

2015

# Volunteers' Engagement and Retention in the Community of Bosniaks Georgia, Inc.

Senija Orlovic  
*Walden University*

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>

 Part of the [Business Administration, Management, and Operations Commons](#), [Management Sciences and Quantitative Methods Commons](#), and the [Public Administration Commons](#)

---

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact [ScholarWorks@waldenu.edu](mailto:ScholarWorks@waldenu.edu).

# Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Senija Orlovic

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

## Review Committee

Dr. Michael Knight, Committee Chairperson,  
Public Policy and Administration Faculty

Dr. Gary Kelsey, Committee Member,  
Public Policy and Administration Faculty

Dr. Patricia Ripoll, University Reviewer,  
Public Policy and Administration Faculty

Chief Academic Officer  
Eric Riedel, Ph.D.

Walden University  
2015

Abstract

Volunteers' Engagement and Retention in the Community of Bosniaks Georgia, Inc.

by

Senija Orlovic

MS, Everest University, 2009

BS, Florida Metropolitan University, 2007

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2015

## Abstract

Members of ethnic- and nationality-based community organizations in the United States support their communities with their membership fees and donations, but they often show little interest in participating in volunteer activities. The purpose of this case study was to examine what motivates people to engage in ethnic- and nationality-based community organizations and provide information to leaders of the ethnic- and nationality-based community organizations to develop best practices with ways to attract and retain volunteers. This study was based on Clary, Snyder, and Stukas's conceptualization of functional motivations of volunteerism. Interview data were collected from 32 individuals who volunteer in a community organization that seeks to support and preserve the culture of Bosnia in a southern state in the United States. These data were transcribed and then subjected to a three-tiered coding and analytic strategy by using open coding, axial coding, and selective coding. Key findings of this study revealed that participants viewed volunteering itself as the reward for service because it provides a sense of fulfillment, a mechanism for continuing commitment to others, and the preservation of a way of life for Bosnian Americans. The implication for positive social change includes direct recommendation to leaders of similarly situated organizations to recognize the importance of volunteers' feedback related to ways to improve volunteer management practice. The recognition of volunteers' feedback promotes sense of being valued for their roles with the organization, especially when they play other key roles in the organization, such as being members and donors in addition to being volunteers.

Volunteers' Engagement and Retention in the Community of Bosniaks Georgia Inc.

by

Senija Orlovic

MS, Everest University, 2009

BS, Florida Metropolitan University, 2007

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2015

## Dedication

This study is dedicated to volunteers of the Community of Bosniaks Georgia Inc. for maintaining the preservation of Bosnian culture and heritage in the United States.

## Acknowledgments

Mom: Thank you for all the sacrifices you made to provide a good life for our family. I thank you for your strengths and guidance and for your unconditional love. You are an inspiration to many, and I take a great pride for being your daughter. I admire your character, your courage, fairness, and love to everyone. I learned so much from you and I cannot thank you enough for being the best mother in the world and even more amazing grandmother to my son.

Dad: My heart is aching because you are not here to see this moment and to celebrate this accomplishment with us. You were taken from us as many other kind and loving people just because you were Bosniak. I never accepted this and cannot really understand how people can turn into monsters, especially those who you called your friends, those whose families you fed, and those who ungratefully took everything you worked so hard to achieve for your family. I still remember our last conversations about life and how you did not really own anything unless you can take it with you. I learned this many times, as I had so many new beginnings and had to start from nothing. I thank you for all lessons, knowledge, and good manners you thought me.

My son: Every look at you and thought of you made me going and wanting to complete the PhD program. This is for you. I had great example in my parents, and I want you to have it as well. You sacrificed the most through this process, but we made it. At times, you did not understand why mommy was in the room alone, and you eventually learned to unlock the room and take me out to play with you. I promise to support you to accomplish your goals and dreams. Now they are spending Saturdays watching Dolphin

Tale at the Georgia Aquarium, visiting elephants at the Atlanta Zoo, and flying kites at Piedmont Park, but they are your little goals and I am happy to make them true. Thank you for teaching me that I am mom first, and I can do only so much in one day. I love you more every day for teaching me all these lessons.

My husband: Thank you for your understanding and listening. I thank you for making those green energy disgusting drinks to keep me healthy and making several cups of coffee a day. You are a true partner and best husband in the world.

Family: Thank you for your support and encouragement. Thank you for believing in me. Thank you for trusting me with your children and for sending them on weekends to cheer me up to take some time from studying. Those visits always reenergized me and helped me focus and work even harder to accomplish this for all of us. I love you all and promise to be here when you need me.

Committee members: You helped me complete this dissertation with your guidance. Thank you for sharing your expertise and mentorship.

Friends: Thank you for the e-mails, phone calls, and visits. Your kind words of encouragements helped me complete this journey.



## Table of Contents

List of Tables .....	iv
List of Figures .....	v
Chapter 1: Introduction to the Study.....	1
Background of the Study .....	1
Problem Statement .....	2
Purpose of the Study .....	3
Research Questions .....	5
Theoretical Framework.....	5
Assumptions.....	6
Limitations .....	7
Significance of the Study .....	8
Chapter 2: Literature Review.....	10
General Overview of Volunteerism .....	11
Volunteer Coordinators.....	12
Training.....	13
Appreciation and Rewards.....	14
Prior Research Explaining Why Volunteers Engage in Volunteer Activities.....	15
Prior Research on Improvement of Volunteers' Involvement.....	15
Chapter 3: Research Method.....	19
Purpose of the Study .....	19

Research Questions.....	19
Research Design.....	19
Questionnaires for the Volunteers .....	21
Interviews.....	23
Population .....	24
Instrumentation .....	24
Data Collection and Analysis.....	25
Verification Steps.....	26
Chapter 4: Results.....	27
Setting .....	27
Demographics .....	28
Data Collection .....	29
Data Analysis .....	31
Volunteer Function Inventory (VFI) Results.....	32
Volunteer Function Inventory (VFI) Scoring .....	33
Means and Standard Deviations.....	35
Interview Results .....	35
Open Coding.....	36
Axial Coding.....	39
Selective Coding .....	40
Cultural Theory.....	57
Chapter 5: Summary, Conclusion, and Recommendations .....	60

Overview of the Problem .....	60
Purpose of the Study .....	61
Research Questions .....	61
Summary of Findings .....	61
Implications for Social Change and Volunteerism Policy Change .....	71
Recommendation for Future Research .....	73
References .....	75
Appendix A: VFI Questionnaire .....	90
Appendix B: Interview Questions .....	92
Appendix C: Consent Form .....	93

## List of Tables

Table 1. Years of Participants' Volunteer Experience at the Community of Bosniaks Georgia Inc.....	29
Table 2. Summary of Findings From the VFI: Volunteers' Functions Satisfied Through Volunteering .....	34
Table 3. Means and Standard Deviations for Continuous Variables .....	35
Table 4. Summary of Data From Interviews .....	37

## List of Figures

Figure 1. Reasons for volunteering at the Community of Bosniaks Georgia Inc., and factors that can influence volunteering in a positive or negative way .....	58
---	----

## Chapter 1: Introduction to the Study

### **Background of the Study**

The Community of Bosniaks Georgia, Inc. is a nonprofit organization located in Lawrenceville, Georgia, where most of the Bosniaks live in Georgia (N. Cubro, personal communication, May 5, 2013). The community is organized for “charitable, educational, preservation of Bosnian cultural heritage, religious, and other purposes permitted under the Section 501 (c) (3) of the Internal Revenue Code” (Georgia Secretary of State, 2009). On May 5, 2013, the Community of Bosniaks Georgia Inc. had 705 members (S. Hadzisačovic, personal communication, April 27, 2013). The community maintains its sustainability by the generosity of voluntary donations and membership fees (S. Džulic, personal communication, May 5, 2013). Members of the Community of Bosniaks Georgia Inc. and their families are volunteers in this community. In addition to their full time jobs and family responsibilities, volunteers of this community devote their free time to the community by providing different programs for children and organizing various social and charitable events (N. Cubro, personal communication, May 5, 2013).

Jasarevic and other volunteers of the Community of Bosniaks Georgia Inc. have participated in several humanitarian projects to provide food and clothing to Somali and Burmese refugees resettled to the Georgia area (Orlovic, 2012a). Cubro, one of the active volunteers, spends weekends at the community and keeps more than 75 Bosniak children occupied by teaching them traditional Bosnian dance choreography (Orlovic, 2013). This program allows children to interact with other children of the same age in the community and to do something else on weekends, other than watching television or playing games

on their computers (Orlovic, 2013). Cubro urges Bosniaks to teach children their native language, culture, and heritage to preserve it in the United States (Orlovic, 2012b).

In addition to humanitarian activities, the Community of Bosniaks Georgia Inc. brings together Bosniak communities organized in the United States to exchange their ideas and provide support for each other in preservation of Bosniaks' culture and heritage (Dzulic, 2012b). Dzidzovic (2012a), a founder and publisher of *SabaH*, a Bosnian American weekly newspaper, shared that well respected Bosniaks from all over the world have visited the Community of Bosniaks Georgia Inc. to support Bosniaks' leaders in the United States and their events.

### **Problem Statement**

Just as many community organizations, members of the Community of Bosniaks Georgia Inc. support the community financially and cover the cost for the operations of the community, but show little interest in actively participating in volunteer activities (N. Cubro, personal communication, May 5, 2013). The burden of performing all duties at the center is on the president, a few board members, and a small group of active volunteers who perform all duties without any compensation (S. Dzulic, personal communication, May 5, 2013). Although financial issues appear to be manageable, the issues of engaging and retaining volunteers seem to be challenging and hard to resolve. In 2015, the president and board members were experiencing a great struggle of relying on members to volunteer to help with social and charitable events and help coordinate children's activities on weekends. Because the president and the board members rely on their members as only volunteers, it is critical for the them to learn about factors to

increase volunteerism. It is also crucial for organizations, such as the Community of Bosniaks Georgia Inc., where the only volunteers are the members of the community, and who also support the community financially with their membership fees and donations, to take immediate action in program volunteerism.

### **Purpose of the Study**

The purpose of this qualitative study was to explain the motivation factors that influence volunteers' choices to engage in voluntary activities and remain engaged. The case study was used to examine this phenomenon in the Community of Bosniaks Georgia Inc. A number of researchers have examined volunteer motivation, but more research is needed to learn about factors that influence volunteers from different cultural groups to engage and stay engaged in nonprofit organizations. Prior research has focused on volunteer motivation, satisfaction, and recognition (Chaskin, 2000; Finkelstein, 2008; Locke, Ellis, & Smith, 2003; Spence, 2004). Farmer and Fedor (2001) suggested more research needs to be conducted about the motivation factors of volunteers to improve their recruitment and retention. In addition, Lynch (2000) urged that more retention efforts were needed to recognize volunteers and to show they are valued for their roles with the organization. Furthermore, Bussell and Forbes (2007) urged that additional research needs to be done to enhance the understanding about volunteer motivation. It was evident from prior research that individuals may be eager to engage in volunteer work, but more research should be undertaken to learn about motivation factors that inspire individuals and different cultural groups to continue serving the community.



In addition, although it is important to learn about volunteerism as a phenomenon, identifying motivation factors that encourage volunteers to engage and to maintain their retention should be priority. Researchers urged that volunteer demand has been increasing due to longer working hours, increased retirement age, number of causes and other reasons, and that more research is needed to enhance our understanding about volunteer motivation (Card, Solomon & Berman, 2008; Hidalgo & Moreno, 2009; Pauline, 2011, Smith, 2004; Themudo, 2009). The demand for volunteers in refugee communities may also increase as foreign individuals integrate and assimilate to American culture.

In addition to integration, Phillips and Phillips (2010) discovered that people engage in volunteer activities for different reasons. Phillips and Phillips suggested more research is needed to learn about volunteer motivation in different cultural groups and volunteerism in general.

Recent findings revealed that volunteers were motivated by different motivational factors including values, social, understanding, career, protective, and self-enhancement factors with values having greatest significance (Gage & Thapa, 2012; Peachey, Lyras, Cohen, Bruening, & Cunningham, 2014). In addition, several researchers recognized satisfaction of volunteers as an important factor for retention (Coursey et al., 2011; Handy & Mook, 2011 and Skoglund, 2006). These researchers found that when volunteers' motivational needs were fulfilled, they remained with the organization; unfulfilled volunteers were likely to leave.

This new case study with volunteers of the Community of Bosniaks Georgia Inc. was done to learn about reasons why former Bosniak refugees resettled in the Georgia area engaged in volunteer activities, the motivational factors that influenced volunteers to continue serving their community, and the cultural values they bring to society. The intent of this study was to create a profile of factors that influence volunteerism in different cultural groups and, based on that, to develop best practices with ways to attract and retain volunteers in ethnic- and nationality-based community organizations.

### **Research Questions**

1. Why do members of the Community of Bosniaks Georgia Inc. engage in volunteer activities for this organization?
2. What support do volunteers need from the Community of Bosniaks Georgia Inc. to continue serving this community?

### **Theoretical Framework**

The functional approach explains the psychological perspective on the motivations related to community involvement. Clary, Snyder, and Stukas (1996) found that individuals engage in voluntary activities to serve different psychological functions. Clary et al. (1998) developed the Volunteer Function Inventory (VFI) to evaluate functional motives that cause individuals to volunteer. Omoto, Snyder, and Martino (2000) showed that different volunteers engage in volunteer opportunities because of different motivations. This is because different motives may be more or less important for different individuals. Satisfaction of volunteers plays a major role in volunteer retention (Chaskin 2000; Spence 2004). Skoglund (2006) shared that volunteers whose needs are

fulfilled remain active longer with the organization than do those volunteers whose needs are unfulfilled; often, the latter group leave the organization. Empirical studies have demonstrated that volunteers whose primary motivations were fulfilled and satisfied tended to volunteer longer (Omoto et al., 2000; Stukas, Daly, & Cowling, 2005). In particular, the functional approach holds that volunteers whose psychological functions are satisfied will likely stay longer with the organizations than do those members with unmet psychological functions stay (Stukas, Worth, Clary, & Snyder, 2009).

The functional approach was used in this study as a theoretical ground to learn why volunteers get and stay involved with the Community of Bosniaks Georgia Inc. This approach was suitable for this study because I explored the reasons why members of the community decided to become volunteers at the Community of Bosniaks Georgia Inc. The VFI measured 30 specific questions (see Appendix A) to explain the psychological and social functions volunteers tried to satisfy by using six functional motives: (a) protective, (b) values, (c) career, (d) social, (e) understanding, and (f) enhancement.

The second part of the study focused on volunteer retention. Interviews were conducted to learn what volunteers expected from the organization to continue serving their community. These data were used to explain why volunteers get and stay involved with the Community of Bosniaks Georgia Inc.

### **Assumptions**

I assume that participants were honest in discussing their volunteer experiences at the Community of Bosniaks Georgia Inc. Further, I assume that volunteers provided honest feedback about reasons for engagement in voluntary activities. In addition, I

assume that participants truthfully shared about support they needed from Community of Bosniaks Georgia Inc. to continue serving this community.

### **Limitations**

This case study was conducted with the volunteers of the Community of Bosniaks Georgia Inc. to learn about ways to attract and retain volunteers. Moreover, this study can be helpful to other ethnic- and nationality-based community organizations where most of the work is done by members. In these types of organizations, feedback from volunteers is important and could be useful for strategic planning processes related to volunteer programs, policies and procedures.

I am originally from Bosnia and Herzegovina, and I am an active member of this community. It is important to note that I am not an active volunteer of this community and was not interviewed for this study. Because of my national origin, I followed Creswell's (2007) recommendation to avoid personal bias when a theory is based on grounded research. To ensure that bias was avoided and to maintain objectivity, all interviews were recorded. NVivo software was employed to organize data. An independent agent, Statistics Solutions, analyzed the data. This company has more than 20 years of methodological, statistical, and qualitative experience and the company provides assistance to researchers and businesses. The Institutional Review Board (IRB) approved the independent agent. Further, all participants were asked the same questions (see Appendix B). A letter of cooperation was obtained to ensure full cooperation with the community. A consent form (see Appendix C) was prepared for participants to allow

them to understand the study before they decided whether to take part in the study. Their signatures were obtained before any interviews were conducted.

