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Staff motivation in the voluntary sector - a comparison between YFU Germany and YFU Finland

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<p>The presented thesis investigates the topic of motivation in nonprofit organizations, firstly against the theoretical background and then by means of a survey. Different motivational theories such as Maslow's Hierarchy of Needs or Intrinsic and Extrinsic Motivation build the first part of the theoretical basis. In the second part, a closer look is taken at the exclusive features of a nonprofit organization. The center of this thesis is the survey which was conducted among volunteers who engage in an organization called Youth For Understanding in Germany and in Finland. Some background information on the organization is given, before looking at the applied methodology and most importantly the results of the survey. These are compared based on the countries. As assumed in the first place, the motivation of volunteers is mostly driven by intrinsic factors and it does not differ regarding the countries separately. Overall, the results do not show any significant differences among the two countries.</p>	
Keywords	motivation, intrinsic motivation, nonprofit organization, volunteerism, nonprofit management

Contents

Glossary

List of Figures and Tables

1	Introduction	1
1.1	Significance	2
2	Nonprofit organizations (NPOs)	3
2.1	Types of NPOs	5
2.2	Management in NPOs	6
2.3	Trends in NPOs	8
3	Motivation	10
3.1	Motivation theories	12
3.1.1	Maslow's Hierarchy of Needs (1943)	12
3.1.2	Vroom's Expectancy Theory (1964)	14
3.1.3	Theories X and Y (1960)	15
3.2	Intrinsic and extrinsic motivation	15
3.3	Motivation in NPOs	17
4	YFU case study	18
4.1	Organizational background	18
4.2	Methodology	21
4.3	Results	22
4.4	Discussion and limitations	28
5	Conclusion	32
	References	34
	Appendices	
	Appendix 1. YFU Survey (2020)	

Glossary

AP	Aufnahmeprogramm (inbound program)
EP	Entsendeprogramm (outbound program)
NPO	Nonprofit Organization
ÖA	Öffentlichkeitsarbeit (public relations activities)
YFU	Youth For Understanding

List of Figures and Tables

- Figure 1: Percentage of population volunteering in the U.S. from 2008 to 2017 (Statista, 2021)
- Figure 2: Graphical presentation of the motivation process
- Figure 3: Maslow's Hierarchy of Needs (1943)
- Figure 4: Taxonomy of types of human motivation (Ryan and Deci, 2000)
- Figure 5: The regional groups of YFU Germany
- Figure 6: Total numbers of volunteers categorized by the time elapsed since their exchange period
- Figure 7: Average involvement of YFU volunteers
- Figure 8: Popularity of motivational reasons for volunteering
- Figure 9: Popularity of motivational reasons separated by country
- Table 1: Percentual distribution of volunteers separated by country

1 Introduction

“Never doubt that a small group of thoughtful committed citizens can change the world: indeed, it’s the only thing that ever has.” - Margaret Mead

When was the last time you have committed yourself to a good cause? Was it when you volunteered at the church next door? Did you help your elderly neighbours get the groceries? Or maybe you have donated money for the family whose house burned down? Contributing to a good cause, however small, or volunteering are actions that probably everyone has experienced in some way. For many it is quite natural to offer help to others, no matter in which way. Without these committed people the nonprofit sector would not be functioning successfully, much less existing. But how do individuals stay motivated and give continuously? Certainly, one receives acknowledgment, compliments and appreciation, but not every intention which leads to the involvement in voluntary actions is based upon this.

The construct of motivation is quite complex and has been investigated closely. Many theories have emerged from research, just as Maslow’s Hierarchy of Needs for instance (Maslow, 1943). Till this day no one has postulated a perfect explanation, though. Motivation plays a very important role for nonprofit organizations as they can seldomly offer money, usually a strongly motivating component, but at the same time need committed people continuously in order to function. Not least for this reason, nonprofit organizations are also a reoccurring topic for many researchers. Comparisons between the for-profit and voluntary sector, including various case studies in different countries, have become quite popular over the past years (Word and Carpenter, 2013; Lee and Wilkins, 2011; Tippet and Kluvers, 2009; Leete, 2000; Park and Word, 2012). Nevertheless, there has not been paid much attention to comparisons of nonprofit organizations in different countries, particularly within Europe. Furthermore, there is a lack of studies concerning the motivation of volunteers, especially non-student ones. This gap in literature will be regarded intently in this thesis.

1.1 Significance

From an organizational perspective there are five main reasons why motivation is an important factor. First of all, it makes it possible to use human resources to its fullest potential. Secondly, it also improves the efficiency of the volunteers or employees resulting in lower costs and a higher productivity. Through a high level of motivation organizational goals can be achieved as well as a beneficial relationship among employees and the management team. Last but not least motivation enhances the goodwill of an organization because it strengthens the workforce stability (Juneja, n.d.).

Motivation in the voluntary sector is of relevance because this broad concept is the basis when people start getting engaged in volunteering. “Without volunteerism many needed social services would not be available to the public” (Allison and Kaye, n.d.). So, active and motivated volunteers are needed in order to provide the society with a bigger variety of goods and services. At the beginning people are very enthusiastic, but this motivation might fade after some time. This means that there must be some kind of management done in order to keep up the engagement and commitment in the long run. Many nonprofit organizations must deal with the question on how to ensure that volunteers stay motivated or, in the case of not wanting to volunteer anymore, how motivation can be regained (Word and Carpenter, 2010). One current trend is that people generally spend less time engaging in voluntary activities (Curtin University, 2019). Therefore, it is crucial to understand how the motivation can be raised and kept at a continuously high level in order to keep NPOs functioning.

Looking at a list of reasons why volunteering is important for people, the intentions can be separated into three categories. One category is about instrumental motivation, or in other words career-related aspects, for instance “[It looks good] to put on [my] CV” (Cnaan et al., 2010: 74). The second one looks at the altruistic perspective, which means that the motivation is value driven, exemplarily “It is important to help others” (Cnaan et al., 2010: 74). A social or ego-defensive point of view builds the third category. For example, somebody decides to volunteer because he/she can “make new friends” (Cnaan et al., 2010: 74). In general, those three categories lead to the assumption that every person who volunteers benefits somehow personally. Thus, being motivated to

volunteer is of big importance for every individual as this encourages the personal development in various ways.

2 Nonprofit organizations (NPOs)

A nonprofit organization is defined as a business that is willing to achieve a public benefit and has a social cause (Kenton, 2019). This kind of business does not make any profit and is based on donations and fundraising activities. Furthermore, a nonprofit organization has a tax benefit, e.g. it does not pay any tax for received donations. It serves the public and can offer goods and/or services.

Looking at a non-profit organization, eight unique characteristics can be identified (Allison and Kaye, 2001). They include:

Passion for mission

Members of the organization are fully in compliance with the organization's mission and are dedicated to it. They put much effort, creativity and energy into their work.

Atmosphere of scarcity

Often resources, in terms of money or staff, are rare. Members are cost-conscious because it takes much time and effort to gain more money.

Bias toward informality, participation and consensus

Nonprofit organizations have the distinction of being friendly and welcoming to everyone and have a low hierarchy.

Dual bottom lines: financial and mission

A certain tension between the mission and the financial part is given. It influences strategic decisions.

Program outcomes are difficult to assess

For most nonprofit organizations it is difficult to measure their effectiveness since feedback from the market is rare or not possible.

Governing board has both oversight and supporting roles

On the one hand, the board has to make sure that the mission and public interest is considered in the organization's actions. On the other hand, the board is also responsible for success. This includes board members doing the same work as regular staff or volunteers.

Mixed skill levels of staff

Due to limited financial resources and the assumptive passion for the mission, only staff with limited training and experience can be hired, although it can involve professionals.

Participation of volunteers

A nonprofit organization has to rely on the participation of volunteers who are not paid for their work.

As the 8th characteristic already mentions, volunteering is an essential part of a nonprofit organization. According to the Cambridge Dictionary (2021a) it is defined as "to offer to do something that you do not have to do, often without having been asked to do it and/or without expecting payment". It is also defined as "any activity in which time is given freely to benefit another person, group or cause" (Wilson, 2000: 215). Penner states that "volunteerism can be defined as long-term, planned, prosocial behaviours that benefit strangers and occur within an organizational setting" (Penner, 2002: 448) So in other words, volunteering is about helping the community and people in need without earning any obvious rewards. From this, one can conclude that the behavior of volunteers is driven mostly by intrinsic factors.

