix A: Interview Protocol

Interview Title: Leadership Strategies to Improve Volunteer Motivation in Nonprofit Organizations

1. Interview protocol begins.
2. I will introduce myself to the participant.
3. An interview consent form will have been sent to the participants. Their consent to participate in this study will have been received via e-mail.
4. I will appreciate the participant for his or her agreement to participate in this study.
5. I will also remind the participant with information on how to withdraw from the study.
6. I will give Information about the member checking process, after the transcript interpretation. I will also schedule time with the participants. They will review the analyzed data for the member checking process to assist with ensuring the reliability and validity of the data.
7. I will turn on the audio recorder, and I will note the date, time, and location of the interview. I will also have writing materials ready to make important notes on the responses.
8. I will give the participant his or her alphanumeric code for identification (Participant 1, Participant 2, Participant 3) on the audio recording and include same on the consent form.
9. I will begin the interview.

10. The interview will begin using the prepared interview questions (see Appendix B).
11. I will end the interview.
12. I will thank the participant again for his or her time and participation in this study.
13. I will give the participants room to express any questions, comments, or concerns.
14. I will recap my contact information for follow up questions and any concerns from the participants.
15. The interview protocol ends.

Appendix B: Interview Questions

1. What strategies have you used to motivate volunteers?
2. How were the motivational strategies communicated throughout the organization and to the volunteers?
3. How do you determine the best strategies to use to improve volunteer motivation?
4. What specific strategies have positively impacted volunteers?
5. What specific challenges have you experienced when implementing these strategies to improve volunteer motivation?
6. How do you overcome these challenges?
7. How do you assess the effectiveness of your strategies to motivate volunteers?
8. What, if any, modifications did you have to apply to improve the effectiveness of the motivational strategies?
9. How has implementing motivational strategies created success in the organization?
10. Is there anything else that you would like to share regarding effective strategies for motivating volunteers in your organization?