### **Definitions**

*Convenience sampling*: is type of sampling based on the availability of a sample (Creswell, 2007).

*Grounded theory research method*: is a systematic inductive methodology that seeks the generation of theory from the data collected.

*Motivated*: inspired to act in a certain way.

*Nonprofit organization*: is the organization that utilizes all revenue and resources in providing services to public.

*Volunteer*: is a person who performs charitable services without pay.

### **Significance of the Study**

The intent of this case study was to learn about factors that influenced volunteers to engage in volunteer activities and stay engaged. In addition, the intent was to provide information to ethnic and nationality based community organizations to develop best practices with ways to attract and retain volunteers. Learning about activities in ethnic- and nationality-based community organizations can advance research to explain what motivates different cultural groups to volunteer in their communities. This research area is understudied, considering that the U.S. State Department (2015) reported that more than 3 million refugees have resettled to the United States since 1975. This case study contributes to literature related to Bosniak volunteers in the United States. Other ethnic- and nationality-based community organizations can replicate this study and learn about

factors that motivate their volunteers to get involved and stay involved in volunteer work, which will improve their recruitment and retention efforts.

In summary, while extensive research has been conducted on volunteer motivation, cultural volunteerism has not been explored. More research was needed to boost the understanding about volunteer motivation in different cultural groups and cultural volunteerism in general. Through data collection in this case study, I identified motivational factors that influenced volunteers at the Community of Bosniaks Georgia Inc. to engage in voluntary activities and expectations to continue serving the organization. This new information could improve volunteer management practice in ethnic- and nationality-based community organizations to learn what factors influence members to participate in voluntary activities in their communities.

## Chapter 2: Literature Review

In a literature review from the Walden University Library, which included EBSCOhost, ProQuest Central, and SAGE, I found that much has been written about volunteer motivation. Basic search terms such as *volunteer*, *volunteer commitment*, *volunteer motivation*, *volunteer retention*, *volunteer of nonprofit*, and *volunteer nonprofit* were used to ensure a review of all available literature on this topic. The singular word *volunteer* was also used to obtain search results. The *Nonprofit and Voluntary Sector Quarterly (NVSQ) Journal* provided the most relevant and recent studies related to volunteer motivation in nonprofits. This journal is a source for nonprofit sector research dedicated to enhancing knowledge of nonprofit organizations. In addition, various SabaH, Bosnian-American newspapers were reviewed to learn about Bosniaks and their volunteer activities in Georgia. Unfortunately, only several articles exist on Bosniak volunteers in the SabaH newspaper. Moreover, because these articles were not peer reviewed, they were not included in Chapter 2. Articles from SabaH newspapers were included in Chapter 1 to add sentimental value to the general background of Bosniaks' community establishment in Georgia and collaboration with other Bosniaks communities in the United States. An Internet search was also done using search terms *volunteer in nonprofit*, *volunteer and nonprofit*, *volunteer commitment*, *volunteer retention*, and *volunteer motivation in nonprofit community* to find any articles or studies done related to volunteer motivation and retention. Several studies were found, but their focus was specific to volunteer motivation and performance, and there was nothing about volunteers' retention.

After an extensive research and review of various studies, the selection process of available literature was based on publications relevant to why people volunteer for nonprofits, what motivates them to give their free time to do unpaid labor, reasons why volunteers leave organizations, and contributing factors for improvement of motivation of volunteers. Selected articles will outline best practices in nonprofit organizations and recommendations to overcome different challenges related to volunteers' engagement and retention.

### **General Overview of Volunteerism**

According to Bowen, Andersen, and Urban (2000), many charitable organizations manage to achieve their organizational goals and objectives with volunteers. Volunteers' engagement in nonprofit organizations is valuable for the society because volunteers expand the quality, quantity, and diversity of services without exhausting the budget (Independent Sector, 2001). The Corporation for National and Community Service (2011) reported that in 2010, over 64.3 million Americans donated 8.1 billion volunteer hours, which was worth 173 billion dollars. Contrary to the high number of volunteers engaged in volunteer activities, Hidalgo and Moreno (2009), Pauline (2011), Smith (2004), and Themudo (2009) noted the available pool of volunteers may be decreasing throughout the world because of increasing demands of everyday life, longer working hours, and increased retirement age. Another contributor to the increased demand of volunteers is related to an increase in number of causes and organizations seeking out volunteers stretching the volunteer resources further (Card et al., 2008). An increase in



demand for volunteers will bring a number of changes for nonprofits, especially those that depend on volunteers.

The demand in refugee communities may increase because foreign individuals tend to integrate and assimilate to American culture. To maintain sustainability, nonprofit organizations will need to take a better approach with attracting, retaining, and managing volunteers. Hager and Brudney (2004) predicted this information and shared that because of the huge volunteer demand, nonprofit organizations will be forced to spend money and other resources to plan volunteer retention, teach volunteers new skills, and manage volunteers to ensure they will stay with that particular organization. Hager and Brudney recommended that for a successful volunteer program, it is necessary to appoint a volunteer coordinator, provide training to volunteers, and reward him or her for hard work and dedication. Explanation of each element follows in separate sections.

### **Volunteer Coordinators**

Volunteer coordinators are individuals who manage volunteers and projects. Successful organizations implement written policies to govern their volunteer programs and volunteers. Implementation of volunteer policy also helps volunteer coordinators to know their roles and responsibilities.

Volunteer programs must be allocated adequate resources, and for them to accomplish their goals, organizations must provide a budget for the volunteer programs. The budget should contain, among other items, the reimbursement for the volunteer work related expenses (Connors, 2012). These enabling funds allow people from all economic and social strata to give their services freely.

Successful management of volunteers ensures the maintenance of a sustainable volunteer base for a given program or activity (Pauline, 2011). Further, it is critical for program coordinators and organizers to formulate strategies to motivate volunteers to ensure all sustainability of volunteers and their motivation. Volunteer coordinators need to train volunteers, ensure they are satisfied with their work, and show them appreciation for their work.

### **Training**

Once volunteers have been recruited, organizations should provide necessary training for tasks assigned to them to give them the support they need to understand their responsibilities and the significance of their involvement for the organization (Nicholson, 2005). Cnaan and Goldberg-Glen (1991) found that training helps sensitize volunteers and increase retention. Training also helps volunteers to learn about the organization's culture and codes of conduct. In addition, Cnaan and Goldberg-Glen suggested training and use of veteran volunteers in training and supervision were critical to improving tenure and productivity, and they recommended the use of orientation, preservice, and in-service training (Cnaan & Goldberg-Glen, 1991).

Brudney (1999), in his research on volunteering, recommended organizations should provide basic training or specific preparation for jobs to be held by volunteers, including skill, knowledge, and procedures required for the task. Grossman and Furano (2002) indicated training is one of the critical elements of a successful volunteer program. Herman (2005) also explained that training is a crucial component of good management of volunteers as it helps volunteers understand their roles and responsibilities. Creating

task descriptions for volunteers' positions is a way to let volunteers know what is expected from them. Scott and Howlett (2009) advised written task descriptions to clarify and differentiate the roles of volunteers from roles assigned to employees. In addition, written task descriptions can help coordinators target and recruit volunteers to fill specific positions.

An individual who is designated to train volunteers should be trained first. Unfortunately, this formal education in volunteer engagement or management is not a part of the educational training for most organization staff, including administrators (Connors, 2012). Implementation of a policy related to volunteers and creation of training manual is necessary to maintain satisfaction and retention of volunteers.

### **Appreciation and Rewards**

Volunteers are often taken for granted. They are not recognized for their vital role in the society. Several researchers noted rewards bring satisfaction to volunteers and benefit organization in many different ways (Connors, 2012; Kramer, 2010; Locke et al., 2003; McFarland, 2005; Pauline, 2011; Wymer, Gomes, & Knowles, 2006). McFarland (2005) shared that acknowledging volunteers' hard work and dedication will improve a volunteer's confidence and commitment to the program. Locke et al. (2003) recommended organizations need to show gratitude to volunteers in the form of positive evaluation by the volunteer administrator and through letters of gratitude. In addition, Kramer (2010) shared that volunteers must receive some form of appreciation and reward for their contribution. An appreciation award is one way to recognize volunteers' hard work and thank them for their involvement with the organization (Orlovic, 2012a).

### **Prior Research Explaining Why Volunteers Engage in Volunteer Activities**

Ellis and Campbell (2005) discussed that people volunteer to serve others and to receive something in return. Prior research indicates that people engage in volunteer activities for completely different reasons. For example, Freeman (1997) found the reason people engage in volunteer work is related to the value of the particular charitable's activity. Conversely, Pauline's (2011) research disclosed a high level of engagement was the opportunity to develop personal networks through meeting people from diverse backgrounds and making new friends. Allen and Shaw (2009) discovered people engage in volunteer work because they find it enjoyable. Dolnicar and Randle (2007) found people volunteer because they want to help others. Rafter (2010) shared that people give their time to achieve public good. Mayer, Fraccostoro, and McNary (2007) found some volunteers were motivated to volunteer because their involvement was related to improvement of their neighborhoods. Conversely, Coursey, Brudney, Littlepage, and Perry (2011) shared that people volunteer to help others to meet their own personal needs. Gerstien, Wilkeson, and Anderson (2004) noted some people volunteer to gain skills to improve their careers.

### **Prior Research on Improvement of Volunteers' Involvement**

Various researchers show satisfaction of volunteers is a predictor to show if volunteers stay or leave the organization. Handy and Mook (2011) recognized satisfaction of volunteers as an important outcome of volunteer experiences. Cnaan and Goldberg-Glen (1991) indicated people continue volunteering in the same organization as

long as they find the experience satisfying. These authors further found communication with other volunteers and recognition were key factors in their overall satisfaction.

Chaskin (2000) shared that those volunteers who had positive experiences with their roles and activities were more likely to volunteer again. Spence (2004) also found that collaboration between volunteers is good indicator of volunteer satisfaction and retention. Locke et al. (2003) explained for volunteers to be satisfied, they needed a task that gave them space for self-expression and opportunity to develop skills. Locke et al. supported this argument with results of a study on female volunteers in a community theater company where strategies to manage conflict and plan for the future motivated the women to continue volunteering. In addition, Brudney (1999) in his study of the volunteer SCORE program sponsored by the U.S. Small Business Administration found SCORE chapters around the country were virtually self-managing with senior volunteers occupying formal leadership positions and supervising other volunteers. These types of engagements are especially valuable for organizations that use volunteers in sustained ways characterized by relatively few volunteers who donate most of their volunteering resources to the organization (Wymer et al., 2006). Using veteran volunteers for promotion to supervision roles and to assist volunteer managers coordinate volunteer activities and events can be a huge help with management of volunteers and provision of assistance to paid employees to focus on responsibilities that are more complex. Simple tasks can be delegated to veteran volunteers to handle. The approach of giving supervisory roles to volunteers implies a level of trust in being part of the organization to

support the organization's culture and help them gain confidence that the organization is providing worthwhile experience to volunteers.

Liao-Troth (2008) recommended to seek volunteers who have a desire to give back to the community and immerse themselves into the specific activity of the event because these volunteers are more inclined to return in the future as volunteers. These efforts reduce the time required by managers to recruit, train, and manage volunteers because experienced volunteers are more efficient in their roles (Liao-Troth, 2008).

Pauline (2011) shared that appreciation positively influences volunteers' engagement to commit more hours for the cause. The career development for volunteers' strategy is a creative way for host organizations to respond to changes in the motivation expectations, while addressing needs and honing skills of volunteers as they increase their experience in the organization (Kramer, 2010). Career development will also help administrators or volunteer coordinators to achieve long-term commitment from their volunteers because greater experience may lead to increased responsibilities for volunteers. While maintaining long-term positions, volunteers have the ability to become excellent in specific activities, and their knowledge can be used to train or supervise new volunteers. When such leadership roles are created within the volunteer fraternity, the organization demonstrates its appreciation and trust in volunteer experience.

In summary, prior research shows people engage in volunteer work for different reasons. For example, Allen and Shaw (2009), Dolnicar and Randle (2007), and Freeman (1997) found some people engage in volunteer work because they value charitable work, enjoy volunteering, and want to help others. Other researchers found people get engaged

because of the interest in a certain event or the program, opportunities to develop personal networks, enjoyable interaction with other people, improvement of neighborhoods, or the meeting of their personal needs that is facilitated by helping others (Costa, Chalip, Green, & Simes, 2006; Coursey et al., 2011; Mayer et al., 2007; Pauline, 2011; Rafter, 2010). In addition, Penner (2004) urged that more research is needed to learn about things that inspire individuals to engage in volunteer activities and factors to keep them motivated to continue volunteering. Stebbins and Graham (2003) recommended more research to be done on understanding volunteer satisfaction and future intention to volunteer. The behavioral intentions of volunteers are of paramount importance to organizations because retention from event-to-event and year-to-year is critical. Retention reduces the time involved in recruiting and training volunteers who are new to the organization. Because different factors play a huge part in volunteer engagement and retention, it is critical for organizations to use more research tools to identify factors to influence satisfaction of volunteers and use them to improve volunteers' retention.

## Chapter 3: Research Method

### **Purpose of the Study**

The purpose of this qualitative study was to explain motivation factors that influence volunteers' choice to engage in voluntary activities and remain engaged. In this case study, I examined this phenomenon at the Community of Bosniaks Georgia Inc. The intent was to discover what motivates volunteers at the Community of Bosniaks Georgia Inc. to get involved and stay involved with this community and provide information to ethnic- and nationality-based community organizations to implement best practices with ways to attract and retain volunteers.

### **Research Questions**

The following two questions guided the research for this study:

1. Why do members of the Community of Bosniaks Georgia Inc. engage in volunteer activities for this organization?
2. What support do volunteers need from the Community of Bosniaks Georgia Inc. to continue serving this community?

### **Research Design**

I used a qualitative research design for this research. According to Creswell (2007), qualitative research focuses on nonstatistical methods of investigation where data are collected through interviews to learn more about the participants' experiences related to the studied phenomenon. A qualitative research design was suitable for this case study because, at the time of data collection, research on Bosniaks' volunteers in the United States and volunteer motivation in refugee communities was nonexistent. I explored this



phenomenon by conducting interviews to learn from volunteers about their volunteer experiences. Tracy (2012) explained the qualitative research design allows in-depth analysis of the phenomena. Moreover, Reizer and Mikulincer (2007) shared that qualitative research designs are overly efficient in generating information required by the researcher to arrive at the required conclusions. Additionally, Hennink, Hutter, and Bailey (2010) stated that a qualitative research design attempts to interpret or make sense of phenomena with the intention of finding the meaning. In this study, I obtained information from volunteers to learn about their reasons for engagement in volunteer activities and their expectations to continue serving the organization to share information with other ethnic- and nationality-based community organizations in the United States to implement a better approach with attracting, retaining, and managing volunteers.

Grounded theory is a qualitative research approach that focuses on the generation of theories about social phenomena to create a grounded concept, theory, or theme from a systematic data analysis. Grounded theory is a systematic inductive methodology, which seeks the generation of theory from systematic research. Grounded theory involves a set of rigorous research procedures that result in the emergence of conceptual theories. Under grounded theory, there is extensive use of coding to develop categories, which are then used to support the development of a theory (Glaser, 1992).

In this case study, I used a data analysis plan based on grounded theory methodology to explain the choice of volunteers to engage and stay with the Community of Bosniaks Georgia Inc. The VFI explained volunteers' psychological and social functions, which they tried to satisfy by using six functional motives: (a) protective, (b)

values, (c) career, (d) social, (e) understanding, and (f) enhancement. I created 30 questions to explain six functions (see Appendix A) to learn about the motivation behind volunteerism and what was evident for the volunteers at the Community of Bosniaks Georgia Inc. for their engagement in volunteer opportunities with the organization. Five specific questions were designated for each of the functions to self express functional motives for engagement in volunteer activities at the Community of Bosniaks Georgia Inc.