The definitions do not intend that one does not benefit personally, though. In fact, there are many personal benefits that derive from volunteering. A person who volunteers for a

nonprofit organization can easily connect to others, build an advantage for the career and generally have fun, just to mention a few examples (Segal and Robinson, 2019).

2.1 Types of NPOs

There are many types of nonprofit organizations around the world which can vary in their distinctions from one country to another. Just like for-profit-organizations, NPOs are regulated by the country's law. As nonprofit organizations are very popular in the United States, the country serves as a good example for the understanding of the different regulations. The United States have 27 different forms of NPOs. They are categorized by the Internal Revenue Service, a federal agency that also sets the rules for eligibility, lobbying, electioneering and tax-deductions. The most common type in the United States are charitable organizations which fall under paragraph 501(c)(3). Examples for this group are educational, religious or scientific organizations (Upounsel, 2020). Whereas in the United States, the categorization is done very detailed, in Germany only three types exist by law: associations (Verein), foundations (Stiftung) and limited liability companies (GmbH). An association is based on its members who follow a common purpose. Usually, it includes e.V. in its name, an abbreviation for "eingetragener Verein" (= registered association). The purpose of foundations is that "earnings on assets are used to pursue a specific purpose set forth by the founder" (Liu, 2020). The third type in Germany is chosen by NPOs whose "purpose includes the delivery of services without remuneration" (Liu, 2020). This is a corporate form which is also used by for-profit-companies, but it becomes more popular among nonprofit entities as well. The specialty of this form is that the stock is invested by the shareholders, but they are not liable for debts.

As can be seen, the type of a nonprofit organization depends much on the law which is applied in the particular country. Scientists have tried to find a more general worldwide division of NPOs. Some will agree with the German approach and say there are four general categories, namely associations, corporations, foundations and trusts, upon which all other types are built. Goettler (2012) in turn goes deeper. According to him nonprofit organizations can be divided into three main categories:

1. Public benefit corporations – These are often social welfare organizations and charitable organizations.
2. Mutual benefit corporations – This type includes nonpublic organizations such as private foundations.
3. Other corporations – They can include labor organizations, social clubs and many more.

Holland & Ritvo (2008) use four distinctive types. They classify NPOs by their target group and its concomitant mission:

1. Service providers – The most common NPOs in this category are health care providers, such as the German Red Cross.
2. Advocacy – NPOs of this type deal with different issues like LGBTQ+ rights, civil rights or environmental issues.
3. Expressive – This category involves everything around artistic, religious and social groups.
4. Community building – These are mostly associations or charitable foundations.

A question which arises after considering the different types of NPOs is if the level of motivation or the way how staff and volunteers are motivated varies from one type to another.

2.2 Management in NPOs

Management is an often-neglected topic when talking about nonprofit organizations. In reality, every NPO needs accurate management just as much as every for-profit business does. Nevertheless, there are certain differences between the management of NPOs and for-profit businesses. The importance of performance, the organization's mission and the people, mostly volunteers, are the crux in the following section.

Peter F. Drucker (1992) defined many practices and principles in his book „Managing the Nonprofit Organization“. A crucial question he asks is how to measure an NPO’s performance or results if there is no bottom line. An NPO usually does not get paid for performance nor can it generate much profit. In fact, Drucker found out that NPOs do not tend to pay much attention to their performance or results, although they are significant – even more than in regular businesses. If one takes a closer look at NPOs, one can see results. Often these results cannot be found within an organization but outside of it. YFU, for instance, is able to measure its performance by the numbers of students who go abroad or come to the hosting country.

Moreover, Drucker points out that a successful nonprofit organization does not only serve a need but creates a want. Every organization starts out with a mission which becomes increasingly indispensable over time. It is the flagship for the organization and all individuals involved in it. Besides the mission, an NPO needs to define its key performance areas in order to set realistic goals. These goals will most likely include “good intentions, good policies, good decisions [which] turn into effective actions” (Drucker, 1992: 142).

According to Drucker (1992: 145) “people decisions are the ultimate – perhaps the only – control of an organization”, which shows that one of the most important management decisions in NPOs is how to attract people, especially volunteers, and how to manage them. Without the people in an organization, the organization would not be existing successfully. They can be seen as a resource or capacity which determines the achievements. NPOs need people who are willing to work. Thereby, the personality is not as important, unlike to employees in businesses where the team fit is also quite significant. Managing individuals in an NPO also means to focus on their strengths, rather than their weaknesses. It is totally normal that a person who just starts to volunteer in an organization, is not perfect. Neither is anyone else. Things take time, especially in the beginning since volunteering is not a full-time job, which conversely means that an organization has to simplify things. Even if it takes more time, it can result in a good performance. Giving people responsibility and the freedom for elaboration is key. If people are trying, they are good for the organization and should be kept. In reverse, if they are not trying, the organization does not need them. In other words, the workforce of an NPO is quite dynamic, rather than statistic.

A point where NPOs potentially fail is whenever they are building teams. Often individuals get assigned tasks that are left over instead of reevaluating the task distribution according to everyone's strengths. In successful teams, the key activities are matched to the person's strengths. As a consequence, the weaknesses of an individual are trivial within the team. Furthermore, the tasks have to be clear, so the person does not focus on actions in a different direction. The individual has to feel the responsibility and concentrate on what steps are needed to be done in order to perform well. Drucker also mentions in his book that the environment in form of teams and activities should be switched once in a while for the sake of excitement. "[We] usually get bored if we do the same thing for too many years" (Drucker, 1992: 154).

Another aspect that makes the management of an NPO special, is the sense of mission within the organization. It is a "tremendous source of strength" (Drucker, 1992: 150) as it means doing something really important. The individuals do not get paid for their work, but they work for a good cause which they believe in and support strongly. It creates a certain responsibility for the organization. Seeing the organization succeeding is a focus for many. Therefore, the organization should never neglect its mission and visualize it for all their employees and volunteers.

After all, the expertise to allure committed people and to detain them, determines an organization's success or failure. Hence, an NPO should always ask itself the following three questions (Drucker, 1992: 155): "Are we attracting people we are willing to entrust this organization to? Are we developing them so that they are going to be better than we are? Are we holding them, inspiring them, recognizing them?"

2.3 Trends in NPOs

Rapid change is a constant companion in today's world. Digitalization does its contribution to it. "If the whole world is changing, how can volunteering stay the same?" (Ellis, 2012: 22) – A question that Susan J. Ellis shares with the world and that implicates the environment of NPOs being very dynamic. A simple answer to it: "It can't and it hasn't" (Ellis, 2012: 22). What exactly does this mean for nonprofit organizations? – How does change affect volunteerism and what elements influence today's trends in NPOs?

While volunteering was quite popular in the United States in the beginning of the 2000s, about one third of U.S. citizens has volunteered in some way, the numbers have become far less over the years as can be seen in Figure 1.

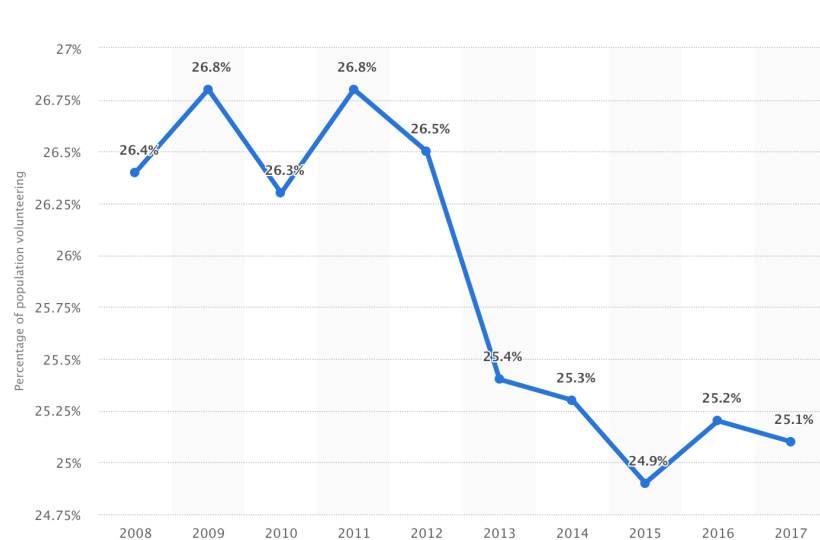


Figure 1. Percentage of population volunteering in the U.S. from 2008 to 2017 (Statista, 2021)

According to a volunteering trends study performed by the Curtin University in 2017 and 2018, volunteering is still growing, but the expectations, needs and wants of volunteers have been changing (Curtin University, 2019). This shows that NPOs have to adapt their people management to prevent the loss of volunteers and to fulfill their new expectations. Key findings that have been found in this study involve the following aspects:

- In total numbers, more people volunteer, but the number of hours and the duration become less.
- Personal benefit and helping others are the main reasons for volunteering.
- Acknowledgment and appreciation of volunteers are crucial. Individuals need a sense of purpose and the feeling of belonging to a community.
- Trainings anticipate further involvement for an organization.
- Micro-volunteering is becoming more popular. In this form of volunteering, small groups work together and contribute to a bigger project.

- Virtual volunteering increases in popularity as well.

Additionally, demographics have changed over the past decades. The proportion of older people in society has increased in many industrialized countries, whereas the birthrate has decreased. In families, the traditional way of living – the mom stays at home and the dad brings home money – has changed to both parents being employed. There is also a higher tendency for separation and divorce, resulting in more time which a single parent has to invest for e.g. childcare (Rochester, 2018). All of these points show that today's lifestyle allows less time for leisure activities and therefore less time for volunteering.

Another trend has been the distinction between formal and informal volunteering (Rochester, 2018; Woolvin and Harper, 2015). Formal volunteering means that the individual is part of an organization and involves in its activities. In contrast, informal volunteering is performed rather occasionally. It describes the type of volunteering whenever helping out a family member, a friend or the neighbor. It is possible that people still invest the same amount of time in volunteering, just not as much in formal volunteering. Informal volunteering occurs potentially daily in many situations which a person does not even realize actively. Therefore, this type of volunteerism is hard to track.

Ellis mentions that a further new trend is the lack of self-confidence. Many people “want to serve, but don't think they can” (Ellis, 2012: 22). Antagonizing actions are so called “single days of service” where people can volunteer for a certain project for just one day. While organizations hope to give people a first insight, these events tend to be overwhelming for many. Moreover, Ellis classifies entrepreneurial volunteering as a trend. Volunteers do not want to feel like they are doing a paid job. This means no schedules nor being assigned to a specific position is necessary, however a challenging feeling and the feeling of making a difference are popular thoughts in this trend.

3 Motivation

According to the Cambridge Dictionary (2021) motivation can be described as the willingness to do something or the enthusiasm, the need as well as the reason for doing

something. In the work environment the definition of motivation goes even deeper. It is “the process of stimulating people to actions to accomplish the goals“ (Juneja, n.d.) or put in simple words “to be motivated means to be moved to do something” (Ryan and Deci, 2000: 54). Typical stimuli to accomplish actions can be *desire for money, success, recognition, job-satisfaction, teamwork* and the like. Berelson and Steiner (1964) focus on an even more psychological level: “A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals.” This definition addresses the personal drives and needs specifically. In addition, motivation appears to be a key aspect for any management of an organization. A strong motivation results in a high and successful performance, resulting in the best possible outcome. A low motivation causes the opposite.

Motivation plays a role in any task an individual carries out. It is a force which leads to a goal. Hence, it is also possible to illustrate motivation through a process with a certain order, see Figure 2. The basic elements are motives, behavior, goals and evaluation.

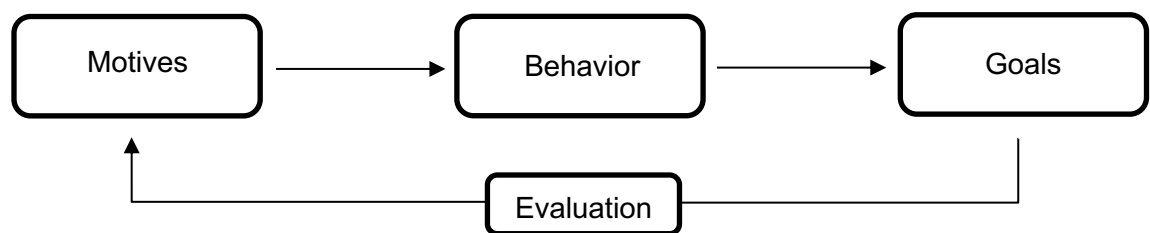


Figure 2. Graphical representation of the motivation process

Motives can be seen as the starting point of the process. They are a subjective feeling of individuals. To increase motivation, those certain motives have to be understood as they lead to behavior. Behavior can be changed or controlled but only to a certain extent. The behavior still has to be in line with the motives. Looking at the behavior closely, it can also be divided in three subcategories, namely tension, search and actions. Tension is part of the process as in the beginning there is always some uncertainty on how to achieve the desired motive. This causes the next step of search. One is looking for an effective way of fulfilling the desire. All of the steps above build the foundation for actions which aim at the goals. These can bring forth contentment. A logical final step is the evaluation of the goal in accordance to the motives: Has the reached goal actually satisfied the motive (Farooq, 2020)?

3.1 Motivation theories

Motivation is a very complex construct, given its various definitions, subjectivity and different influences to which an individual is exposed. Throughout the years various scientists have come up with different theories which holistically give a better understanding of the construct and its complexity. The most common theories focus either on the need base, like *Maslow's Hierarchy of Needs*, or on the process base, such as *Vroom's Expectancy Theory*. Need-based theories explain the cause of motivation, while process-based theories define how satisfaction is reached. In addition, the theory *Theories X and Y* can give a deeper understanding of motivation in the business world.

3.1.1 Maslow's Hierarchy of Needs (1943)

To understand the concept of motivation, it is essential to look at *Maslow's Hierarchy of Needs* (Maslow, 1943). According to him goals, for which motivation is crucial, are based on human needs. As illustrated in Figure 3 from bottom to top the areas are *Physiological Needs*, *Safety Needs*, *Social Needs*, *Self-Esteem Needs* and *Self-Actualization*.

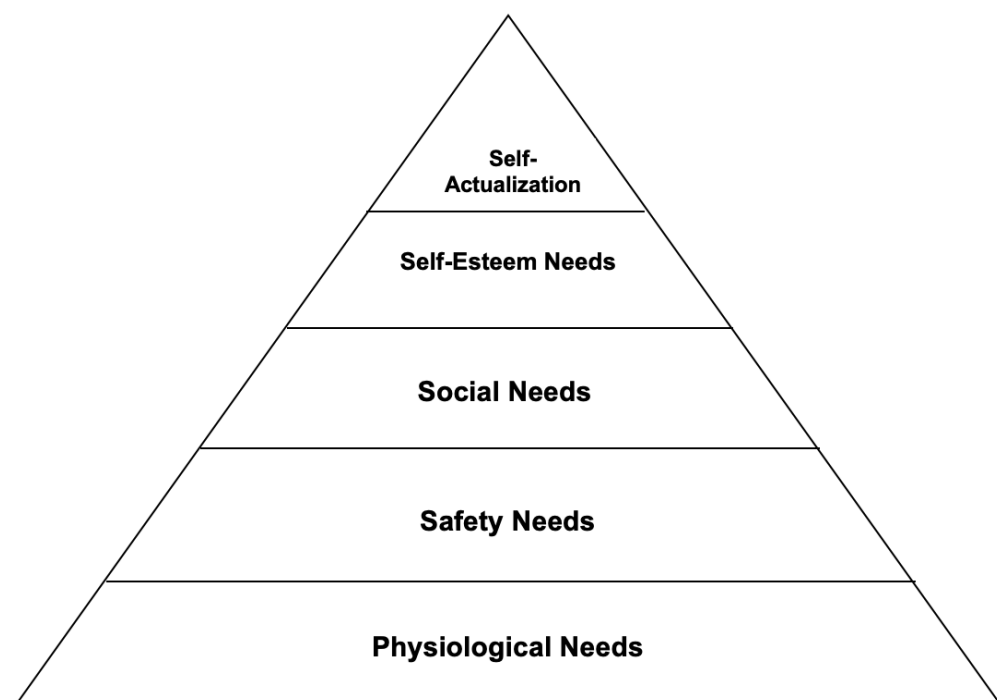


Figure 3. Maslow's Hierarchy of Needs (1943)

A natural goal in a human's life is to be self-actualized. This can only be achieved if all other needs are also fulfilled. This means that one can only move to the next need if the basic need is satisfied. Motivation helps to satisfy those needs as it leads to goal orientated actions. In particular, *Physiological Needs* are basics like food or clothes and everything else an individual needs in order to be able to live. *Safety Needs* relate to financial security, health, protection against danger, uncertainties, etc. *Social Needs* include a partner, friends, the feeling to belong to a group and similar factors. *Esteem needs* incorporate respect and recognition. Maslow himself refers to the top need of the hierarchy, *Self-Actualization*, as "What a man can be, he must be" (Maslow, 1943: 383). This is the stage of personal growth; when a person can live to its fullest potential and can make use of its skills, talents, etc. (Cherry, 2019).