The grounded theory approach is the most suitable for studies where participants are interviewed to understand the incentives behind the volunteer decision to serve in the community (Bekker, 2007). Grounded theorists recognize grounded theory as the best approach to learn about factors that motivate volunteers to engage in voluntary activity and remain engaged to use information to improve volunteer management practice with attracting and retaining volunteers (Corbin & Strauss, 2014; Glaser, 1992). In this study, I aimed to develop a grounded theory on why volunteers decided to engage and what motivated them to continue serving the Community of Bosniaks Georgia Inc. to use information to develop best practices with ways to attract and retain volunteers in ethnic- and nationality-based community organizations.

### **Questionnaires for the Volunteers**

Clary et al. (1998) developed the VFI by using a Likert-type rating scale measure consisting of 30 items to evaluate the motivation behind volunteerism and to evaluate the functional motives that drive a person to decide to volunteer. The VFI helps draw reasons behind the volunteerism human behavior. Rokach and Wanklyn (2009) noted the VFI has

been frequently used because of its quality and ease of use. Researchers explained the VFI is helpful because it can be used to discover potential volunteers' functional motivations and improve recruitment efforts. Identification of volunteers' functional motivations can also be helpful to match volunteers' roles with their personal motivations and improve retention (Riggio & Orr, 2004). Researchers have indicated that values and understanding were the top two motives (Planalp & Trost, 2009; Wanklyn, 2009). Social enhancement, career, and protective seem to be less important motivators (Okun & Schultz, 2003). Protective function was the least important in most studies (Allison, Okun, & Dutridge, 2002; Chapman & Morley, 1999; Rokach & Wanklyn, 2009).

In this study, 30 questions were created to measure six functions of the VFI to learn about the motivation behind volunteerism and what was evident for the volunteers at the Community of Bosniaks Georgia Inc. for their engagement in volunteer opportunities with this organization. Five specific questions were created for each of the functions to explain how influential they were for their engagement in volunteer activities. *Values function* explains people volunteer because their volunteer contributions are valued. *Understanding function* indicates volunteers engage with the organization because of opportunities to learn new things and the ability to apply their skills and knowledge. *Enhancement function* explains people serve others for personal growth. *Career function* indicates people volunteer to gain skills to help them with their job opportunities. *Social function* explains individuals engage in volunteer work to meet people and will likely continue volunteering if they develop relationships with other

volunteers. *Protective function* explains engagement in helping others as way to reduce guilt for being more fortunate than others are.

For every item included in the measure, participants were required to explain the significance of the 30 potential reasons in their decision to volunteer for the Community of Bosniaks Georgia Inc. The use of the VFI as a first step to gather data was done to make volunteers comfortable about their participation in the study, and for me to prepare for the interview process.

### **Interviews**

According to Hennink et al. (2010), interview refers to a qualitative method that entails the conduct of comprehensive personalized interviews with a small sample to investigate their perceptions on a given program, situation, or idea. For the present study, 32 active volunteers of the Community of Bosniaks Georgia Inc. were asked for one individual interview at the Community of Bosniaks Georgia Inc. or a location of their choice for approximately one hour in length. Phone interviews were conducted only if individuals were not able to meet in person. Specific interview questions were selected for this study because the intention of this study was to explain why members of the Community of Bosniaks Georgia Inc. engage and stay with the organization.

The interview approach was used to allow participants to share everything they know about their reason for participating in volunteer activities and what motivates them to continue being involved with the same organization. The participants were asked about their reasons for volunteering and continuing retention with the organization, their experiences, and their expectations from the organization. I used the interviews with the

volunteers of the Community of Bosniaks Georgia Inc. to focus on an understanding of the reasons why volunteers participate and stay involved. Through the interviews, I investigated the expectations of the volunteers and the influence these same expectations had on the volunteers' decisions to participate or stay in the organization.

### **Population**

Convenience sampling was used in this study. According to Creswell (2007) and Ray (2012), convenience sampling is based on the availability of a sample. This type of sampling is one of the techniques that allows a researcher to focus on the available volunteers are willing and able to participate in the study.

The criteria for selection included interviewing all volunteers who have been providing services for the organization on an on-going basis for six-months prior to data collection. The Community of Bosniaks Georgia Inc. provided me the sign-in sheets. I found 52 duplications. I contacted remaining 43 volunteers and was able to reach 41 individuals. Using criterion sampling, I identified 32 volunteers who qualified based on the convenience sample criteria, and all 32 volunteers agreed to participate in the study.

### **Instrumentation**

The VFI questionnaires and interviews served as tools for data collection. Specific questions were designed for this study. Data obtained from these tools were used to explain the reasons for engagement in volunteer activities. Moreover, data explained what would inspire volunteers to remain committed to Community of Bosniaks Georgia Inc.

### **Data Collection and Analysis**

I obtained a Human Research Protections training certificate from the National Institutes of Health (NIH) before collecting data to learn about proper procedure for research involving human subjects. Each participant of the study was interviewed separately because the study aimed to gain insight on an individual's perception of his or her reasons for volunteering and staying in the Community of Bosniaks Georgia Inc. Each interview session lasted 30 to 50 minutes. Minute details were not assigned to each question, because participants had more to say to some questions than to others.

All interviews were recorded with the participants' permission. A portable digital recording device was used to record interviews with the participants. The recording device had a USB connector, and I downloaded files to a computer to transcribe interviews. I assigned codes for interviews such as Volunteer 1, Volunteer 2, and Volunteer 3 to Volunteer 32. After completion of the data analysis, these data were placed on CDs and then deleted from the recording device and computer. The CDs were secured in the safety deposit box. CDs will be kept locked in the safety deposit box for 5 years. Upon 5 years expiration, I will burn the CDs.

Interview sessions were held to ensure that participants had given all the relevant information related to their volunteer experience with the Community of Bosniaks Georgia Inc. The NVivo software was used to organize data and to perform selective coding to analyze responses from participants. Data were coded into meaningful categories by using the three-codification process: (a) open coding, (b) axial coding, and (c) selective coding.

In this study, open coding was the first step of categorization of data to label the related responses into categories. Axial coding was used to examine comparison between categories. The selective coding entailed the relationship between categories to link the codes and facilitate the development of a theory. After the categories were developed, each code was assigned an abbreviation and description (Craig, 2009). In this study, data were categorized based on reasons for engagement in volunteer activities and factors that influenced volunteers of the Community of Bosniaks Georgia Inc. to continue volunteering for the organization.

### **Verification Steps**

To ensure accuracy and completeness of data, interviews were recorded and follow up meetings with participants were conducted to read, approve, and sign transcripts. An independent agent analyzed and interpreted data. The use of an independent agent helped ensure my objectivity. Names of participants were not used in the dissertation or given to an independent agent. Only I know the names of the participants. The identity of participants was protected by assigning code numbers for participants, such as Volunteer 1, Volunteer 2, and Volunteer 3 to Volunteer 32. All digital data were placed on CDs and deleted from the recording device and the computer. CDs were secured in the safety deposit box. A volunteer sign-in sheet, list of volunteers, signed interview transcripts, and original VFI responses were placed in the safety deposit box. All data will be kept locked in the safety deposit box for 5 years. Upon 5 years expiration, I will burn CDs, signed transcripts, volunteer list, volunteer signing sheet, VFI responses, and any other documents used in this study.

## Chapter 4: Results

Data collected from questionnaires and interviews were used to learn why volunteers get and stay involved with the Community of Bosniaks Georgia Inc. A summary of findings from VFI explained volunteers' functions were satisfied through volunteering. The VFI consisted of 30 specific questions for volunteers designed to self express functional motives. The VFI measured six functions including (a) values, (b) social, (c) career, (d) protective, (e) understanding, and (f) enhancement. All participants were asked the same questions (see Appendix B).

### **Setting**

Participants in this study were current volunteers of the Community of Bosniaks Georgia Inc., who, at the time of data collection, had been active with the organization for 6 months prior to data collection. The administrative assistant, who is employed with the Community of Bosniaks Georgia Inc. and keeps record of organization's documents and activities, provided me with 94 sign-in sheets of individuals who participated in volunteer activities during the 2014 fiscal year. I found 52 duplications. The administrative assistant also provided me with a list of member names with their contact information, which were highlighted with names of all potential volunteers who had been active with the organization for more than 10 years. Using criterion sampling, I identified and contacted all potential individuals who had been volunteering for the organization for at last 6 months. Thirty-two volunteers qualified based on the convenience sample criteria, and all agreed to participate in the study. I conducted the majority of the interviews at the Community of Bosniaks Georgia Inc. on weekends. It took 5 weeks to



meet with all the volunteers who were available during the time of data collection and agreed to participate in the study. Only two participants were unable to do interviews in person, and I accommodated these volunteers with phone interviews. Participants expressed no difficulty with answering the interview questions and posed no objection to the research setting.

The Community of Bosniaks Georgia Inc. provided me an office for privacy with volunteers to allow them to share their experiences freely. Participants appeared to enjoy the interview process, and freely shared their stories, experiences, opinions, feelings, and recommendations for improvement. Many participants expressed appreciation that someone took time to ask about their volunteer experiences. The participants indicated they wanted the best for their community. They said they wanted to serve the organization genuinely without any reward or compensation.

### **Demographics**

I received a Letter of Cooperation from the president of the Community of Bosniaks Georgia Inc. stating that the board gave me a permission to conduct a study with the volunteers. I was also provided a list of volunteers with the condition that the contact information be used only for this study and not be used for any other purposes. I spent 5 weekends from early morning to late evening at the Community of Bosniaks Georgia Inc. meeting with volunteers to collect data from the 32 volunteers qualified based on the convenience sample criteria. All participants completed a questionnaire to share their reasons for engagement with the Community of Bosniaks Georgia Inc. All volunteers participated in interview process.

Table 1 provides years of participants' volunteer experience at the Community of Bosniaks Georgia Inc. All volunteers of the Community of Bosniaks Georgia Inc. identified themselves as members of this community. Several participants stated they were founders of the Community of Bosniaks Georgia Inc. Six participants had volunteered for 1 to 4 years, six volunteered for 5 to 9 years, eight volunteered for 10 to 14 years, with the remaining participants noting they had volunteered for 15 or more years.

Table 1

*Years of Participants' Volunteer Experience at the Community of Bosniaks Georgia Inc.*

ID	Years of volunteer experience
V2, V8, V9, V10, V15, and V23	1-4 years
V5, V7, V11, V16, V19, and V31	5-9 years
V1, V3, V14, V17, V24, V25, V26, and V32	10-4 years
V4, V6, V13, V12, V18, V20, V21, V22, V27, V28, V30, and V29	15 or more years

### **Data Collection**

Initial contact with potential participants was done in person at the community or via phone. The purpose of the study was explained along with the requirements and expectations involved with participation in the study. Participants' privacy and protection were addressed in the Consent Form (see Appendix C). It was explained to each volunteer that participation was voluntary, and they could stop it at any time. All

participants were treated with respect and asked only questions addressed in the interview guide.

I provided a Consent Form (see Appendix C) to each participant to read before agreeing to participate in the study. To ensure the privacy of participants would be protected, their names were not used and anything they shared remained confidential. The Consent Form also explained that participants could withdraw from the study at any point. All prospective participants were informed their participation in the study was voluntary. Each individual selected for participation in the study was asked to sign a Consent Form (see Appendix C) and was informed about the study procedures and participant protections. All participants received a copy of the Consent Form (Appendix C) and were told they could withdraw from the study at any point without repercussions.

A VFI questionnaire (see Appendix A) was provided to participants in English and Bosnian. Participants not fluent in English and those who insisted to participate in the study in Bosnian were given that option. I am fluent in Bosnian and English, and I translated the data.

The VFI questionnaire with 30 questions was used to learn the reasons for engagement in volunteer activities for volunteers to self express functional motives. All participants were given as much time as they needed to complete VFI. Participants completed the VFI before their interviews were conducted. The interviews lasted between 10 and 30 minutes. Interviews were conducted to learn what volunteers expected from the organization to continue their commitment with the organization. To ensure that bias was avoided and to maintain objectivity, all interviews were recorded. I asked all volunteers

the same questions. Once the interviews were completed, the participants were thanked for their time and cooperation. I answered any questions asked by the participants and provided contact information to address any future questions or concerns regarding the study.

A digital recording device was used to record interviews with the participants. Data were stored on my recording device and computer. My computer is also secured via password, and I am the only person who knows the password. The recording device had a USB connector, and files were downloaded to a computer for interviews to be transcribed. After completion of the study, all data were transferred on CDs and then deleted from the recording device and computer. CDs will be kept locked in the safe deposit box for 5 years. When 5 years expire, I will dispose of the CDs.

I transcribed the interviews and met with participants to read and approve interview transcripts. One participant was not able to meet in person, and I read the transcript to the participant by phone and obtained approval. Two participants did not review their interview transcripts, but they gave me approval by phone that they did not have anything else to add. Only a few participants changed some minor details. After follow up meetings with participants, I translated the interviews from Bosnian to English.

### **Data Analysis**

I used an independent agent to analyze data to help ensure the study was objective because I am a member of the Community of Bosniaks Georgia Inc. The Statement of Confidentiality was executed by the independent agent, which stated he agreed not to disclose the confidential information without expressed written consent. The Institutional

Review Board (IRB) reviewed the Statement of Confidentiality, and approved an independent agent to review and analyze data in this study (IRB number, 12-02-14-0179149). Participants' names were not given to the independent agent, and the names of participants were not used in this dissertation. Participants' identities were protected by assigning code numbers such as Volunteer1, Volunteer 2, and Volunteer 3 to Volunteer 32. Upon completion of the findings, I analyzed the independent agent's findings and compared them alongside the qualitative data collected through interviews as a means to triangulate the findings.

### **Volunteer Function Inventory (VFI) Results**

I used the functionalist approach by developing 30 specific questions (see Appendix A) to examine which of the six psychological functions were fulfilled and reasons for engagement with the Community of Bosniaks Georgia Inc. The VFI measured six functions including (a) values, (b) social, (c) career, (d) protective, (e) understanding, and (f) enhancement. *Values function* explained people volunteer because their volunteer contributions are valued. *Social function* explained individuals engage in volunteer work to meet people and socialize with other volunteers. *Career function* explained people volunteer to gain skills to help them with their job opportunities. *Protective function* explained engagement in helping others as way to reduce guilt for being more fortunate than others. *Understanding function* explained volunteers engaged with the community to learn new things and to apply their skills and knowledge. *Enhancement function* explained people serve others for the personal growth.

### **Volunteer Function Inventory (VFI) Scoring**

Displayed in Table 2 are five specific statements designated for each of the functions to explain how influential they were for participants' engagement in volunteer activities at the Community of Bosniaks Georgia Inc. Statements 1, 3, 5, 7, and 9 were assigned to *Values* function. *Social* factors were measured with questions 2, 4, 6, 8, and 10. *Career* questions were 11, 13, 15, 17, and 19. *Protective* function was measured with questions 12, 14, 16, 18, and 20. *Understanding* function was measured with questions 21, 23, 25, 27, and 29. Questions 22, 24, 26, 28, and 30 were assigned to *Enhancement* function.

Table 2

*Summary of Findings From the VFI: Volunteers' Functions Satisfied Through Volunteering*

ID	Highest	Second highest	Lowest
V1	Values / Social*	Enhancement	Career / Protective / Understanding*
V2	Enhancement	Values / Career / Protective*	Understanding
V3	Values	Understanding	Career
V4	Values	Social	Enhancement
V5	Values / Enhancement*	Protective	Career
V6	Values	Enhancement	Career
V7	Values	Enhancement	Career
V8	Values	Protective / Understanding*	Career
V9	Values / Enhancement*	Protective	Career
V10	Values / Understanding / Enhancement*	Social / Protective*	Career
V11	Values / Social*	Protective / Enhancement*	Understanding
V12	Enhancement	Values / Understanding *	Social / Career*
V13	Values / Social	Understanding / Enhancement*	Career
V14	Enhancement	Values	Career
V15	Values / Social*	Enhancement	Understanding
V16	Values	Social	Enhancement
V17	Values	Protective / Enhancement*	Career
V18	Values / Social*	Protective	Career
V19	Values	Enhancement	Understanding
V20	Values / Enhancement*	Understanding	Career / Protective*
V21	Values / Enhancement*	Protective	Career
V22	Values	Enhancement	Career
V23	Values	Protective / Understanding / Enhancement*	Career
V24	Values / Protective*	Social / Enhancement*	Career
V25	Values	Social / Protective / Enhancement*	Understanding
V26	Understanding	Enhancement	Career
V27	Values	Protective	Career
V28	Values/ Protective*	Understanding	Career
V29	All	All	All
V30	Values	Enhancement	Social
V31	Values	Understanding	Career
V32	Values	Protective	Career

*Note.* Participants with an asterisk and multiple scales in a cell have scores tied for highest, second highest, or lowest, depending on the column.