Maslow's Hierarchy of Needs is a crucial element in order to understand the concept of motivation, but in the past 30 years it has faced some criticism due to the fact that Maslow introduced this hierarchy already over 85 years ago, in 1943 (Cherry, 2019). Many scientists agree that this theory is outdated and has notable issues. Neher (1991) for example criticizes that Maslow does not pay attention to the surroundings. Some of the higher needs are not necessarily inborn as Maslow states, but rather depend on the environment and the culture one grows up in. In fact, this must mean that a person growing up in a wealthy family in Europe has a totally different view on how to fulfill e.g. self-actualization compared to a person who has always lived in a poorer African society. Moreover, Neher does not agree with the hierarchy order. He mentions that there are societies in which people suffer from hunger or health issues, but still value their community and love from friends and family. The tight bond to family can help to resolve problems such as hunger since families tend to share among each other and make sure that every member reaches the best state possible. Therefore, *Maslow's Hierarchy of Needs* seems to fit for developed countries in the Western world, but not necessarily for other countries. In a more recent study, King-Hill (2015) agrees with the fact that there can be an individual order of needs and also mentions that this theory is only suitable for the Western world and rather individualistic countries.

Taking into consideration that Maslow's theory is being criticized, it is important to notice that the Hierarchy of Needs is a basic model for human behavior and motivation but has its limitations. When using *Maslow's Hierarchy of Needs*, one should always take into

consideration that there is some criticism to this approach. It can be applied to give a first understanding of motivational factors, but without a doubt the environmental, social and cultural aspect should not be neglected.

3.1.2 Vroom's Expectancy Theory (1964)

Vroom's Expectancy Theory (Vroom, 1964) analyzes an individual's behavior closely. Often it is visualized by the following equation: $M = E \cdot I \cdot V$. The letter M stands for motivation. E is the expectancy. Vroom stated that an individual has a certain expectancy which is based on the two factors effort and performance. These factors are interdependent. If the person puts more effort into actions, the performance will have a higher result as well. The letter I represents instrumentality. It is the relationship between performance and outcome. If the performance is high, the outcome or reward will be higher. Consequently, the purpose why the person is doing the task or action is more relevant or more attractive. This is known as valence, illustrated by the letter V , which is the coexistence of outcome and personal goals.

As one can conclude from the equation, all terms are correlating, hence personality and skills influence a person's motivation. This leads to two assumptions.

1. In order to be strongly motivated, all of the factors have to be high.
2. In case any term equals zero, there cannot be any motivation.

Naturally Vroom's Expectancy Theory has faced criticism. Lawler and Suttle (1973) for example criticized that the theory implicates that there will be a definite reward for the performance, even if the motivation is low. Moreover, rewards are seen as a tool to increase performance in this theory, but this is not the case for every individual. Not all people have the desire of the reward that is given. In comparison to Maslow's Hierarchy of Needs it is more difficult to apply this theory in practice. One has to understand the equation and has to analyze the behavior closely.

3.1.3 Theories X and Y (1960)

This motivation theory, unlike the other two theories, was developed by McGregor (1960) exclusively for management purposes. It is based upon the assumption that individuals in leading positions have a certain view on how their employees relate to work. An employee's attitude can belong to solely two groups; it can be either positive or negative.

Theory X states that an individual thinks negatively about its work. It is a very traditional approach. People are naturally classified as lazy, self-centered and lacking ambition. This results in a controlled top-down management approach.

Theory Y however assumes the opposite. A worker has a positive relation to its work. People are naturally motivated and eager to achieve goals. This results in a rather loose management style with a two-sided open way of communication (Badubi, 2017).

Also, Theories X and Y are not a perfect construct and can face criticism. For instance, it only plays a relevant role in the management of companies but is not applicable for the general idea of motivation. The theory represents two extreme opinions. In today's world this is quite unusual as there is not just one right or wrong answer. Moreover, the Theories X and Y do not suggest that a person can improve its performance or work on its motivation.

3.2 Intrinsic and extrinsic motivation

Naturally, motivation can vary from one person to another. This includes the level of motivation as well as the orientation. This means that the amount of motivation and the type of motivation, e.g. the kind of goal, are being considered. In general, motivation can be different for every individual due to many influencing factors. In a nutshell these factors can be divided into two fragments, intrinsic and extrinsic motivation (Ryan and Deci, 2000).

Intrinsic motivation relates to factors that satisfy the inner individual without considering the possible outcome, like pressure or reward. One can have good memories or positive experiences about something and is therefore motivated to go into action. For humans,

intrinsic motivation is very important as it is an incentive everybody is born with. Consequently, it “is a critical element in cognitive, social, and physical development” (Ryan and Deci, 2000: 56) and one cannot abandon it, but it helps every individual to gain knowledge and certain skills. One is led by intrinsic motivation whenever a task appears to be attractive, based on the persons interests (Ryan and Deci, 2000).

On the other hand, extrinsic motivation is driven by the consequences of an action, so an external control. If the action leads to a favorable outcome, the person is motivated extrinsically and is willing to do it in order to be rewarded. It is assumed that extrinsic motivation plays a bigger role once people pass their early childhood as personal demands grow (Ryan and Deci, 2000). The concept of extrinsic motivation is fairly complicated since there are many external factors that can influence a person. Figure 4 shows a taxonomy of types of human motivation. It includes the kind of motivation, associated processes and the causality. On the left, amotivation is mentioned. This is when a person has no intention to act at all. Extrinsic motivation is the most complex type and includes processes like rewards, approval from others, goals and congruence, whereas intrinsic motivation is only about inherent satisfaction.

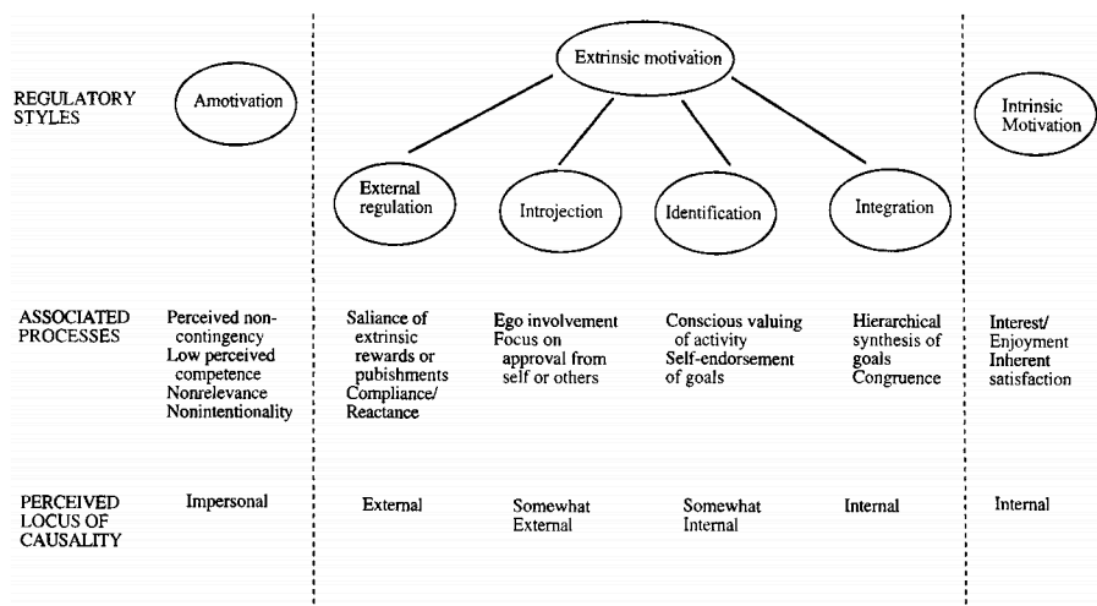


Figure 4. Taxonomy of types of human motivation (Ryan and Deci, 2000)

Referring to an experiment conducted by an American professor, Pink (2009) criticizes the traditional theory of intrinsic and extrinsic motivation and makes clear that an extrinsic motivation is not always the key to success. In fact, rewards can restrict thinking and block the creativity that is needed to solve the problem: “These contingent motivators [...] work in some circumstances, but for a lot of tasks they actually either don’t work or often they do harm” (Pink, 2009). In the past, extrinsic factors were of big importance, but in today’s world it is more important to focus on intrinsic factors as a lot of tasks do not have a single, easy and clear solution. Creativity and an open mind, instead of a narrow focus, are crucial in order to achieve the best outcome. Moreover, Pink refers to some experiments where it became clear that the kind of motivational factors depends on the task. For example, bonuses increase performance for mechanical work, but lead to a worse performance if the task involves cognitive skills. Generally, what is important in the business world is the reference to autonomy, mastery and purpose rather than simple rewards and bonuses. People focus on directing their own lives and getting better in every way possible to contribute to something bigger, and this can be only done if people are given freedom to some extent. A possible, intrinsic, approach to an incline of productivity, social engagement and employee satisfaction in business can be to get rid of schedules and just make clear that the work has to be done, no matter when, where or how.

Overall, it is important to bring up that people are often motivated by both intrinsic and extrinsic factors simultaneously, although both concepts are in contrast to each other. In the process of decision-making, many factors play a role and can be of intrinsic as well as of extrinsic nature (Ryan and Deci, 2000).

3.3 Motivation in NPOs

Motivating people in a nonprofit organization can be as challenging as motivating employees in a company, if not even a bigger obstacle. The keyword here is intrinsic motivation. It plays a much bigger role in NPOs than in for-profit organizations as extrinsic rewards in form of money are left out completely. Over the last years, the importance of intrinsic motivation has risen even more than in the past. The need to strengthen values of an NPO rather than coming up with new extrinsic factors that could be motivating is nowadays a daily business for the management of an NPO and will be

in the future (Mosca and Boolaky, 2015). Generally, people start to engage in NPOs whenever the organization represents similar interests, the people had a positive experience with the organization themselves and/or there is a bond on a social level. If one of these pillars is omitted, the motivation of the individual can be affected (Penner et al, 2005). Moreover, the success of the organization influences the level of motivation as well. If the NPO is not meeting certain goals or is not doing well in general, the volunteer might not see any future potential in the NPO and therefore lose motivation. Another crucial factor is the satisfaction of tasks the individual has to carry out. A high satisfaction correlates with interesting tasks. A low satisfaction leads to quitting. The particularity of an NPO is that the individual usually has the freedom to choose the tasks he/she likes to do. If there are no interesting tasks left, the decision to quit volunteering is close. Special attention should be paid to those who just start engaging in an NPO as they need personally interesting tasks in order to have a high level of motivation right from the beginning (Vecina et al., 2010).

Motivation in NPOs is driven by many different factors. An organization has to realize and understand the synergies between the factors to provide the right environment for its volunteers and keep the motivation as high as possible. A high motivation can be reached by choosing tasks according to the individuals rather than assigning individuals to certain tasks.

4 YFU case study

4.1 Organizational background¹

The case study of this thesis will compare the volunteering motivations of a nonprofit organization in two countries, namely YFU Germany and YFU Finland. Therefore, it is crucial to know YFU and understand its importance of volunteering. Youth for Understanding is a globally operating nonprofit organization that focuses on youth exchange programs worldwide. To get a deeper understanding of the organization, it will be introduced in the following section by using the example of YFU Germany.

¹ All information in this chapter is taken from the organization's intranet or based on personal communication with YFU employees.

According to the German law, YFU is considered to be an association. Just like in any other business, YFU Germany is represented by a director, namely Knut Möller. The main target group for the organization are high school students aged 15 to 18 who want to spend one or two semesters abroad. In the year 2019/20, 900 students went abroad to countries all over the world. More than half of the exchange students spent their study abroad in North America. During the same time, 520 students came to live in Germany. There are also other post high school programs, like the voluntary service programs, in which students aged 18 to 25 can participate. Another important target group are families who want to open their homes to students and host them for a certain time period. In the eyes of YFU, basically everyone can become a host family– a single parent, a couple without children, a couple with children, no matter how many, a gay couple, etc. The only criteria the family has to meet is offering a bed and meals for the student. It is not even necessary to provide an own room for the student; it can be shared with host siblings.

A quite important part of YFU Germany are the people who are involved with the organization. Only about 70 employees are employed in the head office in Hamburg. The employees split into nine different departments, namely the executive board, the outbound program, the inbound program, central services, cooperation and development, marketing and public relations, IT, intercultural education projects as well as fundraising and networking. Their main tasks are of administrative nature, for instance issuing contracts or consulting students on when and where they could go abroad.

Naturally, the organization is not only run by 70 people. As is usual for nonprofit organizations, many volunteers are involved as well. The estimated number of volunteers in Germany is 3000, but it is hard to define an accurate number since the volunteers are spread all over the country and some are not listed in the internal online platform. Moreover, host families are usually not listed as volunteers either, although they open their homes on a voluntary basis and do not receive any funds. For the sake of convenience host families will be neglected in the further description and in the case study.

YFU Germany splits into 12 regional groups (Figure 5) which coordinate the volunteering activities within the region. Every region has a regional board that functions as a vital link between the volunteers and the head office.

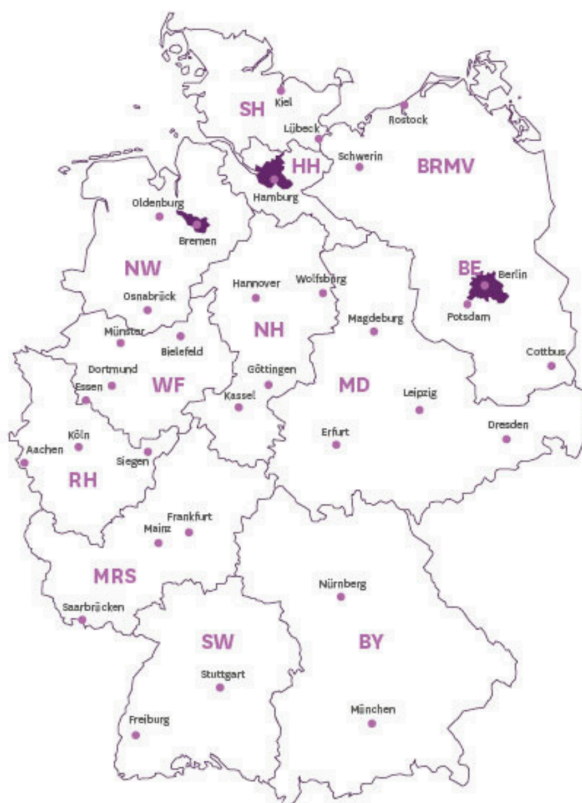


Figure 5. The regional groups of YFU Germany

There are many sections in which volunteers can operate. Broadly summarized there are three big ones: the outbound program (in German: Entsendeprogramm - EP), the inbound program (in German: Aufnahmeprogramm - AP) and public relations activities (in German: Öffentlichkeitsarbeit - ÖA). For instance, volunteers in the EP sector make sure that outgoing exchange students are well prepared for their exchange year by organizing and taking part in pre-departure seminars or by being a chaperon at the airport and even on flights. In the AP section volunteers deal with host family visits before the exchange students arrive in Germany to make sure that the host families follow YFU's values and norms. Each student in Germany has a local area representative that helps especially with problems that cannot be solved by the students. Volunteers also organize seminars for both host families and students during the exchange year to help reflect on their experiences. Everyone who does some work in the ÖA section, advertises

YFU in some way. This can be done to find new host families for incoming students or representing YFU at fairs or at school events to gain new participants for the outbound programs. Volunteers cannot be necessarily assigned to one of the three sectors, but rather do their work in more than one simultaneously. It depends on the individual's interests and what is fun for them.

Overall, it is intelligible that volunteers are an important part in a nonprofit organization as they do most of the work and support the employees in the head office. Without volunteers YFU would not function as the organization it is today. Therefore, new volunteers are always needed in order to provide the high educational level YFU is known for. One current topic for YFU Germany is the trend that less students who come back from abroad are interested in volunteering. On a national level, it seems like in general volunteering is not as popular anymore as YFU is not the only organization that faces a lack of volunteers, although people still believe that volunteering is important for the society (Rahel Perschke, personal communication, November 28, 2019). YFU already started internal questionnaires on how to motivate new volunteers and will apply different actions looking at different parameters. For this reason, the YFU case study, which is a significant part of this thesis, has been performed. The insights will be discussed on a regional and national level.