### Means and Standard Deviations

Means and standard deviations for continuous variables are presented in Table 3. For the Values scale, observations ranged from 4.20 to 5.00, with an average observation of 4.86 ( $SD = 0.24$ ). For the Social scale, observations ranged from 3.00 to 5.00, with an average observation of 4.06 ( $SD = 0.58$ ). For the Career scale, observations ranged from 1.00 to 5.00, with an average observation of 2.96 ( $SD = 1.18$ ). For the Protective scale, observations ranged from 3.00 to 5.00, with an average observation of 4.25 ( $SD = 0.51$ ). For the Understanding scale, observations ranged from 1.00 to 5.00, with an average observation of 3.83 ( $SD = 1.01$ ). For the Enhancement scale, observations ranged from 2.60 to 5.00, with an average observation of 4.33 ( $SD = 0.57$ ).

Table 3

*Means and Standard Deviations for Continuous Variables*

Variable	<i>M</i>	<i>SD</i>
Values	4.86	0.24
Social	4.06	0.58
Career	2.96	1.18
Protective	4.25	0.51
Understanding	3.83	1.01
Enhancement	4.33	0.57

### Interview Results

Using Corbin and Strauss's (2014) grounded theory methodology, the process of analyzing data involved three distinct stages: (a) open coding, (b) axial coding, and (c) selective coding. This method of analysis is not fixed with rigid demarcations between



stages; rather, it was designed to maximize my ability to interact with and immerse themselves in the data, moving back and forth through the stages while coding the results. Although the coding process is non-linear, Corbin and Strauss (2014) recommended the results of the analysis be presented sequentially. The remainder of this chapter will present data from each stage of coding with excerpts from the interview data integrated into the analysis. The evidence from these data provided support for the emerging categories, themes, and the theory that emerged during the analysis.

### **Open Coding**

The initial stage of data analysis used open coding. During this stage, data are taken apart and analyzed line-by-line to create separate units of meaning. These concepts were labeled with terms that reflected the independent agent and my understanding of what the participants conveyed with their statements. Table 4 shows codes and labels generated during the open coding process. The codes were validated against each interview. Although the organization and placement changed, many of the initial codes were similar in concept to the finalized codes at the end of the data analysis.

Table 4

*Summary of Data From Interviews*

Interview Question	Data	Occurrences	
Did you receive training	Meet and discuss	4	
	No	23	
	Yes	6	
Do you need better appreciation	Do what I can	2	
	Higher purpose	4	
	No	8	
Others need it	2		
	Part of Other Group	3	
	Recognition in front of others	2	
	Respect	3	
	Surprise	1	
	Useful	4	
	Yes	17	
	Youth	2	
	Do you recommend training	For All of Us	1
		Goodness of Fit	1
No		1	
Training to Gain Skills		11	
Yes		29	
Youth		2	
Do you volunteer elsewhere	No	20	
	Yes	12	
Does volunteering help you find work	Gain experience	2	
	Networking	6	
	No	18	
	Yes	10	
Does volunteering help you socialize	I socialize	1	
	No	0	
	Yes	31	
Have you received award or recognition	God rewards me	1	
	Happy	1	
	I don't need it	0	
	No	6	
	Surprise	1	
	Tangible	2	
	Work is a reward	4	
	Yes	23	
	How does it feel to volunteer	Available if needed	0
Fulfilled		5	
Great feeling		15	
Help		6	
I feel joy in my heart		9	
Love it		1	
Nice		8	
Proud		3	
Super		2	
Useful		2	

table continues

---

How important is preserving the Bosnian culture in US	Children	5	
	Confidence	1	
	Help	1	
	History Culture	9	
	Very important	31	
Is appreciation important	Feels Good	5	
	Good	5	
	Help New Volunteers	1	
	I don't need it	4	
	No	6	
	People Like Recognition	5	
	Personal	4	
	Yes	21	
	Board Handles It	7	
Is there volunteer coordinator	I Don't Know	8	
	No	9	
	Yes	13	
	10-14 years	8	
Length of volunteer time	1-4 years	6	
	15+ years	12	
	5-9 years	6	
	Growth	4	
Volunteer policy and Coordinator's Help	No	0	
	Organize and Track	3	
	People need direction and aid	7	
	Sometimes	5	
	Yes	25	
	Bosnian community	15	
What made you choose to volunteer	Children	3	
	My Community	21	
	Happy Feel Best	4	
	Help Others	9	
	Immigration to US	2	
	Meeting People	4	
	Ownership	14	
	Place of Origin	6	
	Religion	5	
	Togetherness	6	
	What support do you need	Appreciation	1
		Being with my people	1
		Better communication	3
Financial		1	
I volunteer for my people		1	
Moore volunteers		11	
Need independence		1	
New ideas		1	
No Expectations		3	
Nothing		11	
Organization		7	
Satisfied		7	
Volunteer Coordinator		3	
Will volunteer no matter what		1	

---

table continues

Will you continue to volunteer	As long as I can	8
	Build what we have	3
	Change	3
	Community	7
	Do it better	2
	Doing Good	1
	Don't need to be on the Board	1
	It's my home	3
	No Youth	1
	Not as much	1
	Plan to	22
	Up to God	3

### Axial Coding

During the process of axial coding, fragments of data from open coding were reconstructed to form a system of comprehensive categories and sub-categories. In this stage, the focus shifted away from identifying and labeling units of meaning. Rather, coded data were gathered and merged to engender categories of meaning that could be compared and contrasted (Corbin & Strauss, 2014). The main result of the axial coding process created the categories and subcategories and then analyzed the relationships that exist between them. The labels placed on categories were used to display the significant aspects of volunteering. The initial open coding was done by coding each interview question as a separate node with sub categories. The independent agent used the program NVivo 10 to aid in the data organization. Each identified category was called a node. Then, using key words, these data were analyzed to aid in the clarification of themes. Combining both led to the creation of axial categories. The interview data were explored and refined using the constant comparison process. While engaged in constant comparison, I compared the categories and subcategories to each other and iteratively revisited these data as interviews were coded and added to the dataset.

### **Selective Coding**

The analysis of data revealed several themes pertinent to the research questions guiding this study. The independent agent identified and I confirmed the following themes from the collected data: (a) It's All About Where We Came From, (b) My House, (c) Heart and Soul, (d) Our Place; Our Community, (e) A Place to See Friends, (f) Preserve Our Culture (g) Help Others, (h) I Volunteer for my People, (i) Communication, (j) Appreciation, (k) God, and (l) Training. The subsequent sections of this paper will present a narrative description of each of the identified themes and supportive excerpts from the participants' interview responses.

**It's all about where we came from.** One of the initial themes found in these data illustrated the importance of the Bosniak community in the United States and the connections that arise from a shared background. Fifteen of the participants made comments such as, "I feel far away, but when here, I feel Bosnia is with me" (Volunteer 29). [and] "I don't need any more inspiration than just being Bosniak to be here" (Volunteer 4). Rudolph (2011) explained different immigrant groups create their ethnic communities because of the culture shock and a desire to maintain familiar environment to ease the integration process. Volunteering at Community of Bosniaks Georgia Inc. keeps volunteers in a familiar community, and it helps them to connect with individuals from Bosnia who are in this community. As indicated by Volunteer 18, this connection inspired them to volunteer at this community.

**My house.** Volunteers 1, 3, 4, 5, 6, 7, 14, 15, 16, 17, 20, 21, 24, 25, 26, 28, 29, 30, and 32 displayed deep investment in the existence of the Community of Bosniaks

Georgia Inc. as their main reason for volunteering for their community. These participants demonstrated a sense of belonging that was reflected as ownership. Hustinx, Cnaan, and Handy (2010) suggested individuals would associate with a given organization because they felt attached to it. Similarly, in this study, participants shared their connection with the community and stated how wonderful it was to be part of it. All participants at some point acknowledged it was their community. Common utterances included phrases such as, “my community” or “my people.” Along with the sense of ownership also came responsibility for the community. One of the participants stated that as long as this community existed, he together with the family were ready to offer assistance, be it financially or physically. This participant, Volunteer 18, reiterated that his family had strived to make the community better.

Volunteer 9 indicated the community had become a place of safety and security for them, a home where they can be almost family-like. Consequently, Volunteer 5 expressed his satisfaction on being a part of the Community of Bosniaks Georgia Inc. Volunteer 14 shared a similar experience. Volunteer 29 expressed this idea most clearly by stating they observed their customs and were free to share it to newcomers. The participants felt the Community of Bosniaks Georgia Inc. was someplace they belonged. This was affirmed by volunteer 30 who acknowledgement they belonged “to this community.” It is central in their lives and a place where they feel at home. It is apparent that the participants valued the community and saw it as a place that brought and kept them together. As much as they see themselves as a part of the group, they also claim ownership of it as well.

Two prior studies explained engagement in volunteer activities because of a desire to be affiliated with certain organizations. A study conducted by Culp and Schwartz (1999) related to the relationship between volunteers and the organizations and revealed the affiliation with either organization of members was the main reason for engagement; Moreover, physical inability or death was potential a negative motivator, which influenced them to discontinue their service. Wolford, Cox, and Culp, (2001) also discovered some volunteers engage in a particular organization because they want to be affiliated with the organization.

Similarly, Bosniaks volunteers engage with the Community of Bosniaks Georgia Inc. because they belong to this community, and their strong affiliation with the community and its members. Many participants responded they will be volunteering at this organization as long as they can and as long as they live. Volunteer 3 expressed a lifetime commitment by saying, “As long as I live, I will be in my community.” Volunteer 17 expressed a long-term commitment by sharing, “I will continue as long as I am in good health. I hope I will be here always.” Volunteer 22 shared, “Absolutely, I am staying with community as long as health serves me. Volunteer work put in this community is valuable; everything we have today was achieved by volunteer work of our members.” Volunteer 18 shared commitment by saying, “As long as this community exists, my family and I are ready to help financially or physically. My family and I work as much as we can to help this community.” This volunteer explained some members can help financially and others help with work, which would benefit community the same. “It

is not all in giving money, some people have money, and they can give and some don't have money, but they can come and do some work and we all contribute the same."

**Heart and soul.** Eighteen of the participants spoke about an emotional connection to the volunteer site. These feelings made volunteering a rewarding and highly important part of their lives. No participants spoke of volunteering at the Community of Bosniaks Georgia Inc. as a negative experience; instead, it enriched and added to their personal sense of happiness and wellbeing. Volunteer 29 shared experiences and a sense of community by stating his heart and soul were in this community. Similarly, Volunteer 3 said he was happy. Several other participants indicated their happiness in staying in this community. Heart was also used as a frequent expression of deep emotional attachment to the community. Volunteer 24 stated that one's soul is always in this community. Volunteer 17 described the positive environment at the community and indicated he got fulfilled whenever he was in the community.

Coursey et al. (2011) shared that volunteers must be happy with the volunteer environment to stay with the organization. Surujlal (2010) described volunteerism as an action of achieving a satisfaction by helping others. In addition, Meier and Stutzer (2008) explained volunteerism as an action of achieving a satisfaction by helping others. Jaskyte (2012) further indicated volunteers whose needs are fulfilled, remain active longer with the organization; those volunteers whose needs are unfulfilled they leave the organization. Nurturing volunteers' fulfillment can enhance their productivity and ultimately it may have a positive effect on the organization. Based on participants' responses expressing the overall experience as a part of their heart and soul, participants



seem to be pleased with the volunteer environment at the Community of Bosniaks Georgia Inc. This could be a good predictor that volunteers will continue serving this organization.

**Happiness and joy.** One sub-theme included specific emotions, such as joy and happiness, with participants expressing their emotions. Volunteer 3 was happy that he was in a position to help and contribute to the community. Volunteer 11 further indicated that he felt happy and peaceful. Similar sentiments were expressed by Volunteers 4, 14, and 27. In addition, participants expressed joy and happiness with helping others. Volunteer 15 indicated he was very happy to help others in the community. Volunteer 24 had similar experience by stating, "I feel so good and my heart is full of joy when I come here to my community and when I can help people." According to Gallarza, Arteaga, and Gil-Saura (2013), individuals keep volunteering if they find the volunteer experience satisfying. Because no participants reported negative or unwanted emotions in relation to the volunteer experience, it was evident that volunteers at the Community of Bosniaks Georgia Inc. had a positive experience with the organization, and they will likely continue serving their community.

**I feel great.** In response to questions about how they felt when they volunteered, nineteen of the participants used words such as "great," "good," "nice," or some variation on that phrase to describe the experience. Volunteer 8 was of the idea that one feels great after realizing positive results. Volunteer 2 simply explained, "Great!" Consequently, Volunteer 11 outlined that he found peace, joy, and fulfillment. Volunteers 6, 11, 17, 21, and 29 also talked about fulfillment. Volunteer 21 explained that through volunteering, he

felt happy and satisfied. Researchers shared that when volunteers' expectations are met, they stay, and when not, they leave the organization (Coursey et al., 2011; Salamon, Sokolowski, & Haddock, 2011). Eisner, Grimm, Maynard, and Washburn (2009) explained failure to meet volunteers' expectations ends in volunteers leaving the organization.

It should be in an organization's best interest to maintain fulfillment of its members and volunteers. This particular organization depends on its members for financial support and volunteers to get things done in the organization. Volunteer 25 used the word "great" to explain his feelings. Volunteer 16 shared volunteering is great because one does something useful that can help not only the individual, but also the family. Volunteer 4 noted that the realization of good results, one gets satisfied. Volunteer 17 pointed out that one achieves the feeling of satisfaction by helping others. Volunteer 24 felt proud when volunteering. This group of participants communicated a positive perception of their experiences while volunteering. Other words used included "super" (Volunteer 7 and 8), which reinforced the positive feelings connected to volunteering. Volunteer 26 felt "useful" to explain satisfaction with involvement at the community by saying, "I feel useful when I do something for my community." Volunteer 27 also shared a positive experience with being able to help at the community. Several participants shared they enjoy being able to do something useful for their community.

**Our place, our community.** One of the strongest themes found was the belonging to a specific community. All participants stated preservation of their culture was important to them, and the reason for their engagement was because they genuinely

cared about their community, programs, and assistance to refugees. Volunteer 29 responded to this question by saying it was most important that people preserve this culture for the young generations. Volunteer 5 also indicated that it gave him self-confidence. For these participants, a large part of their lives revolved around the Community of Bosniaks Georgia Inc. Volunteer 3 described the interactions by stating they were one team in their community. Volunteer 18 expressed how he, together with the family, worked to assist the community. This volunteer explained some members can help financially and others can do volunteer work, which would benefit the community.

The participants indicated they had integrated into the community, knew what they could contribute, and felt comfortable with their assigned tasks. Volunteer 3, in particular, portrayed a strong sense of place in the community and comfort with what was asked for by the organization. Volunteer 29 eloquently described the community by saying, “This is my community. There are a million inspirations. With your heart and soul you are always here.” The participants shared they feel that the community was at the heart of their life. Most volunteers shared a positive experience with the organization and did not need anything to continue volunteering. Volunteers shared their satisfaction with being part of their community and promised long commitment. Volunteer 14 further indicated that the community provided everything he needed. Through this, he felt satisfied being part of it. Similar sentiments were shared by Volunteers 2, 7, 10, 12, 15, 19, and 24. Regarding long commitment, Volunteers 3, 17, and 22 expressed their promise always to help the community. For instance, Volunteer 3 expressed a lifetime commitment by saying, “As long as I live, I will be in my community.”