4.2 Methodology

A case study in the form of an online self-report questionnaire has been performed. To take part in the questionnaire, it was required to be a current or former volunteer for either YFU Germany or YFU Finland or even for both organizations. There were no requirements regarding age or the duration of being a volunteer. Therefore, the survey was conducted anonymously among German and Finnish YFU volunteers and 15 quantitative and qualitative questions were used to gain information. Both, quantitative and qualitative questions were applied since the combination of both types gives the best outcome (Daniel, 2016). It was possible to choose from either German or English and give answers in one of the languages. The respondents had to answer questions about general information like gender or age as well as deeper questions to certain topics. These topics involved the level of volunteering regarding the time invested in YFU activities, the exceptional features that brought the participants to YFU and the

motivational behavior of volunteers as well as possible difficulties and solutions. At the end an open question for additional feedback was included. The complete structure of the questionnaire can be seen in the Appendix.

The goal of this survey was to find out more about the motivation of German and Finnish YFU volunteers. Additionally, it appeared to be interesting to detect potential problems which might influence the level of motivation. Therefore, the questionnaire was based upon the following hypotheses:

Hypotheses 1

Volunteers from Finland and from Germany show similar involvement. The time and the level of motivation do not differ significantly.

Hypotheses 2

YFU volunteers in both countries are primarily driven by intrinsic factors. One central factor is the feeling of belonging to a community.

Hypotheses 3

Once volunteers enter the job market, they spend less time volunteering, therefore the level of motivation is low.

Hypotheses 4

Similar problems, which might influence the level of motivation, occur in both Germany and Finland, therefore similar actions of improvement can be applied.

4.3 Results

76 participants, of which 63 were women and 13 were men, answered the online survey. Out of all respondents 58 volunteered for YFU Germany while 18 volunteered for YFU Finland. Within the countries the gender distribution prorates as follows: In Germany 81% of the respondents were female, whereas the male respondents amount to 19%. Out of the Finnish respondents 89% were female and 11% male. Overall, the age reached from 17 to 64. The average age of volunteers was approximately 25.33 years. The two countries did not differ much in terms of age. German volunteers were 25.38

years old on average, Finnish volunteers 24.90 years. Only four participants chose to answer the questionnaire in German, all other respondents have answered in English. There are respondents who claimed to be involved as a host family, but these volunteers engaged in other volunteering activities at the same time. Thus, these participants did not have to be excluded from the sample.

In order to compare the respective involvement of the two countries, the time and the level of motivation were considered for the analysis. The results showed that there was a large variance in terms of the duration of volunteering. However, when the two countries were compared, it was noticeable that this variance was reflected in both. They did not differ from each other. Table 1 presents the percentage ratios separated by country according to the time that has passed since the stay abroad. About the same percentage of respondents belongs to a certain group.

Table 1. Percentual distribution of volunteers separated by country

Time passed since exchange year	German sample	Finnish sample
0-5 years	58.62%	55.56%
6-10 years	25.86%	27.78%
Over 10 years	15.52%	16.67%

Regarding the level of volunteering in terms of time, there was a lot of variance among the organization members. Some have volunteered ever since they returned from their year abroad in 1993, others since last summer. Figure 6 shows the total numbers of volunteers in relation to how much time has passed since they have been abroad, categorized into three groups. As can be seen from the chart, the total number of volunteers declined over the years. 58% of the participants have been on an exchange

year in the past five years, 26% in the past six to ten years and only 16% in the past eleven years or more.



Figure 6. Total numbers of volunteers categorized by the time elapsed since their exchange period

For the time invested in volunteering anything between one day a year up to a couple hours a day was feedbacked. On a self-evaluation scale from zero to ten, where zero means “not active at all” and ten means “very active”, the average number was 5.78. Comparing the two countries, the level of activism is about the same. Whereas the activism of Finnish volunteers is 5.89 on average, the German average is 5.74. The most active person is involved with YFU on a daily basis, resulting in about 20 hours of YFU work per week, which equals a part time job. As can be seen on the left in Figure 7, the average development of involvement from the time right after the exchange period to years after, also categorized into the three already known groups.

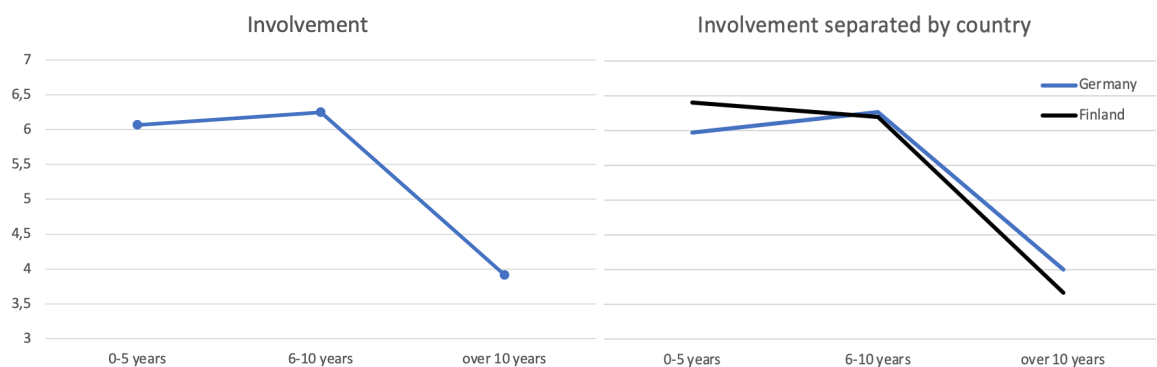


Figure 7. Average involvement of YFU volunteers

During the first ten years the average involvement stays around level six. After ten years it suddenly drops to an average of four. This trend is also true when considering each country by itself. The curve looks quite similar for both Germany and Finland as the right side depicts.

Looking at the motivational factors which lead to a participation in volunteerism at YFU, it appears that the following factors are named most. These factors were found in a comparable way for both countries. Therefore, the predominant motivational factors for both countries are named in parallel. According to 85% of all respondents, the most exceptional factor and in their eyes the best part about volunteering for YFU is the community. The respondents say that it is very interesting to meet new people and that they have made lifelong friends through YFU due to the YFU spirit which includes positivity, open-mindedness, kindness, internationality and an unjudging environment where one can be the person, he/she wants to be. Furthermore, it was mentioned that it is also fascinating how a community with people from different backgrounds can carry a feeling of belonging, where people find so many similarities and can share the same kind of stories. Out of all Finnish respondents, only two respondents (about 11%) have not explicitly mentioned the community as a motivating factor. On the German side, this is true for eleven respondents (about 19%). Besides the community being an important part of volunteering for YFU, many more reasons were mentioned. Among these another popular factor is “contributing to [a] better future” (YFU Survey, 2020) by giving back to YFU and to new exchange students. Through this the respondents were able to acquire new (soft) skills. These include on one hand organizational skills as well as communication skills and on the other hand responsibility and leadership expertise. Especially younger volunteers (from both countries) see YFU as an opportunity to try something new without losing something as the YFU community is quite tolerant and everybody is allowed to make mistakes without being judged or punished. Through this the respondents have gained self-confidence and feel more prepared for their future.

One question in the survey asked the participants to select the motivational factors they agree with. It was possible to choose from 14 items. The four ideas why at least 85% of the participants volunteer for YFU are the following: *It is fun; I like the people; I can broaden my horizon and understand new perspectives; I want to give back.* If regarding volunteers from either Finland or Germany solely, the trend was exactly the same as for

the entire sample. Out of these top answers the most popular one was *it is fun* with 90% compliance. Whereas the German volunteers agreed with the sample trend, for Finnish volunteers the most important factor was *I like the people*. Less than 30% acknowledged that they like the facts that *expenses are paid, the food is good, it is possible to travel to new places for free or it helps their career*. In Finland, less than 30% agree only to the two answers *it is possible to travel to new places for free or it helps their career*. The other two options are more popular with a devotion of over 30% to 40%. Less than 30% of the German volunteers agree with the four least popular factors. The least accepted answer was the idea that *there is no hierarchy within the organization*. Only 14 out of 76 questioned people, so about 18%, said that this was true. 12 of these respondents are part of YFU Germany (about 20%), so 2 respondents volunteer in Finland (about 10%). Figures 8 and 9 show the distribution of motivational factors among the volunteers for the entire sample, the German sample and the Finnish sample.

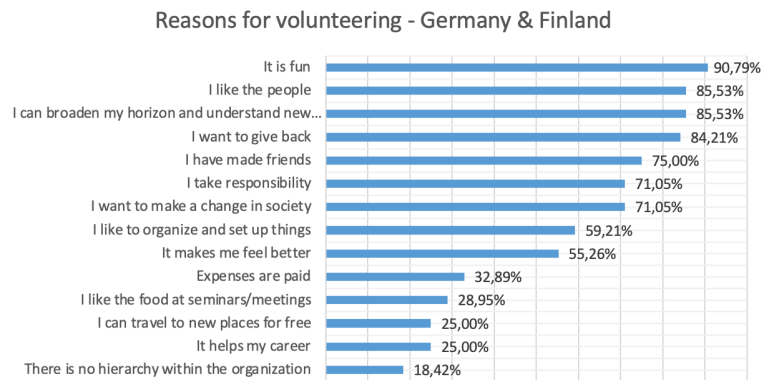


Figure 8. Popularity of motivational reasons for volunteering

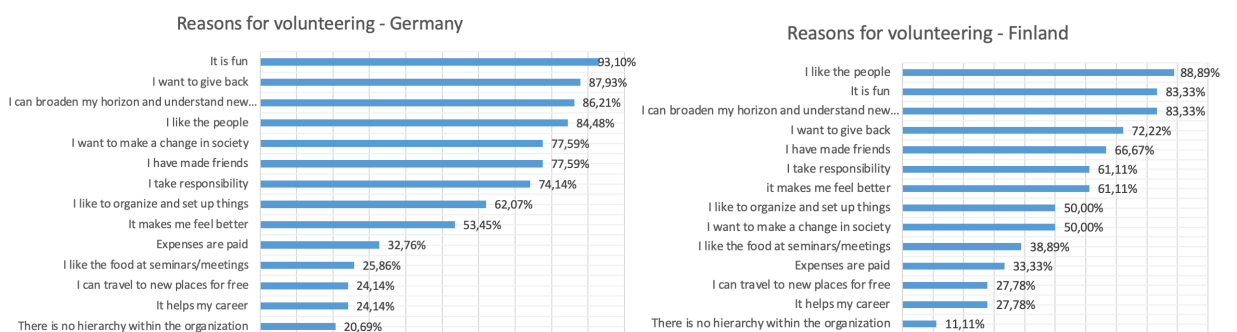


Figure 9. Popularity of motivational reasons separated by country

In the questionnaire the participants were also asked how they keep up their motivation. The most popular answers can be summed up in the following ideas:

- Community: Meeting friends or in general other people by going to events/seminars instead of only organizing them or taking part in regular calls.
- Social engagement: Looking for a different task or challenge and/or taking more responsibility within the community.
- Memories: Thinking about the past experience and e.g. going through old pictures from the exchange period or events.

Moreover, the survey asked how to motivate other volunteers. The main points for the participants are the following:

- Reinforcement: Sharing its own experience and trying to raise the other person's self-confidence by identifying his/her strengths or underlining good performance.
- Social value: Spreading the YFU spirit as well as showing how much fun the voluntary work is and what impact it has for the society.
- Community: Inviting people to participate in certain events where they can get to know new people.

Another question was how YFU itself could motivate the volunteers more. One definite answer was that YFU should show more appreciation for its volunteers. Some respondents say this could be done by organizing more fun volunteer events instead of only work seminars. Moreover, the volunteers said better defined tasks would be an improvement. They should be relatively small but concrete. At the same time there can be more projects to choose from. To get a deeper understanding how the voluntary work affects the organization's daily business, the respondents wished for more transparency and more insight from the top level. 18 participants, almost a quarter, said that there is nothing YFU can do or they do not know how YFU can motivate them.

Towards the end of the questionnaire problems within the organization were inquired. In the first part four potential problems were identified: *We are short on volunteers, It is always hard to find somebody for seminars or alike, I have the feeling that the same few*

people do the work over and over again, It becomes more complicated to motivate returnees to volunteer and stay with YFU. These were applied on a scale from zero *do not agree at all* to five *totally agree* on which the respondents could present their agreement towards the statements. The statement most volunteers agree with is *I have the feeling that the same few people do the work over and over again.* This statement has an average agreement of 3.75. On the other hand, the statement which was least agreed with is *It is always hard to find somebody for seminars or alike.* For this statement the average agreement was 3.00. Regarding the Finnish respondents solely, the same statements were most and least popular, with the difference the average numbers being 3.61 for the most popular statement and 2.22. for the least popular one. The German participants also agreed most with the same statement (average 3.79), but they agree least with another statement. In Germany, the least accepted problem was *It becomes more complicated to motivate returnees to volunteer and stay with YFU* (average 3.10).

The second question considering problems was an open question and asked the participants what they would like to improve at YFU. An answer that was given a few times was that YFU should improve its connections to other YFU groups or organizations. The German volunteers mainly wished for better co-working possibilities with other regional groups, while the Finnish respondents made clear that they would like to interact more with other European organizations as YFU Finland is quite small. Another point that was mentioned multiple times is the fact that YFU should work on its diversity. Many exchange students/volunteers come from higher educational families. In the eyes of the respondents, there should be more support for participants from lower income families, for instance in form of higher scholarships, or for students whose family background is not solely e.g. German. Besides the diversity and the interconnection problems, the participants saw too much hierarchy within the organizations. The distance from the board to the volunteers is too far and unexperienced volunteers thought it is hard to enter the YFU family.

4.4 Discussion and limitations

The aim of the present YFU case study was to investigate the motivational factors of volunteers in Germany and Finland. As part of this case study potential problems and their influence on motivation were examined and a comparison between the two

participating countries was drawn. In the following part of the paper, the main findings will be summarized and discussed based on the individual hypotheses. Finally, limitations of the present work as well as possible implications for future research will be considered.

The initial hypothesis posits that volunteers in both Germany and Finland are involved in their voluntary activities on a similar level and there is no significant difference between the countries. As Figure 7 has shown above, this statement can be verified. This is a crucial point for the case study as it is the basis that allows to compare further findings. There seems to be a correlation between the time being back in the home country and the level of activism. So, volunteers who just returned can volunteer as much as volunteers whose exchange period is years away, but there is a significant drop after ten years. This represents YFU quite accurately since most volunteers start when they return from their stay abroad which is usually during High School. Consequently, there is no person that is younger than 16, once host families and their children are excluded. Most members volunteer while they are still in school or in college, so until they enter a full-time working environment. Often then volunteering for YFU becomes less important as people focus on their job and/or on family, but of course there are also exceptions that still find enough time for volunteerism. This sudden drop in involvement is not surprising as there are other needs that have priority, just as Maslow's Hierarchy of Needs shows. The need to have a job, build a house and settle as a family is at the bottom of the pyramid while working for a good cause and "[making] the world a better place, one small step at a time" (YFU Survey, 2020) comes rather at the top of the pyramid. According to this finding, it can be confirmed that volunteers involve less once they start working full-time. From experience it is known that a lot of "old generation" volunteers tend to restart their volunteering activity once their children are grown up and decide to go abroad themselves. This means that it is quite common that there are some volunteers who are a lot older than the average. Since involvement is presumably conditioned by the different life stages, it is hardly surprising that the involvement of German and Finnish volunteers is on a similar level throughout the years.