Davis (2007) found word of mouth most effective as a method to recruit new volunteers. His recommendation was for members to mention their organizations to friends and always be positive to show others that they feel like a part of the organization. Another recommendation was given by McNamee and Peterson (2015) who shared that current volunteers are most powerful recruiters to find committed volunteers. Both of these recommendations would be a good approach for the Community of Bosniaks Georgia Inc. because all participants shared positive experiences in an enjoyable environment at the community. Based on these responses, it is obvious that participants seemed to be satisfied with their volunteer work because they find their volunteer work valuable. Their motivation is related to belonging to this community and seeing the results of their work.

**An injection of youth.** Volunteers spoke about sharing the community with younger members who may have fewer memories and ties to their homeland. Volunteer 5 said that young individuals have less emotional bond with Bosniak community compared to older people who are still connected to Bosnia. These comments demonstrate that the community is not a static entity, but rather one where members see the importance of continuing to grow. The more established members want to encourage new and younger members to join the community. A concern shared by some of the participants was the lack of youthful volunteers. Volunteer 27 also noted that everything would be better if they recruited more young people. Volunteer 16 supported that comment by saying they needed a plan and program that would include all of them, especially younger generations. The participants were aware they must work with the youths. One of the

participants, Volunteer 28, said he intended to help grow the organization and plan for a better tomorrow for all, including the youth. One of the participants commented on this idea saying, “We need to attract more young volunteers, because we are doing this for them and they need to continue. These older generations are disappearing and dying. Now we need new generations to take this over” (Volunteer 12). The participants said they felt a sense of time passing and wished for the work they had put into building the community to continue. As Son and Wilson (2011) pointed out that older volunteers are motivated to leave a legacy behind in their work. Volunteers at the Community of Bosniaks Georgia Inc. also expressed interest in preserving their culture and passing it to younger generations. However, if parents do not involve their children in community work to learn about their cultural values at the early age, they may not show interest later to continue preservation of Bosniaks culture and heritage.

Richmond (2013) also urged nonprofits to encourage youth volunteerism. She shared that young individuals are invested in social media. Moreover, the best way to attract young people was to create a Facebook page and Twitter accounts where they could post information about events and volunteer opportunities. Richmond suggested short videos explaining about events and activities and telling how they benefit organization or individuals to engage audience and attract new volunteers. Finkelstein (2011) suggested the recruitment of new volunteers should be a continuous effort. If the Community of Bosniaks Georgia Inc. wants the new generations to continue its legacy, then it would be extremely important to engage young volunteers and start teaching them about community, values, and mission. Another reason to engage younger volunteers is

because recent studies show that poor health is associated with turnover of older volunteers (Tang et al., 2010).

**Open doors.** The community is also regarded as a welcoming and open place. Volunteer 17 expressed that the community is willing to welcome any individual. Volunteer 29 illustrated this point saying that they adhered to their customs. Regarding this, what was important was to join regardless of the reason and to provide support and caring for each other.

**Place to see friends.** The members of this community saw socialization as important. When asked if volunteering helped them socialize with other Bosniaks, participants in the study responded affirmatively, and many elaborated on the topic. The Community of Bosniaks Georgia Inc. was regarded as a place to go and socialize with others who have the same background. Volunteer 21 captured the thoughts of many participants as when he stated it was a place to see friends and socialize and help each other because it is hard to find time with work schedule. Volunteer 14 recognized that volunteering was a great way of meeting people and socializing with others. Volunteer 29 indicated they not only socialize with volunteers at the community, but also met volunteers from other communities. Volunteer 18 described socializing as essential to the success and growth of the community. This participant stated that lack of volunteering and socializing leads to no success because it is important for people to become close and socialize. Socializing serves a variety of purposes within the community including socializing with other Bosnian communities that are close. As indicated by Volunteer 29, this allows for the exchange of opinions. Volunteer 14 stated that in this place, he met

many people, which expressed the heart of this theme. This place gave them an opportunity to socialize and create friendship.

**A big network.** The members of this group expressed the understanding that the connections they have formed through volunteering and befriending each other could be exceedingly valuable. Volunteer 5 asserted it is big network, and socializing with others had been made easy and quick. Another participant, Volunteer 21, mentioned this also saying there is always an option to ask someone about jobs. Similarly, Volunteer 14 had the idea this network would help him seek for a job and get information from friends regarding any open job positions. Volunteer 12 shared a similar sentiment.

**Preserve our culture.** Every participant in the study replied affirmatively to the notion that preserving culture, history, and language was important. Volunteer 29 opined it was vital for the culture to be preserved for future generations. Volunteer 17 also shared a similar view regarding the culture as it would act as a guide to the children and grandchildren in future.

Another participant, Volunteer 14, remarked on the importance of preserving culture for the children because it would give them a sense of belonging. Their culture and history were important and assuring it would be remembered, celebrated, and passed down to the next generation. Volunteer 29 emphasized the need to work with the youth. The participants' responses communicated the collective value placed on their traditions and a respect for how other cultural groups had retained their history and traditions. Volunteer 14 made an interesting comment and said there were many people before them who had managed and preserved the same culture and traditions; therefore, they were

also obligated to do the same. Another volunteer agreed with that statement and stated the members had observed other groups retain their culture. Volunteer 4 suggested it was sensible to preserve their culture as others had done it before. This observation was based on other people's cultures.

Some of the volunteer activities were focused on reaching out to children and youth. In addition, educating the children would help them always to remember their traditions and culture. This was according to Volunteer 13. This group of volunteers not only spoke of the importance of their culture and history, they also discussed the active pursuit of different paths to retain and pass down this information. One of the volunteers (14) supposed the community might be assimilated if the culture will not be preserved. This indicated a deep desire and understanding of the importance of culture. It is something the participant wanted to ensure is passed down to future generations. Participants reported feeling an extra strong bond to their shared history as Volunteer 22 remarked on the importance of the preservation of cultural and custom traditions, especially for the Bosniaks who had experienced genocide and aggression against them. The participants wanted to remember their struggles, and they wanted those memories to be remembered by future generations.

**Help others.** Half of the participants expressed an intense desire to help others. In particular, participants explained their desire to help refugees because they experienced similar resettlement issues on their own. The participants wanted to make the process easier for others. Volunteer 18 expressed this by saying that at the beginning, they were in a challenging position. However, they were capable of helping anyone in need of them.



This participant appreciated the help he had received when he needed it, and now wanted to aid others in similar positions.

A desire to help others was also found to be a main reason for the British hospice palliative care volunteers who started volunteering because they experienced death in the family, and they wanted to help patients and their families to ease the pain for those dealing with a life threatening illness (Claxton-Oldfield, Claxton-Oldfield, Paulovic & Wasylkiw, 2012). Further, several participants felt that helping others was important work, and they enjoyed being able to reach out to others. Volunteer 3 expressed how he felt happy to help other individuals. As explained by Gasiorek and Giles (2013), volunteerism is an action that brings about satisfaction through helping others.

**I volunteer for my people.** Many of the participants felt they did not need any recognition for their service to the Community of Bosniaks Georgia Inc. They had many different motivators but universally did not expect or want rewards or recognition. For example, Volunteer 14 indicated he worked for his community and people and never expected any reward. In addition, Volunteer 15 rejected the idea of recognition for service stating his contributions were inspired by his passion to help the community develop. Another volunteer preferred to work behind the scenes. He stated he did not put much emphasis on praise. Volunteer 19 remarked that volunteering was personal thing and brought satisfaction. For the majority of participants, the act of volunteering was in and of itself rewarding.

**Communication.** Several volunteers remarked on issues of communication that affected their volunteer efforts; for instance, the lack of clear communication was

affecting their volunteer retention. As evidenced by the participants' answers, the lack of clear, organized communication was making volunteering difficult. Volunteer 16 went into detail and said the community communication was bad. This situation requires a plan, program, goal and a leader who will offer guidance. Volunteer 13 asked for better communication by indicating it would be better if they were given information early regarding the community projects. They felt the communication coming from the board to volunteers, communication between volunteers, and communication in general needed improvement. They noted issues with knowing when events occurred, when volunteers were needed, and with receiving general information or updates about the community. They wanted to have more organization and less last minute juggling. Volunteers 5 and 16 emphasized on the aspect of better communication to realize effective development. On the same issue, Volunteer 24 asked for the initiation of different programs. Volunteer 29 suggested that for effectiveness, they needed more planning and programs at least a year in advance to know what should be done and not on short notice. By working with a plan, things would be done better. This volunteer proposed this idea, because people are busy, and they need to create time for these developments. Volunteer 1 was not sure on whether to keep volunteering at the Community of Bosniaks Georgia Inc. Volunteer 27 also acknowledged that communication was bad, and they needed to change it as soon as possible to effect development. The participants further stated there was need to hold regular meetings to get as many comments and opinions as possible from the people.

Communication technologies have advanced in recent years, and they have changed the nature of communications (Furnham, 2005; Turek, 2004). Wasson (2004)

shared that integrating the new technological tools can enhance volunteer productivity. Werther and Berman (2001) noted assessment of volunteers' expectations could improve communication between volunteers and the organization; in addition, it can improve retention. Several researchers found inadequate internal communication leads to volunteer turnover (Haski-Leventhal & Bargal, 2008; Herman, 2005; Jamison, 2003; Omoto & Snyder, 2002; Wilson, 2000). Based on participants' responses and prior studies, it is evident that the community would do much better when the communication channels are made efficient. In this case, proper planning of the desired developments would be realized (Gasiorek & Giles, 2013).

**Appreciation.** Eleven of the participants in the study indicated receiving recognition was not important to them. These participants did not feel the need to be thanked or visibly noticed for their efforts. Five participants stated they did not put much emphasis on being recognized. For example, Volunteer 14 pointed out that he volunteered to get results. In the long run, it was for the betterment of the community. It is apparent that he valued the community more than recognition or rewards for his efforts. However, many of the participants stated they personally did not want appreciation or recognition; 28 participants, when asked directly, said it was important. Participants said they believed the work they did was appreciated, but they did not need outside confirmation of the worth of their efforts.

When asked if they received any recognition or appreciation awards from this organization, most of the participants received appreciation awards for their volunteer work. One of the participants shared that awards were given at social events. Volunteer

12 recognized this as a good way of motivating because people would be encouraged to do more better things for the community. One of the participants, Volunteer 4, even approved that he had been given a gold plaque and was happy to receive it. Similarly, volunteer 12 had been given five or six appreciation awards for his volunteer work. Other volunteers who had received awards included volunteers 28 and 29. With regard to this, it is evident that volunteer work is appreciated and valued in this community. It is through such initiatives that development is realized in the community. Bang and Ross (2009) found that appreciation and recognition positively influence volunteers' retention. Appreciation seems to be acknowledged as a good practice in the Community of Bosniaks Georgia Inc.

**God.** When answering questions about their reasons for volunteering, several participants mentioned God or religion. They felt that doing volunteer work was a part of what they did for God, and the act of volunteering served a higher purpose. A good example was Volunteer 13 who stated God inspired his works. Volunteer 5 shared a similar sentiment. These participants felt God would reward them for the work they were doing. In these cases, volunteering was seen as a calling from God, and it served a higher purpose in the community.

**Training.** When asked if they received any training for their volunteer activities at the Community of Bosniaks Georgia Inc., almost all participants responded negatively. However, when asked about training, 29 participants indicated they felt training would be helpful especially to new volunteers. Volunteer 6 strongly recommended training as he deemed that volunteering should be done professionally. Volunteer 30 and 26 suggested

that training should be done with young volunteers to give them experience. Others who believed that training was vital included Volunteers 5 and 24. As for volunteer 5, he said training would be useful especially for young people; they were new and needed it. In addition, the participant indicated that the young individuals were growing in this community, and they had less emotional bonds with the community compared to older people who are still connected with Bosnia.

Eleven volunteers thought training could help develop skills such as leadership. Volunteers 5 and 31 stated having a volunteer coordinator at the Community of Bosniaks Georgia Inc. to manage volunteers and projects would be helpful. Volunteer 18 shared that most of the work could not be done by the board because they did not have people in charge of volunteering, yet it was important. The board, therefore, gives guidance and retains people. When asked if there was a volunteer coordinator to manage volunteer activity, the participants had mixed answers. Fifteen said there was a volunteer coordinator. Seven stated there was no volunteer coordinator, and six replied that the board handled all volunteers. Four were unsure and did not know if there was an official volunteer coordinator. All participants stated that the implementation of a volunteer policy and volunteer coordinator would help volunteers with their roles and responsibilities.

Several volunteers provided more details why a volunteer coordinator was needed. Volunteer 4 said such a person would be in charge of keeping track of volunteers and making recruitment easy for the community. Volunteer 5 affirmed this by saying that any rules or policies, if set up correctly, would help. Volunteer 6 recommended this

because it was important and ought to be done as soon as possible. Volunteer 8 had a similar response. Volunteer 18 supposed such an initiative would give guidance to the younger generation. Volunteer 22 pointed out that implementation of volunteer policy would help utilizing volunteer resources better. He asserted, “It could implement more order and people who volunteer and would create better plan of using these volunteer resources.” Volunteer 27 felt implementation of volunteer policy and a volunteer coordinator would improve communication. Volunteer 27 said volunteers need someone in charge to make a plan and program as communication was poor.

Neuhoff and Searle (2008) shared that organization with standard practices are more successful, because having a system in place helps administrator focus on clients’ needs and fulfilling the organization’s mission. Love, Hardin, Koo, and Morse (2011) recommended a volunteer coordinator, training, and rewards for a successful volunteer program. In line with volunteers’ responses and recommendations from recent studies, it is clear that training is vital in volunteer work and the Community of Bosniaks Georgia Inc. needs to improve volunteer training and management of volunteers in general.

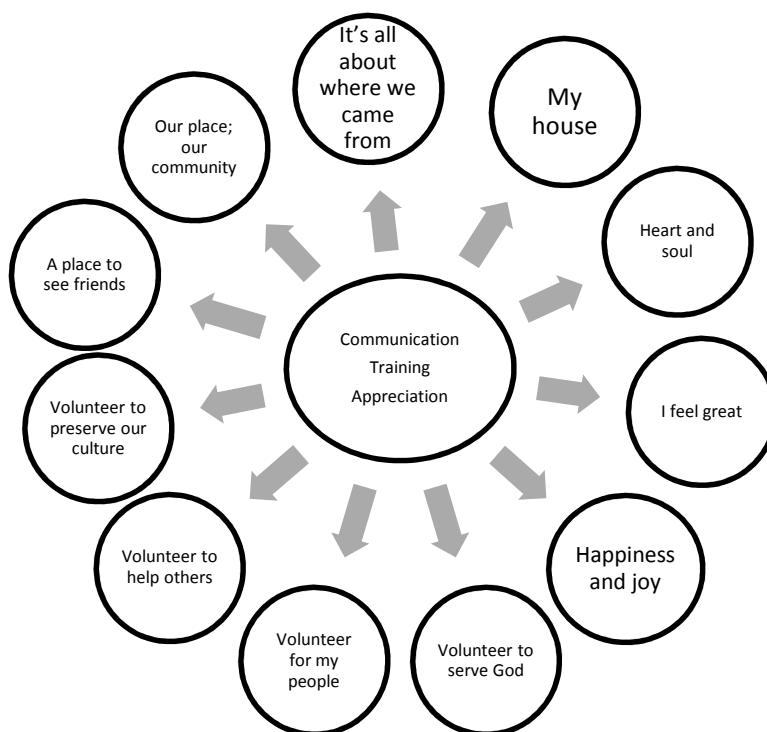
### **Cultural Theory**

An examination of the overall themes that emerged in the data analysis showed a distinct pattern that led to an overall theory of cultural volunteerism as it applies to members of the Community of Bosniaks Georgia Inc. The two research questions “why do members of the Community of Bosniaks Georgia Inc. engage in volunteer activities for this organization,” and “what support do volunteers need from the Community of

Bosniaks Georgia Inc. to continue serving this community” formed the basis of the inquiry and to the ultimate theory formation.

As members of the Community of Bosniaks Georgia Inc., individuals have many reasons for volunteering. Figure 1 shows several different motivational factors.

Individuals donate time and energy to feel closer to their culture of origin, to socialize with members of their culture of origin, help others, serve God, and retain their cultural heritage. The participants’ volunteerism was influenced by positive emotional states such as the happiness and joy that the act of volunteering produces. They feel tied into the place they called their heart and soul. Ultimately, they felt they could help others and spend time in a place that feels like home.