In the context of this work, the motivational factors which encourage people to engage in voluntary activities for YFU were a crucial point. After reviewing the literature, it was assumed that YFU volunteers are primarily driven by intrinsic factors and that especially

the community plays a major role. The results of the survey show a strong agreement to this hypothesis. Respondents have stated that their motivation to volunteer results for instance in a “small contribution for a more tolerant, open-minded, peaceful and coloured world” or “that this work is [their] donation for the freedom of the world” (YFU Survey, 2020). These statements show that there is nothing but intrinsic motivation to make the world a slightly better place by engaging in voluntary activities. Nonetheless, extrinsic motivational factors like the possibilities to travel to different cities and countries, expenses which are paid or the delicious food at seminars do play a role for many volunteers, but as the numbers show it is not a main reason why the individuals decide to participate in voluntary activities for YFU. Clearly more significant are the people, friends and community that YFU offers and the sensation that comes with offering help to others. As the respondents have given similar answers independently from their country of origin, it leads to the presumption that giving back and making a change in society can be quite fulfilling, no matter the background. Consequently, intrinsic credits like having fun and learning new skills from one another seems to be of more relevance than receiving extrinsic credits for something that is done voluntarily. In order to strengthen a nonprofit organization, it appears to be intelligible to find an intrinsic approach while e.g. enabling new volunteers and inspiring existing ones. Nevertheless, it is useful to apply extrinsic motivation additionally to maintain a constant motivation in the long term. Little Thank You notes for example are definitely not decreasing a person’s motivation.

The fourth hypothesis was used to analyze which problems occur within the organizations in Finland and Germany and if they show any similarities. Based on the trends which were found in literature, it was supposed that people have less time to engage in voluntary activities. As the statement the participating respondents agreed with most was the fact that the same few people always do the work, it does not underline the findings in literature. At the same time, although it is the least agreeable idea, many respondents sympathize that it is hard to find volunteers for seminars. This in turn shows that there must be a lack of volunteers or at least a lack of resources in terms of time. In general, these points were true for both German and Finnish participants. These problems lead to the assumption that there should be many small tasks rather than just a few big ones available for the volunteers. This way many people can work together on one task instead of one person doing it all unassisted. Moreover, the answering group

inquired more interaction between the regional or even national groups and organizations. Again, this would give YFU new opportunities to distribute tasks and manage capacities better. Another major problem seems to be the insufficient diversity within the organization. If more diverse students were addressed, there could be more volunteers overall and therefore more time capacities. This problem can only be solved if YFU actively approaches e.g. other lower school forms in Germany when recruiting new exchange students, so way before they become volunteers. Simultaneously, the possibilities on how to disburse such an exchange year should be broader. YFU could cooperate more with companies that are willing to offer scholarships and not solely bearing on individuals who donate funds. Moreover, it is important to make clear that an exchange year can be successful no matter in which country it takes place. There are programs in countries which are more expensive and ones which are definitely more affordable. For students from lower income families the more affordable programs should be made more present. This kind of individuals can be encouraging ambassadors for younger students who think that there are no possibilities for them to go abroad. On another note, it was quite surprising that the respondents, no matter their origin, see a problem in YFU's hierarchy. This is a point which cannot be solved as easily as a certain hierarchy exists within every organization. But as the respondents are asking, there could be more transparency from the top to the bottom and vice versa in order to give everybody who is involved with YFU a feeling of importance. One problem that was mentioned from Finnish volunteers only are the circumstances in Finland. Many activities take place in or around major cities like Helsinki and there is barely any YFU activities organized in the northern part of Finland. This makes it quite hard for the volunteers to stay active. In times of digitalization, it is a possibility to let volunteers take part in activities at least remotely. If there are any activities planned in the northern region, for instance a Lapland trip for incoming students, people from the north should not be neglected and maybe even considered more than the ones who always do the work.

In the end, every small step of improvement contributes to a better community and eventually to more motivation. YFU, no matter in which country, should analyze its potential problems continuously by asking its volunteers about current ones in form of online questionnaires for example. By doing this, effective and more precise measures can be derived. A better collaboration between all YFU members can help to stay "a Non

Profit Organisation that benefits the exchange of cultures and opinions worldwide” (YFU Survey, 2020).

Naturally, the case study which was carried out for this paper has its limitations. First of all, the sample size was quite small with only 76 participants. A bigger sample size would give more prove and reliability to the acquired results. Moreover, the gender distribution is unbalanced. One must say that this gender distribution is representative for both YFU organizations, though. Generally, there are more female volunteers than male volunteers at YFU. Regarding the number of participants from each country, it can also be seen as unbalanced. But just like the distribution above this is also representative for YFU because Germany has about 15 times more inhabitants than Finland, so the organization is much bigger in numbers of volunteers as well. Therefore, it was easier to reach more German volunteers. The countries were chosen based on personal experience and bond. As there is not much literature about this particular topic anyway, it could be interesting to compare two countries with a similar number of inhabitants. An obstacle for Finnish volunteers could have been the fact that they were not able to participate in the questionnaire in their native language. It was only possible to answer in either German or English. Although, most of the participants filled out the survey in English, potentially the German volunteers had a slight advantage here as they could change the language to German and read or answer questions in their mother tongue. This should be kept in mind in case of further research. Additionally, it could be relevant to perform a similar questionnaire in the near future as this survey was conducted before the worldwide COVID-19 pandemic. At the moment, there must be more, in some countries solely, online activities. It could be interesting to see if and how this changed volunteering behavior.

5 Conclusion

Further research on the subject of staff motivation in the voluntary sector is urgently needed. In this light, a reliable acquisition of motivational factors and occurring problems within nonprofit organizations could help to identify concrete measures, in form of intrinsic motivation or extrinsic motivation, in order to assure NPOs a constant level of engagement and motivation from volunteers. In the end, it depends on the commitment

of each individual, but nonetheless a positive charisma among the volunteers does no harm. A positive and encouraging atmosphere can surely increase motivation as the findings in this thesis have revealed. Furthermore, the applied case study has shown that the importance of personal life is crucial and often interferes with voluntary activities, no matter in which country. We as a society should achieve a point where volunteerism becomes even more significant and plays a role in everybody's life. This does not mean that every person has to spend hours per week volunteering, but just a simple gesture of taking over a small task, be it for a nonprofit organization or simply an older person in the neighborhood, can help our planet become more tolerant and openminded. *Make the world your home.* A sentence that YFU incorporates in many activities, advertisements and its daily business. A slogan which has a powerful meaning for the organization's volunteers. And a statement that should encourage each one of us to go out, show commitment and participate for a good cause since in "Volunteering - you don't have to do things you don't want to." (YFU Survey, 2020).

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- YFU Survey (2020). *Volunteering at YFU Germany and YFU Finland - What is your motivation?*

YFU Survey (2020)

English (United States) ▾

Volunteering at YFU Germany and YFU Finland - What is your motivation?

Dear YFU-Community,

welcome and thank you for taking part in this short survey about volunteering at YFU. This questionnaire forms a part of my Bachelor's thesis and marks the end of my double degree studies at "Hochschule für Technik und Wirtschaft des Saarlandes" in Germany as well as "Metropolia University of Applied Sciences" in Finland. It will be conducted anonymously and aims to look at motivational patterns in both countries. If you have any questions, feel free to send an e-mail to jessica.piedziak@yfu-deutschland.de

Thank you so much for your participation!
Jessica

* Required

1. What is your gender? *

Woman

Man

Other

2. How old are you? *

3. Which organization do you volunteer for? *

YFU Germany

YFU Finland

Both

4. Since when do you volunteer for YFU? *

5. How active would you describe your participation on a scale from zero to ten? (0=not active at all; 10=very active)
If it is below five, what are your reasons? *

6. How much time do you spend with YFU per week, month or year? *

7. In your opinion, what is the best part about volunteering for YFU? *

8. Why did you choose to volunteer for YFU in particular? *

9. In general, what motivates you to volunteer? *

Enter your answer

10. Which factors do you agree with? I volunteer for YFU because *

- it is fun.
- I want to give back.
- I like the people.
- I have made friends.
- I take responsibility.
- I like the food at meetings/seminars.
- I like to organize and set up things.
- expenses are paid.
- I can travel to new places for free.
- there is no hierarchy within the organization.
- it helps my career.
- it makes me feel better.
- I can broaden my horizon and understand new perspectives.
- I want to make a change in society.

11. There are always ups and downs in life. In a "down-phase" how do you motivate yourself to engage in work with YFU again? *

Enter your answer

12. What about others? How do you motivate them or how would you motivate them to volunteer (again)? *

Enter your answer

13. In your opinion, what should YFU do to increase your motivation? *

Enter your answer

14. How well do you agree with the following statements on a scale from zero to five? (0=do not agree at all; 5=totally agree) *

	0	1	2	3	4	5
We are short on volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is always hard to find somebody for seminars or alike.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the feeling that the same few people do the work over and over again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It becomes more complicated to motivate returnees to volunteer and stay with YFU.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What would you like to improve in YFU's environment? *

Enter your answer

16. Do you have anything to add?

Enter your answer

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