*Figure 1.* Reasons for volunteering at the Community of Bosniaks Georgia Inc., and factors that can influence volunteering in a positive or negative way

In summary, findings from most recent studies on volunteer motivation revealed that volunteers will remain with the organization if they are satisfied, to feel good about their actions (Garner and Garner, 2011; Welty Peachey et al., 2013; Wilson, 2012). In this study, most participants reported that volunteering in and of itself was the reward they needed to continue. Although many received awards and recognition for their services, the participants negated their importance but did indicate that simple appreciation was welcomed. Volunteering itself is the reward for volunteers at the Community of Bosniaks Georgia Inc., and most participants said they did not need anything to continue volunteering for their community. For this reason, it is important for organizations to welcome volunteers to share their suggestions and use their feedback for strategies with improvement of volunteerism. This is extremely important for organizations where individuals play other key roles in the organization such as being members and donors in addition to being volunteers.



## Chapter 5: Summary, Conclusion, and Recommendations

In this chapter, I provide the suggestions of the participants to improve volunteerism. Also included in this chapter are the contribution to the literature and recommendations for future research related to ethnic- and nationality-based community organizations in the United States to gain a better understanding of cultural volunteerism.

### **Overview of the Problem**

I conducted a qualitative case study with volunteers at the Community of Bosniaks Georgia Inc. to examine why members of this community engaged in volunteer activities and what support they needed to continue serving this community. Members of the Community of Bosniaks Georgia Inc. support this organization with their membership fees and donations, but only a small group of members show interest in volunteering at the community. When community organizations rely on their members as the only volunteers to fulfill their missions and purpose, it is critical for those organizations to learn from their volunteers about factors that would increase volunteerism. In addition to being volunteers, members at the Community of Bosniaks Georgia Inc. are also donors for the community. Their positive volunteer experiences may also prevent loss of not only volunteers but members and donors as well. It is crucial for ethnic- and nationality-based community organizations, such as the Community of Bosniaks Georgia Inc., where only volunteers are the members of the community, and who also support the community financially, to take an immediate action in program volunteerism.

### **Purpose of the Study**

A main purpose for this case study was to examine what motivates volunteers at the Community of Bosniaks Georgia Inc. to get involved and stay involved with this community to provide information to ethnic- and nationality-based community organizations to develop best practices with ways to attract and retain volunteers.

### **Research Questions**

1. Why do members of the Community of Bosniaks Georgia Inc. engage in volunteer activities for this organization?
2. What support do volunteers need from the Community of Bosniaks Georgia Inc. to continue serving this community?

### **Summary of Findings**

It is evident from the literature review that to continue serving the Community of Bosniaks Georgia Inc., better communication, training, volunteer coordinator, better organization, and more young volunteers are essential. The findings in this study revealed the participants want to be informed of community activities in advance so they can manage their time with other obligations such as work and family responsibilities. Participants indicated communication between volunteers and organization needs improvement at the Community of Bosniaks Georgia Inc. In addition, the participants shared that the implementation of volunteer policy and a volunteer coordinator would improve communication.

As stated by Wasson (2004), integrating new technological tools can enhance volunteer productivity. Because communication technologies have advanced in recent

years, community organizations should take immediate action and take advantage of the new technological tools to improve communication with volunteers such as e-newsletter subscription, e-mails, website, Facebook, Twitter, broadcast messages, and text messages. Conversely, the hiring of a volunteer coordinator can be helpful in realizing satisfaction among the volunteers because it will ensure that volunteers' skills match their roles at the community (Hustinx et al., 2010). Therefore, the best practice is when organizations identify the strengths of their volunteers and place them in positions where they can fully use their skills.

Among the factors that were given much consideration were the values of the community. Most of the participants acknowledged their participation in volunteer work was primarily because of the preservation of the culture. The Community of Bosniaks Georgia Inc. boasts of a rich culture, which is essential for the young generation. The involvement of so many people in volunteer work affirms that this community values its culture and traditions. These volunteers feel motivated by the idea they are working for the interest of their community. This association has led to the development of new relationships and friends, hence enhancing the community's culture. As outlined by Sherr (2008), the involvement of people in volunteer work gives them pleasure. Another point, which is highlighted in the literature review, is that individuals do volunteer work as a way of helping others in the community. This is further evidenced by the participants' responses in which most of them were proud to be associated with their community, the Community of Bosniaks Georgia Inc.

Some of the aspects that enhanced positivity in this community included its environment, language, and the hospitable individuals. A welcoming environment is important because it improves volunteers' engagement. The maintainer of such an environment has proved vital to the Community of Bosniaks Georgia Inc. in its endeavor to preserve its culture and prosperity. The fact that many individuals have a sense of belonging to this community has helped in the development of the community. The willingness of the people to work for the community as volunteers can attest to this.

Apart from volunteer work, the individuals have contributed financially to help the community. It is diversification of duties that has played a huge role in the development of the Community of Bosniaks Georgia Inc. Robbins (2004) shared that an organization's structure is important because it allows members to understand their roles and responsibilities. Therefore, it is important for a community to have an organized structure to enhance its development.

Another aspect of volunteering, which was clearly been brought out, was the gratification of the volunteers. As Chaskin (2000) noted, individuals will continue to take part in volunteer work as long as they get a satisfying experience from such endeavors. In the process of realizing this satisfaction, communication plays a key role. In this case, the interaction between volunteers brings about the sharing of ideas and skills. It is these new skills and ideas that bring satisfaction to these individuals. Therefore, volunteering can be regarded as a social role. This is evidenced by the responses given in this study. Most participants acknowledged they volunteered to have an opportunity to meet and socialize with other members of the community. As much as this was not the primary reason for

volunteering, it served a good purpose to the volunteers. As depicted by Shye (2010), volunteering enables people to develop friendship. The formulation of new relations was further supported by Doherty's (2009) study wherein volunteers with positive experiences are likely eager to continue volunteering, while those with negative experiences tend to leave. Another aspect is that the collaboration between volunteers is a good indicator of volunteer gratification and retention. These can explain the existence of volunteers in the Community of Bosniaks Georgia Inc. In relation to this, the community continues to organize social events and allow volunteers' input and participation to enhance retention and volunteerism in general.

Self-confidence was also highlighted in relation to volunteer work. According to Sherr (2008), volunteering gives individuals the chance to develop their self-confidence. Therefore, the engagement of people in volunteer work in the Community of Bosniaks Georgia Inc. can be attributed to the fact that these individuals are confident with their community. It is this sentiment that has seen the development of programs to enhance the community's culture and heritage. This self-confidence further plays a huge role in these individuals' careers. Subsequently, volunteer work provides an avenue through which the volunteers could get new job opportunities. This shows that volunteering not only leads to the development of the community but also individuals.

As a way of motivating volunteers, appreciation in the form of awards is vital. As depicted in the literature, rewarding volunteers plays a significant role in retaining them. This has been adhered to by the Community of Bosniaks Georgia Inc. However, most of the responses suggested that the participants did not put a lot emphasis on the issue of

being recognized or rewarded. Regarding a few responses, the participants acknowledged they had received recognition for their contributions in the form of rewards.

According to Gasiorek and Giles (2013), motivational factors, such as appreciation, training, communication, and volunteer management, determine the existence of volunteers in a given community. In addition, Pauline (2011) found that appreciation and recognition positively influenced volunteers' engagement and retention. For these reasons, it is vital for volunteers to be appreciated for their work. In the case of the Community of Bosniaks Georgia Inc., most participants noted they did not expect any form of appreciation because their main goal was to achieve better results for their community. Nevertheless, a few of them had been given awards for their work. Kramer (2010) suggested that volunteers ought to be appreciated and compensated for their contributions. As such, the Community of Bosniaks Georgia Inc. realizes the importance of appreciation and recognizes it as a good way of encouraging other members to take part in volunteer work.

Another vital aspect of volunteering is training. As highlighted by Finkelstein (2011), training is one of the serious elements of an effective volunteer program. In light of this, the training of new volunteers is important. Kramer (2011) also agreed that training was a fundamental component of good management of volunteers because it assisted volunteers to comprehend their roles and responsibilities. As such, much effort needs to be directed toward the recruiting and training of new volunteers to enhance volunteer retention. With regard to the responses, most of the participants acknowledged the need to recruit new volunteers. However, they also emphasized the new volunteers

need to be trained to realize effective results. Those already volunteering understood that members of the community were busy with work, personal, and family obligations. The recruitment of new ones, therefore, is a necessary process. This is part of management as depicted by Handy and Mook (2011) who stated that nonprofit organizations ought to manage volunteers just as they do any other resources. This new recruitment and retention of volunteers enables organizations to identify and comprehend factors that inspire people to participate in volunteer work. It also points out the various ways in which effectiveness can be achieved and how the already existing programs can be advanced or altered to increase volunteer satisfaction. Another benefit of continuous recruitment is to avoid volunteer burnout (Stevenson, 2013), which is extremely important with membership organizations where only volunteers are members of the community.

As Salamon et al. (2011) asserted, word of mouth is the most effective method to recruit new volunteers. In this case, the volunteers need to mention their organizations to their friends and always be positive to show others that they are a part of their organization. This would act as a good starting point for training the new entrants. The main idea is to show the new volunteers they need to be proud of their organization. This is exemplified in the Community of Bosniaks Georgia Inc. because many of the participants outlined positive experiences and enjoyable environment at the community.

This recruitment should mostly target the young. Just as Jaskyte (2012) stated, a more diverse board brings broader experience and knowledge base. Therefore, many participants thought a way to get more youths involved in the programs could be by

electing youth representatives to serve on the board. This would demonstrate to the youths that the Community of Bosniaks Georgia Inc. is willing to make substantial changes to permit youths to grow and participate in the development of the community. Aparajit (2013) noted volunteer experience is a bonus on a resume when a student looks for a job or internships. Apart from that, Havlat (2013) suggested nonprofit organizations ought to reach out to college students to recruit young volunteers. This recommendation was because college students have flexible schedules and are open to learning new things. In addition, they will gain new and diverse experiences that would advance their resumes.

Engaging youth in volunteer activities would not only help them enhance their resumes, but also keep them out of trouble. In addition, Alleyne and Wood (2010) shared that young individuals must have good structure to make positive choices, and when this is lacking, they gravitate to delinquent activities such as drugs taking and criminal activities. Therefore, the community can provide sporting activities as a way of keeping the youths from delinquent activities. Through the sporting venture, youths can be trained to be volunteers.

Another way of training the youths involves the use of social media. Social media can be used to communicate and spread information to the youths about volunteer activities. Young people tend to share information with their friends on social media. Short videos about events and activities and how they benefit organization or individuals may be used for attracting new volunteers. Young volunteers can help with a community newsletter, create event invitations, update community website, or share information about events on their social networking sites. This would benefit the youths as they



would make use of their creativity and computer skills. In the end, the community will be effective in keeping its members, donors, and volunteers informed about developments and achievements in the community. Finkelstein (2011) suggested the recruitment of new volunteers ought to be a continuous effort. Therefore, as a way of preserving its culture, the Community of Bosniaks Georgia Inc. has involved the young generation in its volunteer program.

Volunteer work requires a well-structured and coordinated program. Therefore, a leader is important in the management of volunteers and the set projects. The Community of Bosniaks Georgia Inc. has a board, which is responsible for the management of volunteer activities. However, with regard to the study's responses, most of the participants held the view that it was necessary to have an individual to lead the volunteers. As depicted by Kramer (2011), a board cannot do everything alone. Kramer pointed that a board needs to find individuals suited to help the organization achieve those goals and objectives. In addition, Radtke (2008) recommended the board engage members to help with activities at the community, and allow members to participate equality in making their community a great place. Engaging members to help with activities at the community can influence a board's effectiveness to focus on strategic planning, and allow members to participate in making their community a great place. This is in line with Handy and Mook's (2011) idea that volunteers are important resources for many nonprofit organizations and, thus, ought to be managed with the same care as other resources.

According to Buckingham (2005), best practice is when organizations identify the strengths of their volunteers and place them in positions where they can fully utilize their skills. Consequently, in the study conducted by Burns (2014), it was depicted that an organization's structure is essential because it allows members to comprehend their roles and responsibilities. Therefore, the Community of Bosniaks Georgia Inc. could achieve this by creating a volunteer intake form to learn more about the interests and motivations and place volunteers in positions that suit their interests to utilize better volunteer resources. Volunteer management practice would improve volunteerism by keeping records and documentation of volunteers' activities. Volunteer coordinators can focus on motivation strategies or attracting new volunteers and ensuring satisfaction of current volunteers to maintain their retention. The Community of Bosniaks Georgia Inc. may need to consider hiring a volunteer coordinator who would focus strictly on managing volunteers and projects to ensure sustainability of volunteers and their motivation by attracting new volunteers, providing training to all volunteers, ensuring that volunteers are satisfied with their work, and showing them appreciation for their work and dedication.

On the issue of communication, a good number of the participants expressed that some changes were necessary to enhance their work. Several participants shared that communication is important to them, and they asked for a better communication and regular meetings. The lack of clear communication greatly affected the volunteer work and also volunteer retention. This corresponds to Kramer's (2011) suggestion that a lack of communication and volunteers' busy schedule can affect an organization's ability to

fulfill its mission. Kramer also supposed that assessment of volunteers' expectations and interests could help organizations learn about volunteers' goals, improve communication between volunteers and the organization, and improve volunteer retention.

Generally, this study revealed that most volunteers engaged in volunteer activities at the Community of Bosniaks Georgia Inc. because they belonged there. The Community of Bosniaks Georgia has been like a second home for them from the beginning of their refugee resettlement in Georgia. Members of the Community of Bosniaks Georgia Inc. have contributed financially to support the cultural and educational programs in the community. They have also done charities to meet the demands of the people in the community. Key sectors that have been concentrated on include the education of children about their native country, tradition, and culture. Participants shared that preservation of Bosniaks' culture and heritage was the most important reason for engagement with this organization. Volunteers not only spoke of the importance of their culture and history, but also discussed the recruitment of the youths to such programs. Therefore, recruitment is another fundamental aspect.

In summary, based on the responses from participants, it is evident that members of the Community of Bosniaks Georgia Inc. are dedicated and work hard on continuing preservation of their culture and heritage in Georgia at this time. Organizations, such as the Community of Bosniaks Georgia Inc., can improve communication by utilizing different technological tools such as e-newsletter, organization's website, and social media. It is in the community's best interest to find ways to improve communication and other issues to prevent volunteers from leaving the organization. In addition, because

volunteers play other important roles in the community, it would be extremely important for the president and the board to use the volunteers' feedback to improve management practices, encourage other members to engage in voluntary activities, and actively participate in their community. The president and the board may need to use best practices effectively to manage volunteers. Resolving these issues quickly would be important in organizations where only volunteers are the members of the organization. When volunteers leave, there is a huge problem of getting them back, and organizations will have fewer members to recruit to volunteer. As Jarvis and Blank (2011) suggested, failure to meet volunteers' expectations ends in volunteers leaving the organization. Therefore, it should be in the organization's best interest to maintain fulfilment of their members and volunteers. This particular organization depends on its members for financial support and volunteers to get things done in the organization.

### **Implications for Social Change and Volunteerism Policy Change**

The results from data show some deep understanding of engagement of former refugees in their community to maintain their culture and heritage and to assist newly arrived refugees in the United States. According to the U.S. State Department (2015), over 3 million refugees from all over the world resettled to the United States since 1975, and they "have built new lives, homes and communities in towns and cities in all 50 states" (para. 1). However, it is disappointing that refugees' development is not being monitored from the adjustment to integration in American society. Even more disappointing, with so many different cultural groups resettling to the United States, cultural volunteerism is not given the deserved attention in the research.

From this study, it is evident that former refugees take their own actions in providing services to newly arrived refugees because they experienced similar challenges when they resettled to the United States. This study can help government and other agencies that provide services to refugees improve refugee resettlement processes and incorporate integration of refugee communities into American society. These agencies can do this by encouraging these refugees to volunteer and support causes important to them.

Farruggia (2007) shared that the partnership between the nonprofit sector and the government has a long history and even more so in future, government will rely on nonprofits to help in the delivery of services. Engagement of former refugees and their contributions could be a significant source for local governments and public agencies to utilize this tool and engage communities to provide social services to refugees. It should be of extreme interest to local government agencies to partner with local refugee communities to acknowledge their generosity and develop a strategy to include their assistance in improving resettlement programs for new refugees. This may encourage this cultural group to take part in other important projects, which could lead to social change and improvement in the lives of others. More research should be done in Bosnian and other refugee communities to study their engagement in different causes and what impact they make in the society by providing aid to those in need. These studies can help with developing best practices with the refugee resettlement status in the United States to ensure that we are providing newly arrived refugees quality adjustment status.

### **Recommendation for Future Research**

To continue serving the Community of Bosniaks Georgia Inc., participants asked for more volunteers, specifically for more young volunteers, better communication, volunteer coordinator, and more programs. A follow up study should be done to see if the Community of Bosniaks Georgia Inc. implemented feedback from its members/volunteers and if their recommendations improved volunteerism. It would be extremely important to conduct studies with other refugee communities in the United States to learn from other cultural groups if preservation of their culture is important to them. A recommendation would be to study different refugee groups and their integration and assimilation to American society. Because most of the participants expressed their satisfaction with the community environment, some even called it their home, it would be important for the organization to conduct a study with prior volunteers of the Community of Bosniaks Georgia Inc. In this future study, the organization could learn more about factors that led them to leave the community and, more importantly, what it would take for them to return back to volunteer for that community again.

This study revealed that participant volunteers of the Community of Bosniaks Georgia Inc. value helping people in their community and other refugee communities. Participants strongly agreed they volunteered for the Community of Bosniaks Georgia Inc. because they felt it is their duty to help other Bosniaks and refugees. Therefore, a study with organizations benefiting from the Community of Bosniaks Georgia Inc.'s assistance would be valuable to learn significance of their donations and support to agencies that provide services to refugees. The measurement of volunteer work is

important because it shows social impact of nonprofits and improves volunteer efforts (International Labour Organization, 2011). The outcome may reveal some useful information for local and government agencies to engage local communities to explore new sources of funds to provide quality services to refugees with their adjustment status.

## References

- Allen, J. B., & Shaw, S. (2009). Everyone rolls up their sleeves and mucks in. Exploring volunteers' motivation and experiences of the motivational climate of a sporting event. *Sport Management Review, 12*, 79-90. doi:10.1016/j.smr.2008.12.002
- Allison, L. D., Okun, M. A., & Dutridge, K. S. (2002). Assessing volunteer motives: A comparison of open-ended probe and Likert rating scales, *Journal of Applied Community and Social Psychology, 12*, 243-255. doi:10.1002/casp.677
- Alleyne, E., & Wood, J. L. (2010). Gang involvement: Psychological and behavioral characteristics of gang members, peripheral youth and non-gang youth. *Aggressive Behavior, 36*, 423-436. doi:10.1002/ab.20360
- Aparajit, M. (2013). *Why student volunteering?* Retrieved from <http://www.topuniversities.com/blog/why-student-volunteering>
- Bang, H., & Ross, S. (2009). Volunteer motivation and satisfaction. *Journal of Venue and Event Management, 1*, 61-77. Retrieved from [http://education.fiu.edu/docs/faculty\\_profiles/profile\\_bang.pdf](http://education.fiu.edu/docs/faculty_profiles/profile_bang.pdf)
- Bekkers, R. (2007). Measuring altruistic behavior in surveys: The all-or-nothing dictator game. *Survey Research Methods, 1*, 139-144. doi.org/10.18148/srm/2007.v1i3.54
- Bowen, D. J., Andersen, M. R., & Urban, N. (2000). Volunteerism in a community based sample of women aged 50 to 80 years. *Journal of Applied Social Psychology, 30*, 1829-1842. doi:10.1111/j.1559-1816.2000.tb02470.x



- Brudney, J. (1999). The effective use of volunteers: Best practices for the public sector. *Law and Contemporary Problems*, 62(4), 1-37.  
doi:<http://www.jstor.org/stable/1192274>
- Buckingham, M. (2005). *The one thing you need to know: About great managing, great leading, and sustained individual success*. New York, NY: Free Press.
- Burns, D. (2014). Systemic action research: Changing system dynamics to support sustainable change. *Action Research Journal*, 12, 3-18.  
doi:10.1177/1476750313513910
- Bussell, H., & Forbes D. (2007). Volunteer management in arts organizations: A case study and managerial implications. *International Journal of Arts Management*, 9(2), 16-28. Retrieved from  
[http://neumann.hec.ca/aimac2005/PDF\\_Text/BussellH\\_ForbesD.pdf](http://neumann.hec.ca/aimac2005/PDF_Text/BussellH_ForbesD.pdf)
- Card, J., Solomon, J., & Berman, J. (2008). *Tools for building culturally competent HIV prevention programs: With CD-ROM*. New York, NY: Springer.
- Chapman, J. G., & Morley, R. (1999). Collegiate service-learning: Motives underlying volunteerism and satisfaction with volunteer service. *Journal of Prevention & Intervention in the Community*, 18(1/2), 19-33. doi:10.1300/J005v18n01\_03
- Chaskin, R. (2000). *Lessons learned from the implementation of the Neighborhood and Family Initiative: A summary of findings*. Chicago, IL: Chapin Hall Center for Children.

- Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., & Miene, P. (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, *74*, 1516-1530. doi:10.1037/0022-3514.74.6.1516
- Clary, E. G., Snyder, M., & Stukas, A. A. (1996). Volunteers' motivations: Findings from a national survey. *Nonprofit and Voluntary Sector Quarterly*, *25*, 485-505. doi:10.1177/0899764096254006
- Claxton-Oldfield, S., Claxton-Oldfield, J., Paulovic, S., & Wasylkiw, L. (2012). A study of the motivations of British hospice volunteers. *Home Health Care Management & Practice*, *27*(1), 36-40 doi:10.1177/1049909112462057
- Cnaan, A., & Goldberg-Glen, R., (1991). Measuring motivation to volunteer in human services. *Journal of Applied Behavioral Science*, *27*, 269-284. doi:10.1177/0021886391273003
- Connors, T. (2012). *The volunteer management handbook: Leadership strategies for success*. Hoboken, NJ: Wiley.
- Corbin, J. M., & Strauss, A. (2014). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (4th ed.). Thousand Oakes, CA: Sage.
- Corporation for National and Community Service. (2011). *Research brief: Volunteering in America research highlights*. Retrieved from [http://www.nationalservice.gov/sites/default/files/documents/factsheet\\_via.pdf](http://www.nationalservice.gov/sites/default/files/documents/factsheet_via.pdf)

- Costa, A. C., Chalip, B. L., Green, B. C., & Simes, C. (2006). Reconsidering the role of training in event volunteers' satisfaction. *Sport Management Review*, 9, 165-182. doi:10.1016/S1441-3523(06)70024-9
- Coursey, D., Brudney, J. L., Littlepage, L., & Perry, J. L. (2011). Does public service motivation matter in volunteering domain choices? A test of functional theory. *Review of Public Personnel Administration*, 31(1), 48-66. doi:10.1177/0734371X10394405
- Craig, D. V. (2009). *Action research essentials*. New York, NY: John Wiley & Sons.
- Creswell, J. W. (2007). *Research design: Qualitative, quantitative, and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: Sage.
- Culp, K., III., & Schwartz, V. J. (1999). *Motivating adult volunteer 4-H leaders*. Retrieved from <http://www.joe.org/joe/1999february/rb5.php>
- Davis, S. (2007). Tricks to help find, keep good volunteers. *Fire Chief*, 51(12), 20-25. Retrieved from <http://academicguides.waldenu.edu/npmg5451>
- Dolnicar, S., & Randle, M. J. (2007). What motivates which volunteers? Psychographic heterogeneity among volunteers in Australia. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 18, 135-155. doi:10.1007/s11266-007-9037-5
- Doherty, A. (2009). The volunteer legacy of a major sport event. *Journal of Policy Research in Tourism, Leisure, and Events*, 1, 185-207. doi:10.1080/19407960903204356

- Dzidzovic, S. (2012a). Atlanta: March 1st, celebration of Bosnia and Herzegovina Independence Day. *SabaH Bosnian-American Newspaper*, 720, 14-27.
- Dzidzovic, S. (2012b). Bosnian American community in Georgia shows support for ACBH. *SabaH Bosnian-American Newspaper*, 721, 14-15.
- Ellis, S. J., & Campbell, K. H. (2005). *By the people: A history of Americans as volunteers*. Philadelphia, PA: Energize.
- Eisner, D., Grimm, R.T., Maynard, S., & Washburn, S. (2009). The new volunteer workforce. *Stanford Social Innovation Review*, 7(1), 32-38. Retrieved from [http://ssir.org/articles/entry/the\\_new\\_volunteer\\_workforce](http://ssir.org/articles/entry/the_new_volunteer_workforce)
- Farruggia, G. (2007). How is the nonprofit sector changing Futures? *Research Quarterly* 23(1), 5-16. Retrieved from <http://academicguides.waldenu.edu/coun8650>
- Farmer, S. M., & Fedor, D. B. (2001). Changing the focus on volunteering: An investigation of volunteers' multiple contributions to a charitable organization. *Journal of Management*, 27, 191-211. doi:10.1177/014920630102700204
- Finkelstein M. A. (2008). Volunteer satisfaction and volunteer action: A functional approach. *Social Behavior and Personality*, 36(1), 9-18. doi:10.1007/s11205-010-9715-3
- Finkelstein, M. A. (2011). Correlates of individualism and collectivism: Predicting volunteer activity. *Social Behavior and Personality*, 39, 597-606. doi:10.5923/j.ijpbs.20130302.03
- Freeman, R. B. (1997). Working for nothing: The supply of volunteer labor. *Journal of Labor Economics*, 15, 140-166. doi:10.1086/209859

- Furnham, A. (2005). *The psychology of people at work: The individuals in the organization* (2nd ed.). New York, NY: Psychology Press.
- Gage, R. L., & Thapa, B. (2012). Volunteer motivations and constraints among college students: Analysis of the Volunteer Function Inventory and leisure constraints models. *Nonprofit and Voluntary Sector Quarterly, 41*, 405-430.  
doi:10.1177/0899764011406738
- Gallarza, M., Arteaga, F., & Gil-Saura, I. (2013). The value of volunteering in special events: A longitudinal study. *Annals of Tourism Research, 40*, 105-132.  
doi:10.1016/j.annals.2012.08.001
- Gasiorek, J., & Giles, H. (2013). Communication, volunteering and aging: A research agenda. *International Journal of Communication, 7*, 2659-2677. Retrieved from <http://ijoc.org/index.php/ijoc/article/view/1774/1037>
- Georgia Secretary of State. (2009). *Articles of Amendment of Community of Bosniaks Georgia Inc*. Retrieved from <https://cgov.sos.state.ga.us>
- Gerstein, L. H., Wilkeson, D.A., & Anderson, H. (2004). Differences in motivations of paid versus nonpaid volunteers. *Psychological Reports, 94*, 163-175.  
doi:10.2466/PR0.94.1.163-175
- Grossman, J., & Furano, K. (2002). *Making the most of volunteers*. Philadelphia, PA: Public/Private Ventures.
- Glaser, B. G. (1992). *Basics of grounded theory analysis: Emergence vs. Forcing*. Mill Valley, CA: Sociology Press.

- Hager, M., & Brudney, J. (2004). *Volunteer management practices and retention of volunteers*. Retrieved from <http://www.urban.org/>
- Handy, F., & Mook, L. (2011). Volunteering and volunteers: Benefit-cost analyses. *Research on Social Work Practice, 21*, 412-420. doi:10.1177/1049731510386625
- Haski-Leventhal, D., & Bar-Gal, D. (2008). The volunteering stages and transitions model: Organizational socialization of volunteers. *Human Relations, 61*(1), 67-102. doi:10.1177/0018726707085946
- Havlat, J. (2013). *Want to recruit younger volunteers? Host a nonprofit event that attracts students*. Retrieved from <http://www.nonprofithub.org/volunteer-recruiting/want-to-recruit-younger-volunteers-host-a-nonprofit-event-that-attracts-students/>
- Hennink, M., Hutter, I., & Bailey, A. (2010). *Qualitative research methods*. New York, NY: Sage.
- Herman, R. (2005). *The Jossey-Bass handbook of non-profit leadership and management*. San Francisco, CA: Jossey Bass.
- Hidalgo, M. C., & Moreno, P. (2009), Organizational socialization of volunteers: The effect on their intention to remain. *Journal of Community of Psychology, 37*, 594–601. doi:10.1002/jcop.20317
- Hustinx, L., Cnaan, A., & Handy, F. (2010). Navigating theories of volunteering: A hybrid map for a complex phenomenon. *Journal of the Theory of Social Behavior, 40*, 410-434. doi:10.1111/j.1468-5914.2010.00439.x

- Independent Sector. (2001). *Giving & volunteering in the United States*. Retrieved from <http://www.cpanda.org/pdfs/gv/GV01Report.pdf>
- International Labour Organization. (2011). *Manual on the measurement of volunteer work*. Retrieved from [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/publication/wcms\\_162119.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/publication/wcms_162119.pdf)
- Jamison, I. B. (2003). Turnover and retention among volunteers in human service agencies. *Review of Public Personnel Administration*, 23, 114-132.  
doi:10.1177/0734371X03023002003
- Jarvis, N., & Blank, C. (2011). The importance of tourism motivations among sport event volunteers at the 2007 World Artistic Gymnastics Championships, Stuttgart, Germany. *Journal of Sport & Tourism*, 16, 129-147,  
doi:10.1080/14775085.2011.568089
- Jaskyte, K. (2012). Boards of directors and innovation in nonprofit organizations. *Nonprofit Management & Leadership*, 22, 439-459. doi:10.1002/nml.21039
- Kramer, W. (2011). Toward a communication model for the socialization of voluntary members. *Communication Monographs*, 78, 233-255.  
doi:10.1080/03637751.2011.564640
- Kramer, M. (2010). *Organizational socialization: joining and leaving organizations*. Malden, MA: Polity.
- Liao-Troth, M. (2008). *Challenges in volunteer management*. Charlotte, NC: IAP-Information Age.

- Locke, M., Ellis, A., & Smith, J. (2003). 'Hold on to what you've got: The volunteer retention literature. *Voluntary Action* 5(3), 81-99. Retrieved from <http://roar.uel.ac.uk/946/1/Locke%2C%20M%20%282003%29%20VA%205%20%283%29%2081.pdf>
- Love, A., Hardin, R., Koo, G., & Morse, A. (2011). Effects of motives on satisfaction and behavioural intentions of volunteers at a PGA Tour event. *International Journal of Sport Management*, 12(1), 86–102. Retrieved from <http://www.kinesiology.msstate.edu/faculty/bios/pdf/LoveVolunteerMotivation.pdf>
- Lynch, R. (2000). Volunteer retention and feelings of connection. *e-Volunteerism: The Electronic Journal of the Volunteer Community*, 1(1), 72-81. Retrieved from <http://www.e-volunteerism.com/node/826>
- Mayer, B. W., Fraccastoro, K. A., & McNary, L. D. (2007). The relationship among organizational-based self-esteem and various factors motivating volunteers. *Nonprofit and Voluntary Sector Quarterly*, 36, 327-340.  
doi:10.1177/0899764006296053
- McFarland, B. (2005). *Volunteer management for animal care organizations*. Retrieved from <http://www.humanesociety.org>
- McNamee, L. G., & Peterson, B. L. (2015). High-stakes volunteer commitment: A qualitative analysis. *Nonprofit and Voluntary Sector Quarterly*. 1-20.  
doi:10.1177/0899764015581055



- Meier, S., & Stutzer, A. (2008). Is volunteering rewarding in itself? *Economica*, 75(297), 39-59. doi:10.1111/j.1468-0335.2007.00597.x
- Neuhoff, A., & Searle, R. (2008). More bang for the buck. *Stanford Social Innovation Review*, 33-37. Retrieved from [http://ssir.org/articles/entry/more\\_bang\\_for\\_the\\_buck/](http://ssir.org/articles/entry/more_bang_for_the_buck/)
- Nicholson, W.(2005). *Homeland security law and policy*. Springfield, IL: C.C Thomas.
- Okun, M. A., & Schultz, A. (2003). Age and motives for volunteering: Testing hypotheses derived from socioemotional selectivity theory. *Psychology and Aging*, 18, 231-239. doi:10.1037/0882-7974.18.2.231
- Omoto, A. M., & Snyder, M. (2002). Considerations of community: The context and process of volunteerism. *American Behavioral Scientist*, 45, 846-867. doi:10.1177/0002764202045005007
- Omoto, A. M., Snyder, M., & Martino, S. C. (2000). Volunteerism and the life course: Investigating age-related agendas for action. *Basic and Applied Social Psychology*, 22, 181-197. doi:10.1207/S15324834BASP2203\_6
- Orlovic, S. (2012a). Activities in the Community of Bosniaks Georgia Inc.: Appreciation award for Association of Women Hedija. *SabaH Bosnian-American Newspaper*, 754, 21-22.
- Orlovic, S. (2012b). Visiting president of the Bosnian community of Georgia: Family's priority to rise their children well. *SabaH Bosnian-American Newspaper*, 723, 23-24.

- Orlovic, S. (2013). Young Bosniaks making big and important steps for the Community of Bosniaks Georgia Inc. *SabaH Bosnian-American Newspaper*, 762, 24-25.
- Pauline, G. (2011). Volunteer satisfaction and intent to remain: An analysis of contributing factors among professional golf event volunteers. *International Journal of Event Management Research*, 6(1), 1-23. Retrieved from [http://works.bepress.com/gina\\_pauline/5/](http://works.bepress.com/gina_pauline/5/)
- Penner, L. A. (2004). Volunteerism and social problems: Making things better or worse? *Journal of Social Issues*, 60, 645-666. doi:10.1111/j.0022-4537.2004.00377.x
- Philips, L. C., & Phillips, M. H. (2010). Volunteer motivation and reward preferences: An empirical study of volunteerism in a large, not-for-profit organization. *SAM Advanced Management Journal*, 75(4), 12-39.
- Planalp, S., & Trost, M. R. (2009). Motivations of hospice volunteers. *American Journal of Hospice and Palliative Medicine*, 26, 188-192.  
doi:10.1177/1049909108330030
- Radtke, D. (2008). The exceptional board. *Credit Union Magazine*, 74(9), 40-44.  
Retrieved from <http://web.a.ebscohost.com.ezp.waldenulibrary.org/ehost/pdfviewer/pdfviewer?sid=7134d13684324267a36e448e1ef17f31%40sessionmgr4004&vid=1&hid=4114>
- Rafter, M. V. (2010). Appealing to workers' civic side. *Workforce Management*, 89(8), 1-3. Retrieved from <http://www.workforce.com/articles/appealing-to-workers-civic-side>

- Ralston, R., & Rhoden, S. (2005). The motivation and expectation of volunteers on cycle trails: The case of the National Cycle Network, UK. *Tourism and Hospitality Planning & Development*, 2, 101-114. doi:10.1080/14790530500171732
- Ray, A. (2012). *The methodology of sampling and purposive sampling*. New York, NY: GRIN Verlag.
- Reizer, H., & Mikulincer, M. (2007). Assessing individual differences in working models of caregiving: The construction and validation of the mental representation of caregiving scale. *Journal of Individual Differences*, 28, 227-239. doi:10.1027/1614-0001.28.4.227
- Richmond, A. (2013). *Attracting young people to your nonprofit*. Retrieved from <http://www.socialbrite.org/2013/03/12/attracting-young-people-to-your-nonprofit/>
- Riggio, R., & Orr, S. (2004). *Improving leadership in nonprofit organizations*. San Francisco, CA: Jossey-Bass.
- Robbins, S. (2004). *Essentials of organizational behavior* (8th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Rokach, A., & Wanklyn, S. (2009). Motivation to volunteer: Helping empower sick children. *Psychology and Education: An Interdisciplinary Journal*, 46(1), 7-25.
- Rudolph, J. R. (2011). *Ethnic enclaves*. Retrieved from <http://immigrationinamerica.org/484-ethnic-enclaves.html>

- Salamon, L., Sokolowski, S., & Haddock, M. (2011). Measuring the economic value of volunteer work globally-concepts, estimates and a roadmap to the future. *Annals of Public and Cooperative Economics*, 82, 217-252. doi:10.1111/j.1467-8292.2011.00437.x
- Scott, R., & Howlett, S. (2009). *Volunteers in hospice and palliative care: A resource for voluntary service managers*. New York, NY: Oxford University Press.
- Sherr, M. E. (2008). *Social work with volunteers: Developing context-specific optimal partnerships*. Chicago, IL: Lyceum Press.
- Shye, S. (2010). The motivation to volunteer: A systemic quality of life theory. *Social Indicators Research*, 98, 183-200. doi:10.1007/s11205-009-9545-3
- Smith, D. B. (2004). Volunteering in retirement: Perceptions of midlife workers. *Nonprofit and Voluntary Sector Quarterly*, 33, 55-73.  
doi:10.1177/0899764003260591
- Skoglund, A. (2006). Do not forget about your volunteers: A qualitative analysis of factors influencing volunteer turnover. *Health and Social Work*, 31, 217-220.  
doi:10.1093/hsw/31.3.217
- Son, J., & Wilson, J. (2011). Generativity and volunteering. *Sociological Forum*, 26, 644-667. doi:10.1111/j.1573-7861.2011.01266.x
- Spence, C. (2004). *Management of volunteers national occupational standards*. Retrieved from <http://www.volunteermanagers.org.uk>
- Stebbins, R., & Graham, M. (2003). *Volunteering as leisure/leisure as volunteering: an international assessment*. Cambridge, MA: CABI.

- Stevenson, S. C. (2013) 109 Ways to retain volunteers and members. Sioux City, IA: Stevenson. doi:10.1002/9781118704301.ch1
- Stratton, S. (2005). Board orientation and board culture. *Corporate Board*, 26(154), 21–25.
- Strauss, D. (2002). *How to make collaboration work: Powerful ways to build consensus, solve problems, and make decisions*. San Francisco, CA: Berrett-Koehler.
- Stukas, A. A., Daly, M., & Cowling, M. J. (2005). Volunteerism and social capital: A functional approach. *Australian Journal on Volunteering*, 10(2), 35-44. Retrieved from [http://www.researchgate.net/publication/258311461\\_Volunteerism\\_and\\_social\\_capital\\_A\\_functional\\_approach](http://www.researchgate.net/publication/258311461_Volunteerism_and_social_capital_A_functional_approach)
- Stukas, A. A., Worth, K. A., Clary, E. G., & Snyder, M. (2009). The matching of motivations to affordances in the volunteer environment. *Nonprofit and Voluntary Sector Quarterly*, 38(1), 5-28. doi:10.1177/0899764008314810
- Surujlal, J. (2010). Volunteer motivation in special events for people with disabilities. *African Journal for Physical, Health Education, Recreation & Dance*, 16, 460–475. Retrieved from <http://dx.doi.org/10.4314/ajpherd.v16i3.60923>
- Tang, F., Morrow-Howell, N., & Choi, E. (2010). Why do older adult volunteers stop volunteering? *Ageing & Society*, 30, 859-878. doi:10.1017/s0144686x10000140
- Themudo, N. S. (2009). Gender and the nonprofit sector. *Nonprofit & Voluntary Sector Quarterly*, 38, 663-683. doi:10.1177/0899764009333957

- Tracy, S. J. (2012). *Qualitative research methods: collecting evidence, crafting analysis, communicating impact*. New York, NY: John Wiley & Son.
- U.S. State Department. (2015). *Refugee admissions: Refugee resettlement in the United States*. Retrieved from <http://www.state.gov/j/prm/ra/index.htm>
- Wasson, C. (2004). Multitasking during virtual meetings. *Human Resource Planning*, 27(2), 47-60.
- Welty Peachey, J., Cohen, A., Bruening, J. E., Cunningham, G. B., & Lyras, A. (2014). Exploring the motives and retention factors of sport-for-development volunteers. *Nonprofit & Voluntary Sector Quarterly*, 43, 1052-1069.  
doi:10.1177/0899764013501579
- Werther, W., & Berman, E. (2001). *Third sector management: the art of managing nonprofit organizations*. Washington, DC: Georgetown University Press.
- Wilson, J. (2012). Volunteerism research: A review essay. *Nonprofit and Voluntary Sector Quarterly*, 41, 176-212. doi:10.1177/0899764011434558
- Wolford, M., Cox, K., & Culp, K. (2001). Effective motivators for master volunteer program development. *Journal of Extension*, 39(2). Retrieved from ERIC Database. (EJ624371).
- Wymer, W., Gomes, R. & Knowles, P. (2006). *Nonprofit marketing: marketing management for charitable and nongovernmental organizations*. Thousand Oaks, CA: Sage.

## Appendix A: VFI Questionnaire

## VFI Questionnaire for the Volunteers of the Community of Bosniaks Georgia Inc.

Please write a number in an empty box for the response next to each statement using the scale below, with 1 “Strongly Disagree”, 2 “Disagree”, 3 “Undecided”, 4 “Agree” and 5 “Strongly Agree”.

1)	I volunteer for the Community of Bosniaks Georgia Inc. because I genuinely care about organization’s programs.	
2)	I volunteer for the Community of Bosniaks Georgia Inc. because I have a chance to meet other Bosniaks in Georgia.	
3)	I volunteer at the Community of Bosniaks Georgia Inc. because preservation of Bosnian culture and heritage matters to me.	
4)	I volunteer at the Community of Bosniaks Georgia Inc. because I enjoy social events organized by this organization.	
5)	I volunteer for the Community of Bosniaks Georgia Inc. because I feel it is my duty to help other Bosniaks’ and refugees.	
6)	I volunteer at the Community of Bosniaks Georgia Inc. because my friends volunteer there and we spend some quality time at the community.	
7)	I volunteer for the Community of Bosniaks Georgia Inc. because I feel compassion for people in need.	
8)	Other members of the Community of Bosniaks Georgia Inc. influenced me to volunteer for this organization.	
9)	The Community of Bosniaks Georgia Inc. provides assistance to refugees and this cause is important to me.	
10)	I volunteer for the Community of Bosniaks Georgia Inc. because of my family’s interest in community work.	
11)	I volunteer for the Community of Bosniaks Georgia Inc. because I find work opportunities through volunteering.	
12)	I feel less lonely when I volunteer because I can speak my native language at the Community of Bosniaks Georgia Inc.	
13)	I volunteer at the Community of Bosniaks Georgia Inc. because I learn new skills.	
14)	I feel useful when I volunteer at the Community of Bosniaks Georgia Inc.	
15)	Volunteering at the Community of Bosniaks Georgia Inc. helps me network and create job contacts.	
16)	I help people because I experienced some challenges on my own when I resettled as a refugee to the United States.	
17)	I volunteer at the Community of Bosniaks Georgia Inc. to explore different career options.	
18)	I volunteer at the Community of Bosniaks Georgia Inc. because helping others	

	makes me feel good about myself.	
19)	I volunteer at the Community of Bosniaks Georgia Inc. to gain some professional experience in nonprofit work.	
20)	Volunteering for the Community of Bosniaks Georgia Inc. relieves me from feeling guilty for being more fortunate than others.	
21)	Volunteering at the Community of Bosniaks Georgia Inc. helps me learn new things about different cultures and how to deal with different people.	
22)	Volunteering at the Community of Bosniaks Georgia Inc. makes me feel important in my community.	
23)	Volunteering at the Community of Bosniaks Georgia Inc. allows me to gain new perspective on influence of nonprofit organization for our society.	
24)	Volunteering at the Community of Bosniaks Georgia Inc. helps me improve my self-esteem.	
25)	Volunteering at the Community of Bosniaks Georgia Inc. gives me chance to learn how to help other refugees so they do not have to go through what I went through when I resettled to the United States.	
26)	Volunteering at the Community of Bosniaks Georgia Inc. is good way to spend time with family and friends.	
27)	Volunteering at the Community of Bosniaks Georgia Inc. helps me gain new skills.	
28)	Volunteering for the Community of Bosniaks Georgia Inc. makes me feel needed to support humanitarian causes that matters to me.	
29)	Volunteering at the Community of Bosniaks Georgia Inc. helps me learn about organization and programs.	
30)	Volunteering at the Community of Bosniaks Georgia Inc. makes me feel good about myself.	



## Appendix B: Interview Questions

Do you volunteer for the Community of Bosniaks Georgia Inc.?

How long have you been with the organization?

What inspired you to choose this particular community to volunteer?

Do you volunteer for any other nonprofit organizations?

How does it feel to volunteer for a cause that is important to you?

How important is it for you the preservation of Bosniaks' culture and heritage in United States?

Does volunteering help you socialize with other Bosniaks in Georgia?

Does volunteering help you with work opportunities?

Did you receive any training for your volunteer activities at the community?

Would you recommend training for volunteers?

Is there a volunteer coordinator at the community who is in charge of volunteers and projects?

Would implementation of volunteer policy and having volunteer coordinators help you with your roles and responsibilities?

Is it important to be appreciated for your volunteer work?

Have you received any recognition or appreciation awards from this organization?

Would better appreciation inspire you to continue serving your community?

What support do you need from the organization to continue serving this community?

What is your intention in continuing volunteering for this organization?

## Appendix C: Consent Form

### In Search of Best Practices: Case study of Volunteers' Engagement and Retention in the Community of Bosniaks Georgia Inc.

You are invited to take part in a research study related to improvement of volunteers' retention in the Community of Bosniaks Georgia Inc. The researcher is inviting volunteers who have been volunteering for the Community of Bosniaks Georgia Inc. for the last six months to be in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Senija Orlovic, who is a doctoral candidate at Walden University.

#### **Background Information:**

The purpose of this study is to learn from the Community of Bosniaks Georgia Inc.'s current volunteers about their reasons for engagement in volunteer activities with this organization and factors that would inspire them to continue serving the organization.

#### **Procedures:**

If you agree to be in this study, you will be asked to participate in one individual interview at the Community of Bosniaks Georgia Inc. or a location of your choice for approximately one hour in length. Phone interviews will be done only if individuals are not able to meet in person.

Here are some questions:

Do you volunteer for the Community of Bosniaks Georgia Inc.?

Have you received any recognition or appreciation awards from this organization?

Would better appreciation inspire you to continue serving Community of Bosniaks Georgia Inc.?

What support do you need from the organization to continue serving this community?

What is your intention in continuing volunteering for this organization?

#### **Voluntary Nature of the Study:**

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at Community of Bosniaks Georgia Inc. will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind during or after the study. You may stop at any time.

#### **Risks and Benefits of Being in the Study:**

There are no known risks associated with participating in this study.

As a member and a volunteer of the Community of Bosniaks Georgia Inc, you are involved in most of the activities in this organization and you support this organization financially with you membership fee and donations, then it is very important to get your

input in developing a strategy to improve volunteers' retention for your organization. The Community of Bosniaks Georgia Inc. will benefit from your contribution in this study to continue providing a place where you and your family can meet and interact with others from your home county. Your community is a place where your children learn your native language, traditional songs and take free dance lessons and also interact with other children their ages. Your input in this study is an opportunity to share why your community is important to you and what the organization can do to improve volunteers' retention and also help your organization with preservation of Bosniaks' culture and heritage in the United States.

**Payment:**

You will not receive any type of compensation participating in this study.

**Privacy:**

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be secured by Senija Orlovic in a locked file. Data will be kept for a period of at least 5 years, as required by the university. After 5 years, the data will be destroyed.

**Contacts and Questions:**

You may ask any questions you have now, or if you have questions later, you may contact the researcher via phone number (xxx) xxx-xxxx or email address [xxxx@waldenu.edu](mailto:xxxx@waldenu.edu). If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-xxx-xxxx, extension xxxxx. Walden University's approval number for this study is 12-02-14-0179149 and it expires on December 1, 2015.

You will receive a copy of this form from the researcher.

**Statement of Consent:**

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By signing below, I understand that I am agreeing to the terms described above.

Printed Name of Participant

---

Date of consent

---

Participant's Signature

---

Researcher's Signature

---